



*TOWN OF BARNSTABLE*

# *OPERATING BUDGET*



**2019**

***MARK S. ELLS***  
***TOWN MANAGER***  
***APRIL 26, 2018***



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Barnstable**

**Massachusetts**

For the Fiscal Year Beginning

**July 1, 2017**

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, 2017. 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 **seventeenth consecutive year** that the Town of Barnstable has been presented with this prestigious award.*

*The criterion on which the award for fiscal year 2018 was based is that which has been used as a guide in preparing the budget for fiscal year 2019. Therefore, it is my belief that the Capital and Operating budgets presented for fiscal year 2019 conform to program requirements, and I will submit them to GFOA to determine their eligibility for another award. My Staff, Mark Milne, Finance Director, and Nathan Empey, Finance/Budget Analyst, are to be congratulated for their parts in this and the previous awards.*

Mark S. Ells  
Town Manager

## FY 2019 Budget Action Calendar

DATE	ACTION
Thursday, September 28, 2017	Town Council conducts joint meeting/workshop with School Committee in accordance with Town Charter to review financial condition of the Town
TBD	Town Council meets to review and update their Strategic Plan
Monday, October 2, 2017	Town Manager & School Superintendent develop annual policy agreement on allocation of projected FY 2019 General Fund revenue
Friday, October 6, 2017	Town Manager issues instructions to Departments for FY 2019 Operating & Capital budgets
Friday, October 20, 2017	Municipal Departments submit preliminary listing of any proposed FY 2019 position changes with supporting justification to Human Resources (HR) with copy to Town Manager
Monday, October 23, 2017	Departments submit Calendar Year permit and fees change requests to Town Manager along with supporting documentation
Tuesday, November 7, 2017	Town Manager conducts public hearing on Calendar Year permits and fees
Thursday, November 9, 2017	HR Director submits position changes summary including comments to Town Manager
Monday, November 13, 2017	Departments submit Capital Improvements Project (CIP) project data sheets with supporting photos and review of existing capital projects to Town Manager
Monday, November 20, 2017	Town Manager begins formal review of CIP project requests with individual Department Managers
Monday, November 20, 2017	CIP scoring team provided copy of CIP submissions
Thursday, December 7, 2017	Annual Organization of Town Council (TM must submit budget to Town Council within 170 days per M.G.L. 44 § 32) (Friday, June 1, 2018)
Thursday, December 14, 2017	CIP Task Force conducts workshop on CIP submissions
Wednesday, December 20, 2017	Department Managers submit Operating Budget Decision Packages
Monday, January 8, 2018	Town Manager begins review of Operating Budget requests with Department Managers
Wednesday, January 17, 2018	Department Managers submit Operating Budget Narratives including photos
Tuesday, January 30, 2018	Departments submit Fiscal Year permit and fees change requests to Town Manager along with supporting documentation
Tuesday, February 13, 2018	Town Manager conducts public hearing on Fiscal Year permits and fees
Monday, February 26, 2018	Town Manager submits recommended FY 2019 Capital Budget to Town Council per Part VI, Section 6-5 (a) of the Charter (TC must adopt plan BEFORE June 1, 2018)
Thursday, March 15, 2018	Town Council conducts first reading of FY 2019 Capital Budget Orders
Friday, March 30, 2018	CFAC submits their review of recommended FY 2019 Capital Budget to Town Council
Wednesday, April 4, 2018	School Department submits adopted FY 2019 School budget due to Town Manager
Thursday, April 5, 2018	Town Council conducts first public hearing on FY 2019 Capital Budget per Part VI Section 6-5 of the Charter
Wednesday, April 4, 2018	School Department submits adopted FY 2019 School budget due to Town Manager
Thursday, April 19, 2018	Town Council conducts second public hearing on FY 2019 Capital Budget if needed
Thursday, April 26, 2018	Town Manager submits recommended FY 2019 Operating Budget to the Town Council (TC must adopt budget within 45 days, otherwise it becomes part of FY19 appropriations per Section 6-3 (b) of the Charter)
Thursday, May 3, 2018	Town Council conducts first reading of FY 2019 Operating Budget Orders
Thursday, May 17, 2018	CFAC submits their review of recommended FY 2019 Operating Budget to Town Council
Thursday, May 17, 2018	Town Council conducts first public hearing on 2019 Operating Budget
Thursday, May 31, 2018	Town Council conducts second public hearing on FY 2019 Operating Budget (3 <sup>rd</sup> meeting in May)
Thursday, May 31, 2018	Last weekday FY 2019 Capital Improvements Plan can be adopted by Town Council per Part VI, Section 6-5 (d) of the Charter
Thursday, June 7, 2018	Town Council conducts third public hearing on FY 2019 Operating Budget (if needed)
Friday, June 8, 2018	Last weekday FY 2019 Operating Budget can be adopted by Town Council per Part VI Section 6-3 (b) of the charter (TC must adopt within 45 days of receiving budget)
Saturday, June 30, 2018	Unless otherwise provided for in the vote of Town Council or encumbered by contractual obligation, remaining balances in Specific Appropriations authorized during & before FY 2016 expire

## 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.



**Town of Barnstable**

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Front Cover: Veterans Day Service Parade

Back Cover: Memorial Day Ceremonies

Editors: Nathan Empey, Finance/Budget Analyst

Mark Milne, Director of Finance

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# **BARNSTABLE MUNICIPAL AIRPORT**

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# Guide to the Budget

The FY19 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 organization 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 Structure, Policy and Process:** 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 Certified Free Cash balances, changes in fund balance, school and municipal operating budget changes, and a consolidated resources and appropriation summary.
  - b. Revenue Estimates –** This subsection includes specific factors that influence the estimates for revenue in the fiscal year. For example, state and local laws, economic factors, and state budget. These factors influence the town's ability to generate resources in the fiscal year.
  - c. Long-term budget planning-** There are many factors that can influence a town's 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 charges; or
  - b. Where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

The Town of Barnstable has nine Enterprise Funds: Airport, Golf Course, Marina, Sandy Neck Park, Solid Waste Facility, Water Supply, Water Pollution Control, the Hyannis Youth & Community Center and Public, Education & Government Television Access Fund (PEG).

- 7. Seven Village Libraries:** This section provides a summary of the individual public libraries throughout the town of Barnstable.
- 8. Other Funds Not Part of the Budget Process:** This section provides an overview of resources that are not part of the budget process. These funds can be standalone and focus on specific services. For example, revolving funds, receipts reserved for specific appropriations, gifts and grant accounts.
- 9. Appendix:** This is the final section of the operating budget booklet. Within this section, there are two appendices as listed below.
- a. **Appendix A-** Includes the budget appropriation orders for both the operating budget and capital plan. The Town Council is required by law to vote on these appropriation orders. An appropriation order is an act of setting aside money for a specific purpose.
  - b. **Appendix B-** Provides a glossary of government or financial terms used throughout the book. This appendix will help the reader understand the technical language used in the document.

Department Summaries– General Fund Guide

FISCAL YEAR 2019 BUDGET ADMINISTRATION & TECHNICAL SUPPORT DIVISION GENERAL FUND

### Administration & Technical Support Division **1**

**Purpose Statement**

The Administration and Technical Support Section provides centralized administrative and technical support services to the Department's five operating divisions. These services include policy and procedure development, program and capital planning, operations, procurement and budget management services, community relations and it maintains close liaison with the Town Manager. In addition, the Division provides efficient, cost-effective and professional quality engineering, architectural, survey, and project management services in support of capital improvement and other projects.

**Administration**

**Technical Support**

**Capital Projects**

**Recent Accomplishments**

- Design Services for East Main Street Hyannis, streetscape improvements.
- Continued Comprehensive dredge permitting assistance and project management.
- Coordination with MassDOT 28/Strawberry Hill Road intersection improvement project.
- Continued Route 28 construction coordination with MassDOT.
- Gateway Marina Dredge Project construction oversight.
- Barnstable Intermediate School Repairs: Provide project management for the design and repairs to the School with document review and contract administration services. Project has been completed.
- Barnstable High School Cafeteria Repairs: Provided contract administration services for the repair of the facade. Project is completed.

**Percentage of FY19 General Fund Budget**

This division comprises 1.14% of the overall General Fund budget.

Leadership, Management, and Vision Page 255

FISCAL YEAR 2017 BUDGET PUBLIC WORKS DEPARTMENT GENERAL FUND

### Public Works Department Financial Summary

**FY 17 Source of Funding**

Taxes provide 96% of the funding for this operation.

**Public Works Department FY17 Budget By Division**

The Highway Division is the largest operation within the Public Works Department General Fund operations representing 51% of the FY17 proposed budget.

**Public Works Department Budget History**

Fiscal Year	Budget Amount
Approved FY13	\$7,863,982
Approved FY14	\$9,263,982
Approved FY15	\$10,575,029
Approved FY16	\$11,384,164
Proposed FY17	\$10,627,419

The budget has increased from \$7.8 million in FY13 to \$10.6 million proposed FY17 or 35.14% over the five-year period. Costs associated with snow removal account for much of the change in the budget from year-to-year. In FY13 there were no snow removal deficits from the prior year as FY12 included a mild winter. The reduction in the budget for FY17 is due to decline in snow removal costs of \$1.1 million.

Enhancing, Protecting, Preserving, and Maintaining the Town's Infrastructure Page 260

- 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** Each division provides a list of accomplishments for the current fiscal year.
- 5** This chart shows the department/division total budget as a percentage of the overall General Fund budget.

- 6** The department/division receives various sources of funding to cover operating cost. These sources are shown as a percentage of total sources of funding received by the department/division.
- 7** This chart shows each division/program as a percentage of the department/division total budget.
- 8** Town Council approved budget history for the department/division for the past five years. This also includes next years' proposed budget (highlighted in orange).

Department Summaries– General Fund Guide (Continued)

FISCAL YEAR 2017 BUDGET		PUBLIC WORKS DEPARTMENT		GENERAL FUND	
Public Works Dept.	Actual	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY17 - 16	Change
Taxes	\$ 6,859,895	\$ 8,749,444	\$ -	\$ -	-100.00%
Fees, Licenses, Permits	184,790	184,000	-	(184,000)	-100.00%
Interest and Other	103,400	101,800	-	(101,800)	-100.00%
Special Revenue Funds	63,500	70,570	-	(70,570)	-100.00%
Enterprise Funds	21,345	21,345	-	(21,345)	-100.00%
General Fund Reserves	2,601,287	1,500,000	-	(1,500,000)	-100.00%
<b>Total Sources</b>	<b>\$ 9,834,815</b>	<b>\$ 10,627,159</b>	<b>\$ -</b>	<b>\$ (1,027,159)</b>	<b>-100.00%</b>
Expenditure Category					
Personnel	\$ 1,199,980	\$ 1,224,504	\$ -	\$ -	-100.00%
Operating Expenses	4,001,226	4,266,655	-	(4,266,655)	-100.00%
Capital Outlay	633,609	636,000	-	(636,000)	-100.00%
<b>Total Appropriation</b>	<b>\$ 9,834,815</b>	<b>\$ 10,627,159</b>	<b>\$ -</b>	<b>\$ (1,027,159)</b>	<b>-100.00%</b>
Employee Benefit Allocation					
Life Insurance	373	-	-	-	-
Medicare	50,748	-	-	-	-
Health Insurance	220,646	-	-	-	-
County Retirement	839,335	-	-	-	-
<b>Total Employee Benefits (1)</b>	<b>\$ 1,111,101</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 10,945,917</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
Full-time Equivalent Employees	150	84.50	84.50	0.00	

(1) Employee benefits are not included in the departmental appropriation and are allocated for information purposes only.

**Summary of Significant Budget Changes**  
 The Department's FY17 proposed budget is decreasing \$757,005 or 6.65%. This includes a reduction of \$1.1 million in snow removal costs. Excluding snow removal, the budget is increasing \$344,782, or 4.2%. Personnel costs are increasing \$247,782, which includes all contractual obligations and 2 new FTE's for the Highway Division. This has been offset by a reallocation of 45 FTE's for one shared with the enterprise fund operations. Operating costs are increasing a net of \$77,000 when electricity and snow removal expenses. New contracts for diesel fuel and gasoline will save \$33,000 and electricity costs are reduced by \$100,000. An additional \$130,000 is provided for operating cost increases including \$36,000 for solid waste disposal, \$7,000 for contracted services, \$20,000 for asphalt materials, \$7,000 for traffic signals, \$10,000 for software licenses, \$30,000 for vehicle maintenance and \$20,000 for catch basin cleaning. Capital outlay of \$636,000 will continue to level fund vehicle replacements at \$500,000, \$116,000 for building improvements and equipment replacement and \$20,000 to fund the Stone Park landscape installation project. General Fund reserves and tax support represent the largest funding sources combined at 96%

Enhancing, Protecting, Preserving, and Maintaining the Town's Infrastructure Page 261

FISCAL YEAR 2017 BUDGET		PUBLIC WORKS DEPARTMENT		GENERAL FUND	
Additional Funding Recommended					
<b>Public Works – Architecture</b>					
<b>1. Software Licenses</b>				<b>\$10,000 Requested</b>	<b>\$10,000 Recommended</b>
Architect and Surveyors require the use of design software packages (such as AutoCAD). It is now an industry standard. These computer programs have eliminated the need to have draftspersons, and changed how documents are stored. In addition to design programs, the DPW also now has Asset Management software and software for its GPS survey units. These systems are new technology and have license requirements as well. This request is to create a dedicated budget item to fund these requirements.					
<b>Public Works – Landscape</b>					
<b>2. Stone Park Landscape</b>				<b>\$46,800 Requested</b>	<b>\$20,000 Recommended</b>
This request will be used to make improvements to the recently acquired Stone Park located at the intersection of Main Street and South Street in Hyannis. It is expected this money would allow the DPW to install an irrigation system and a walkway in the park.					
<b>Public Works – Highway</b>					
<b>1. Two new Laborers Positions</b>					
				<b>\$79,440 Requested</b>	<b>\$79,440 Recommended</b>
This request is for two new Grade 5 employees to address the growing workload within the Highway Division as it relates to roadway systems, parking facilities and drainage facilities. These positions will also serve as Bridge Operators for the West Bay Draw Bridge in Osterville during the boating season. Historically 5 seasonal bridge tenders are hired every year to operate the bridge 22 weeks of the year. Though they were reliable, they were not capable of conducting basic diagnostics/trouble-shooting and manually lowering the bridge in the event of a failure. With the new Grade 5 employees, there will be at least two employees operating the bridge that will be able to perform basic trouble shooting of bridge failures, and "manually" lower the bridge if necessary.					
<b>2. Overtime - Fleet Maintenance</b>					
				<b>\$40,000 Requested</b>	<b>\$20,000 Recommended</b>
Fleet Maintenance is currently staffed with five mechanics that are responsible for all of the DPW fleet and others. The current and future repair requests are so demanding that it is necessary to work beyond the normal working hours to keep up with the demand, the current line item overtime budget is not adequate to sustain the level of service needed to maintain the fleet and infrastructure. The overtime line item is exhausted 50% by the end of the first quarter and is not enough for the remainder of the year as necessary.					
<b>3. Traffic Signals</b>					
				<b>\$10,000 Requested</b>	<b>\$7,000 Recommended</b>
Presently we have over 28 signalized intersections throughout the Town, and we are experiencing more traffic signal issues due to an aging equipment and lack of maintenance. We currently call a traffic light vendor to assist us in the repairs where as we have no qualified licensed employees to make such repairs. This has become quite costly over the last few years. If not funded Public safety is at risk.					
<b>4. Asphalt Materials</b>					
				<b>\$21,900 Requested</b>	<b>\$20,000 Recommended</b>
Creating key-ways and doing a high quality repair. This should result in a significant decrease in repeat complaint/work and a better overall product. To do this the section is using more asphalt and are on pace to exceed their budget.					

Enhancing, Protecting, Preserving, and Maintaining the Town's Infrastructure Page 262

9 This financial table displays the following:

- a 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.
- b 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 expenses like purchasing of a vehicle.
- c Estimated benefits allocated for informational purposes only. Actual costs are included in the other requirements (see Other Requirements section).
- d Full-Time Equivalent Employees: Includes permanent year-round staff only; no seasonal staff

10 Significant Budget Changes is a summary of the most significant changes to the proposed budget.

11 Additional Funding Recommended provides a brief description of the additional funding requested by the department and the amount of funding proposed.

- a Program requesting the funding
- b Title of request
- c Amount of department request for funding and Town Manager recommended funding. Not all items need to be fully funded due to savings within the budget, changes in needs, and sharing of resources between budgets.



Department Summaries– General Fund Guide (Continued)

FISCAL YEAR 2017 BUDGET MARINE & ENVIRONMENTAL AFFAIRS DIVISION GENERAL FUND

**Fiscal Year 2017 Goals and Objectives**

**Short Term:**

1. Improve our wildlife educational trailer lighting system to better highlight the (taxidermy) birds and animals for schools, senior centers, libraries and update our educational seminars (Strategic Plan: Environment and Natural Resources, Education) **12**
2. Increase "Learn to Shellfish" adults during the summer months (Strategic Plan: Environment and Natural Resources, Education, Recreation)
3. Increase our educational wildlife talks at schools, libraries, senior centers and private groups (Strategic Plan: Environment and Natural Resources, Education, Recreation)
4. Start additional herring count program for Saco River (Strategic Plan: Environment and Natural Resources, Infrastructure, Recreation)
5. Explore implementation of an on-line mooring waitlist renewal program (Strategic Plan: Regulatory Access & Accountability, Economic Development, Communication)
6. Continue GIS pinpointing of all moorings in town to determine mooring regulation compliance (Strategic Plan: Regulatory Access & Accountability)
7. Pursue future grant opportunities to support the division's needs (Strategic Plan: Public Health and Safety, Finance)
8. Increase patrol of Town beaches during summer months for any dog issues (Strategic Plan: Education, Public Health and Safety, Communication)

**Long Term:**

1. Improve mooring enforcement through public information (Strategic Plan: Regulatory Access & Accountability, Communication)
2. Improve communication and oversight of the licensed mooring servicers (Strategic Plan: Regulatory Access & Accountability, Communication)
3. Increase quahog seed production by approximately 280% (1.7 million total) in the FLUPSY (floating upweller system) at Prince Cove Marina (Strategic Plan: Education, Public Health and Safety, Economic Development, Environment and Natural Resources)
4. Continue to develop educational outreach programs (Strategic Plan: Education, Public Health and Safety, Economic Development, Environment and Natural Resources, Communication)
5. Continue eel grass restoration projects and replant all areas in season (Strategic Plan: Education, Public Health and Safety, Economic Development, Environment and Natural Resources, Communication)
6. Continue to remove old shellfish gear (20+ years) from Barnstable Harbor being uncovered by tidal action (Strategic Plan: Education, Public Health and Safety, Economic Development, Environment and Natural Resources)

Protect, Preserve and Promote use of Our Natural Resources and Waterways Page 194

FISCAL YEAR 2017 BUDGET MARINE & ENVIRONMENTAL AFFAIRS DIVISION GENERAL FUND

**Full-time Equivalent Employees**

Job Title	FY 2016	FY 2017	FY 2018	Change
Administrative Assistant	1.85	1.85	1.85	-
Supervisor Natural Resource Officer	0.70	0.70	0.70	-
Natural Resource Officer	2.00	2.00	2.00	-
Director Marine & Env Affairs	0.70	0.70	0.70	-
Community Services Director	0.25	0.25	0.25	-
Senior Animal Control Officer	1.00	1.00	1.00	-
Animal Control Officer	0.50	1.00	1.00	-
Shellfish Biol/Const	1.00	1.00	1.00	-
Asst Hrbmst Pumpout Boat Operator	0.90	0.90	0.90	-
Asst Hrbmst Mooring Officer	1.00	1.00	1.00	-
Dept/Div Assistant	0.80	0.80	0.80	-
<b>Full-time Equivalent Employees</b>	<b>10.70</b>	<b>11.20</b>	<b>11.20</b>	<b>0.00</b>

(2) Full-time Equivalent Employees (FTE) are expressed as a percentage of one full-time employee.

Protect, Preserve and Promote use of Our Natural Resources and Waterways Page 197

**12** 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).

**13** Full-Time Equivalent Employees (FTE): This is a list of all personnel allocated to the division. Some personnel salary and wages can be allocated across multiple divisions. For example, a director manages the entire department, and thus their salary costs are allocated across divisions.

Department Summaries– General Fund Guide (Continued)

FISCAL YEAR 2017 BUDGET STRUCTURES & GROUNDS DIVISION GENERAL FUND

**14**

**Building Maintenance Program**

The Building Maintenance Program is responsible for the day and scheduled maintenance/repairs to over 56 municipal buildings including the Town Hall Campus, Department, comfort stations, beach houses, and all Department/Division facilities. This team is comprised of carpenters, plumbers, painters and laborers who work together on repair, renovations and even new construction at municipal facilities. This program assists the Recreation Division with the set-up and removal of beach ramps, ticket booths, and lifeguard stations at all our beaches. This program is also responsible for monitoring, maintenance and repairs, construction and renovation projects for 3 marinas, 6 docks and 17 boat ramps. This section maintains, replaces and constructs new pilings, 12,000 sq. ft. of floats and 14 ramps. They perform the seasonal installation and removal of these floats. Additionally, this team provides support to the Highway Division for snow & ice control and the Town Clerk for all elections.

Building Maintenance	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 437,459	\$ 516,544	\$ -	\$ -	\$ (516,544)	-100.00%
<b>Total Sources</b>	<b>\$ 437,459</b>	<b>\$ 516,544</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (516,544)</b>	<b>-100.00%</b>
Expenditure Category						
Personnel	\$ 299,507	\$ 414,844			\$ (414,844)	-100.00%
Operating Expenses	137,952	101,700			(101,700)	-100.00%
<b>Total Appropriation</b>	<b>\$ 437,459</b>	<b>\$ 516,544</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (516,544)</b>	<b>-100.00%</b>
Employee Benefits Allocation:						
Life Insurance	\$ 24					
Medicare	3,355					
Health Insurance	20,742					
County Retirement	55,178					
<b>Total Employee Benefits (1)</b>	<b>\$ 79,299</b>					
<b>Total Expenditures Including Benefits</b>	<b>\$ 516,757</b>					
Full-time Equivalent Employees	7.00	7.00		7.00		0.00

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Preserving Infrastructure Assets Page 266

**14** This section includes program description and financial summary.

FISCAL YEAR 2017 BUDGET FINANCE DIVISION GENERAL FUND

**15**

**Performance Measures / Workload Indicators**

Cost of Financial Operations - Maintaining a cost effective financial operation by measuring its cost as a percentage of the overall general fund-operating budget for the government. This includes the accounting, treasury and procurement related activities.

Performance Measures	FY 2013	FY 2014	FY 2015	FY 2016
Central financial operating costs as a percentage of the overall general fund budget	1.77%	1.98%	1.99%	1.96%

Accounting Operation

Workload Indicators	FY 2013	FY 2014	FY 2015	FY 2016
Vendor Payments Processed	36,192	36,435	41,187	41,534
G/L Accounts Maintained	19,344	19,898	18,970	18,914
G/L Transactions Processed	258,787	271,117	276,092	277,890

Treasury Operation

Workload Indicators	FY 2013	FY 2014	FY 2015	FY 2016
Vendor Checks Processed	22,971	23,510	22,149	23,089
Payroll Checks Processed	59,568	57,869	55,821	56,936

Procurement & Risk Management Operation

Workload Indicators	FY 2013	FY 2014	FY 2015	FY 2016
RFPs Issued	26	20	23	33
Sealed Bids Issued	42	44	50	52
Contracts Processed	46	75	90	99
Quotes Conducted or Reviewed	164	160	160	152
Requisitions Reviewed for Compliance	750	586	650	596
Avoided Bids	22	26	30	25
Collaborative Contracts (State & County)	26	24	25	42
Surplus Property Designations	21	25	25	41


Preserving The Town's Financial Integrity Page 164

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

Department Summaries—Enterprise Fund Guide

FISCAL YEAR 2019 BUDGET COMMUNITY SERVICES DEPARTMENT ENTERPRISE FUNDS

**MARINE & ENVIRONMENTAL SERVICES ENTERPRISE FUNDS**



**Marinas**      **Sandy Neck Park**

**Purpose Statement**

The purpose of the Marine & Environmental Services Enterprise Funds is to maintain programmatic operations at the Town's waterways and waterside marine facilities, Sandy Neck Park, in order to provide quality recreational, commercial, and informational opportunities to our citizens, visitors and business community.

Providing Recreational/Commercial Opportunities and Access to Our Citizens, Visitors and Business Community Page 353

FISCAL YEAR 2018 BUDGET MARINA ENTERPRISE FUNDS

**MARINA ENTERPRISE FUNDS**

**Purpose Statement**

The mission of the Marina Enterprise Fund is to provide services in a fair and uniform to all users, as well as to the safety of people and vessels that use our waterways and waterside facilities.

**Recent Accomplishments**

- In final stages of Gateway Marina dredge project. Once project has been completed, several unusable slips will become available for slip lease contracts.
- Continued the "FLUKEY" program at the Prince Cove Marina in conjunction with Natural Resources.
- Worked with Barnstable Growth Management and Bismore Park Marina on the Winter Harbor Bismore Park Marina and Hyannis.
- Exceeded the Performance Measure at Barnstable Harbor Marina transient dockage use by \$21,082.
- Continued dock hardware improvements at all Town Marinas.

**Town Operated Marinas**

- Barnstable Harbor Marina
- Bismore Park Marina Hyannis
- Gateway Marina Hyannis
- Marina at Prince Cove Marstons Mills

**Percentage of FY18 All Appropriated Funds**

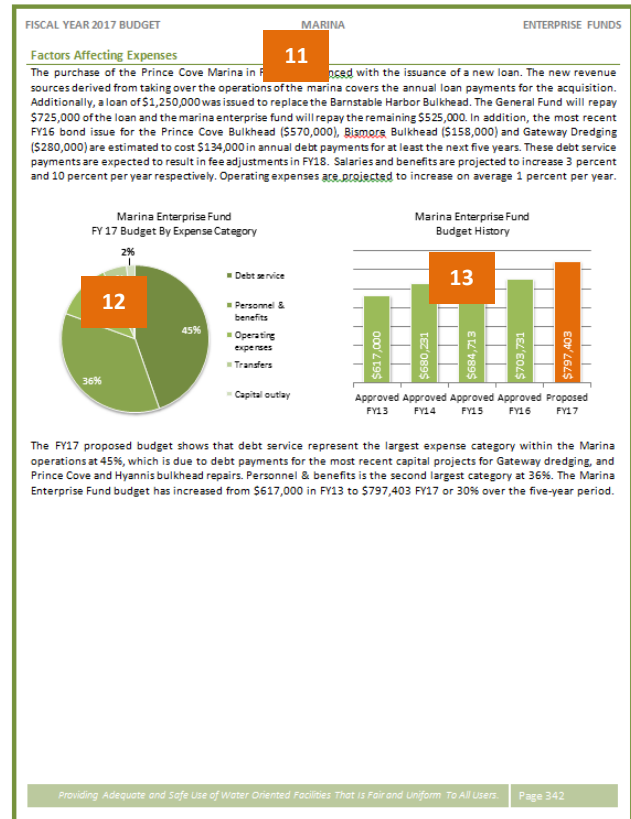
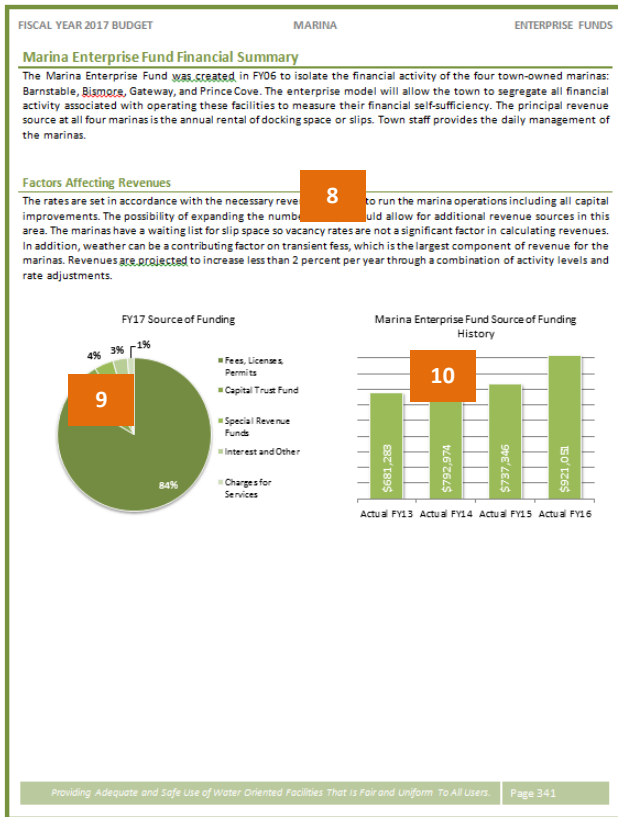
0.45%

Marine Enterprise Fund comprises less than 0.45% of all appropriated funds.

Providing Adequate and Safe Use of Water Oriented Facilities That is Fair and Uniform To All Users Page 354

- 1** Department title: The department that oversees the Enterprise Funds. This group of Enterprise Funds adheres to the department purpose statement.
- 2** Names of the various Enterprises Funds the department manages.
- 3** Purpose Statement: The group of Enterprise Funds purpose as a whole department.
- 4** Enterprise Fund title
- 5** Enterprise Fund Purpose Statement
- 6** Recent Accomplishments for the current fiscal year
- 7** Percentage of the Enterprise Funds budget against all appropriated funds for the fiscal year (see Financial Summaries section).

Department Summaries—Enterprise Fund Guide (Continued)



- 8 Factors Affecting Revenues provides a brief description of key factors influencing the Enterprise Fund’s revenues.
- 9 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.
- 10 Source of funding history provides a four-year historical trend.

- 11 Factors Affecting Expenses provides a brief description of key factors influencing the Enterprise Fund’s expenses.
- 12 Expense Category chart shows each category as a percentage of the total budget.
- 13 Town Council approved budget history for the department/division for the past five years. This also includes the next years proposed budget.

Department Summaries—Enterprise Fund Guide (Continued)

FISCAL YEAR 2017 BUDGET		MARINA		ENTERPRISE FUNDS			
Marina Enterprise Fund	Actual	Approved	Projected	Proposed	Change	Percent	
<b>Source of Funding</b>							
	FY 2016	FY 2017	FY 2017	FY 2018	FY17-18	Change	
Fees, Licenses, Permits	630,868	593,600	620,000	627,500	33,900	5.71%	
Charges for Services	12,375	7,200	12,000	11,000	3,800	52.78%	
Interest and Other	27,672	17,700	115,000	22,700	5,000	28.25%	
Special Revenue Funds	24,000	24,000	24,000	30,000	6,000	25.00%	
Capital Trust Funds	62,431	61,231	61,231	60,031	(1,200)	-1.96%	
<b>Total Operating Source of Funding</b>	<b>\$ 727,346</b>	<b>\$ 723,731</b>	<b>\$ 827,231</b>	<b>\$ 721,231</b>	<b>\$ 47,500</b>	<b>6.72%</b>	
Borrowing Authorizations		1,008,000	1,008,000	800,000	(808,000)	-50.40%	
<b>Total Capital Source of Funding</b>	<b>\$ -</b>	<b>\$ 1,008,000</b>	<b>\$ 1,008,000</b>	<b>\$ 800,000</b>	<b>\$(508,000)</b>	<b>-50.40%</b>	
<b>Total Source of Funding</b>	<b>\$ 727,346</b>	<b>\$ 1,731,731</b>	<b>\$ 1,840,231</b>	<b>\$ 1,251,231</b>	<b>\$(460,500)</b>	<b>-26.90%</b>	
<b>Expense Category</b>							
Personnel	230,608	250,108	340,104	254,616	4,508	1.80%	
Benefits	28,614	30,312	30,282	31,613	1,301	4.39%	
Operating Expenses	68,227	123,192	120,528	88,650	(24,542)	-20.39%	
Capital Outlay	31,888	20,000	20,000	15,000	(5,000)	-25.00%	
Debt Service	227,701	227,900	227,900	356,333	128,433	56.35%	
Transfers Out	42,880	42,219	42,219	41,191	(1,028)	-2.43%	
<b>Subtotal Operating Budget</b>	<b>\$ 650,119</b>	<b>\$ 703,721</b>	<b>\$ 681,033</b>	<b>\$ 797,403</b>	<b>\$ 93,672</b>	<b>13.31%</b>	
Capital Improvement Program	13,471	1,178,000	1,178,000	800,000	(678,000)	-57.56%	
<b>Total Expenses</b>	<b>663,590</b>	<b>\$ 1,881,721</b>	<b>\$ 1,869,033</b>	<b>\$ 1,297,403</b>	<b>\$(584,328)</b>	<b>-31.05%</b>	
<b>Excess (Deficiency) cash basis</b>	<b>79,255</b>	<b>\$(170,000)</b>	<b>\$(28,802)</b>	<b>\$(46,172)</b>			
Adjustment to accrual basis	201,362	-	-	-			
<b>Beginning Net Assets per CAFR</b>	<b>679,505</b>	<b>4,348,622</b>	<b>4,348,622</b>	<b>4,319,821</b>			
<b>Ending Net Assets per CAFR</b>	<b>4,348,622</b>	<b>\$ 4,178,622</b>	<b>\$ 4,319,821</b>	<b>\$ 4,273,649</b>			
Invested in capital assets, net of related debt (1)	(4,220,746)						
Reserved for encumbrances (2)	(66,261)						
Reserved for continuing appropriations (3)	(139,565)						
Other post-employment benefits obligation (4)	107,068						
Net pension liability (4)	615,488						
Compensated absences (4)	17,804						
Deferred outflow of resources (5)	(1,054)						
<b>Net assets available for appropriation (free cash) (6)</b>	<b>\$ 661,356</b>						

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

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

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

**17** Free cash: Free cash is the balance of cash in the town’s treasury that is free and clear of all encumbrances that exist at the close of each fiscal year. The town must submit a set of financial statements at the end of each year to the state Department of Revenue (DOR) from which this number is calculated. Once certified by DOR, appropriations can be made from the free cash amounts during the year. This is also known as the fund’s reserve balance.

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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 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

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 Iyannough (more commonly spelled Iyanough), the local Indian Sachem (Chief). The Hyannis Harbor Hawks of the Cape Cod Baseball League play at McKeon Park from mid-June to early August. There is also an 18-hole municipal golf course, The Hyannis Golf Course, located on Route 132. Hyannisport is an affluent residential and fishing neighborhood. It is also the location of the Kennedy Family residence. Hyannis Harbor provides access to the islands of Martha's Vineyard and Nantucket. A memorial to President Kennedy located on the waterfront was erected by Barnstable citizens in 1966. The memorial includes a fountain and a fieldstone monument with the presidential seal and JFK inscription: "I believe it is important that this country sail and not sit still in the harbor." In addition, visitors can tour the John F. Kennedy Hyannis Museum, which explores John F. Kennedy's time spent on Cape



Cod. In addition, one of the premier private golf courses on Cape Cod, the Hyannisport Club, is located on Irving Avenue.

The Marston Family founded Marstons Mills in 1648. They built gristmills along the Marstons Mills River, hence the name of the village. It is primarily residential and located on Route 28, and is rural in nature. Marstons Mills has many notable lakes and ponds, including Hamblin's Pond, Mystic Lake, Middle Pond, Crocker Pond, Little Pond, Round Pond, Long Pond and Shubael Pond on Route 149. Marstons Mills has no salt-water beaches. Although the Town-owned Prince Cove Marina provides salt water, access there isn't a public beach. In recent years, Marstons Mills has become an established shopping district with the developments of the Marstons Mills Marketplace, Cotuit Landing and Windmill Square. Marstons Mills is also home to Burgess Park (home to an 18-hole disc golf course) as well as a Herring Run which provide leisure opportunities for adults and children of all ages. The Village also has the only grass airport left on the Cape located on the Danforth Recreation Area that originally started as an Army Air Field. There is also an 18-hole municipal golf course, Olde Barnstable Fairgrounds Golf Course, which is on the site of the old fairgrounds.

The attractive seaside village of Osterville, rich in history and cultural heritage, was founded in 1648 as "Cotachaset". 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.

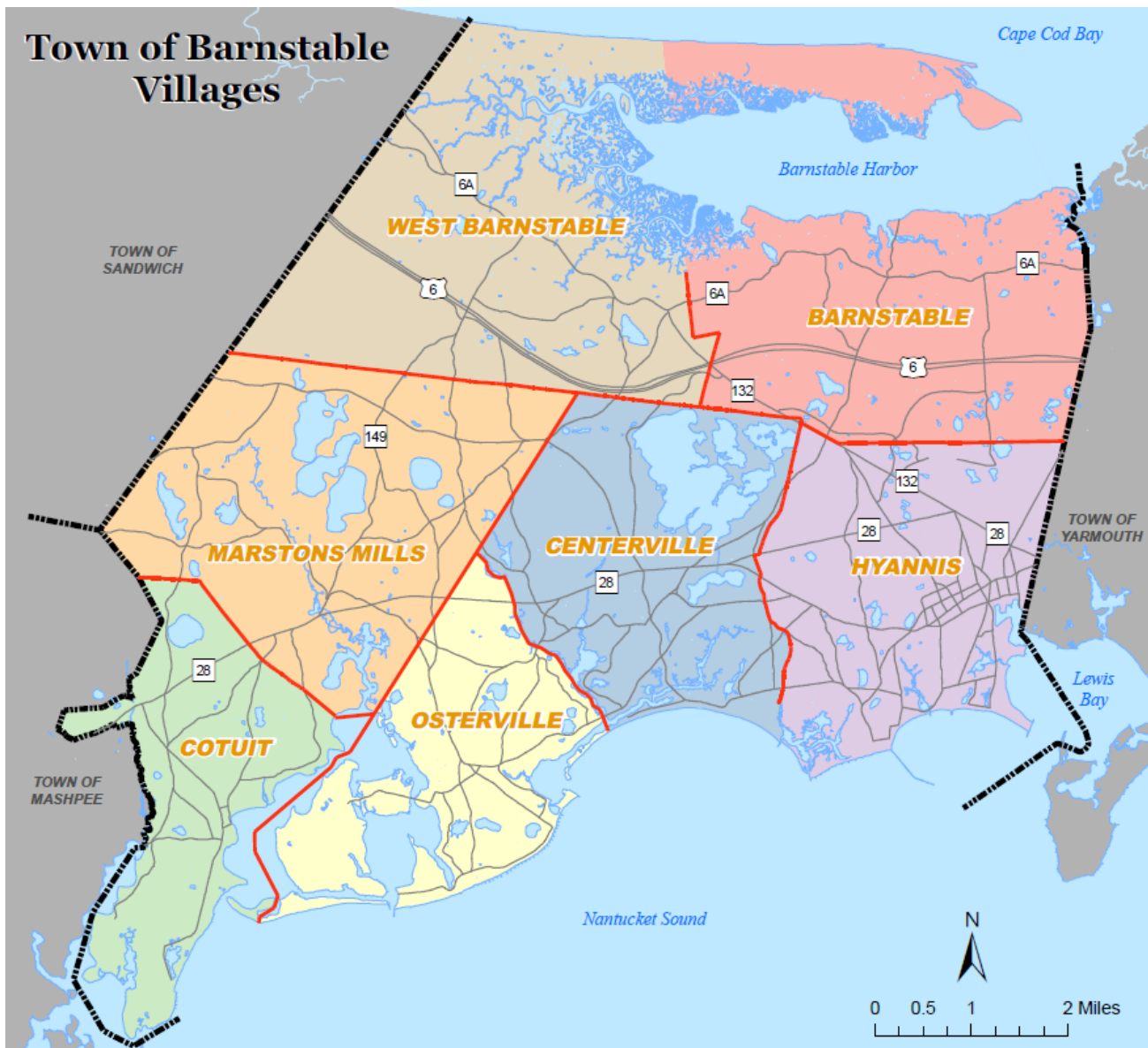
West Barnstable is a village in the northwest part Town. Once devoted to agricultural pursuits, West Barnstable now is largely residential. Natural features include the six-mile long Sandy Neck Barrier Beach, which protects the extensive Great Marshes, the latter a source of salt hay that attracted the 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 500 people inhabited the place. James Otis - the Patriot, the most important Cape Codder in history, was the original intellectual leader of the revolutionary movement in Boston in the years leading up to the War of Independence. His sister, Mercy Otis Warren, also born next to the Great Marshes, became a political activist, one of the first women writers in the country, and a historian of note. Lemuel Shaw, another native of the village, held the important post of Chief Justice of the Massachusetts Supreme Judicial Court from 1830 to 1860 and earned the reputation of a leading jurist in the nation's formative constitutional history. The fourth native, Captain John "Mad Jack" Percival, rose to the highest rank in the U.S. Navy, serving in four wars. In late 1844 he saved and restored the U.S. frigate Constitution and then sailed her around the world, the venerable ship's only circumnavigation. Few if any villages anywhere have contributed proportionately as much to the nation's leadership. The fully restored 1717 Congregational meetinghouse, West Parish of Barnstable, remains a central feature of the village. West Barnstable is home to Cape Cod Community College, the only college on the Cape proper, as well as the Cape Cod Conservatory of Music and Art.

Five separate Fire Districts provide fire protection and emergency medical services (EMS) to Town residents. Of those five, three also include a water district. The Barnstable Fire District, Cotuit Fire District, and the Centerville-Osterville-Marstons Mills Fire District each provide both fire protection and water services. In the village of Hyannis, the Hyannis Fire District provides fire protection and EMS, while the Town delivers water service. In the village of West Barnstable, the West Barnstable Fire District provides fire protection and EMS, while private on-site wells provide water access. The aforementioned districts are not a part of the municipal structure; they set their own tax rates and issue debt in an

annual meeting independent of the Town. A Prudential Committee or a Board of Fire Commissioners, or a Board of Water Commissioners separate from the Town structure governs the districts.

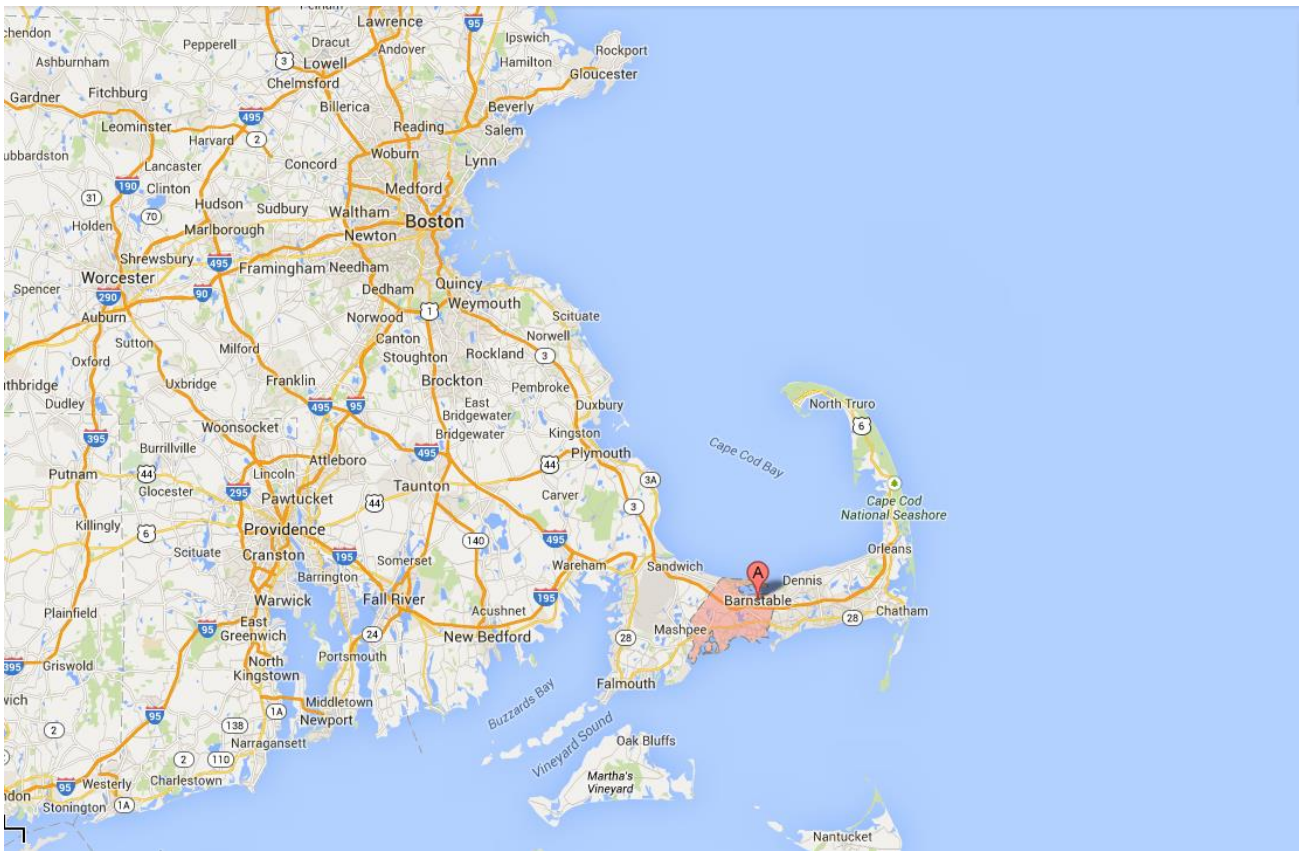
Seven independent libraries provide library services for town residents. The libraries include Centerville Public Library, Cotuit Library, Hyannis Public Library, Marstons Mills Public Library, Osterville Village Library, Sturgis Library, and Whelden Memorial Library. The Town of Barnstable has traditionally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

## 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

### Demographics

Year Round Residents	44,498 (U.S. Census 2016 Estimated)
Occupied Households	19,503 (U.S. Census 2016 Estimated)
Seasonal Residents	150,000 (Estimated)
Population Distribution	19.56% - 19 and under; 6.03% - 20 – 24; 20.10% - 25 - 44; 31.72% - 45 – 64; 22.59% - Over 65 (U.S Census 2016 Estimated)
Median Age (in years)	48.3 (U.S. Census 2016 Estimated)
Median Household Income	\$ 63,549 (U.S. Census 2016 Estimated)
Per Capita Income	\$ 37,718 (U.S. Census 2016 Estimated)
Unemployment Rate	4.2% (Bureau of Labor Statistics as of Dec 2017)

### Education and Culture

Public Schools	6 Elementary Schools, 1 Middle School and 1 High School
Public School Enrollment	4,870 students estimated for 2018-19 school year 4,870 students for 2017-18 school year 4,948 students for 2016-17 school year 4,914 students for 2015-16 school year 4,933 students for 2014-15 school year 4,900 students for 2013-14 school year
Barnstable Community Horace Mann Charter Public School	307 students estimated Grades K-3 for 2018-19 school year 307 students Grades K-3 for 2017-18 school year 290 students Grades K-3 for 2016-17 school year 290 students Grades K-3 for 2015-16 school year 291 students Grades K-3 for 2014-15 school year 294 students Grades K-3 Horace Mann for 2013-14 school year
Higher Education	Cape Cod Community College - 2 and 4 year degree programs; masters programs offered by major colleges through satellite locations on Cape Cod.
Libraries	Seven - one in each village

Museums and Art Galleries

Each of the seven villages have 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.

Community Centers (4)

Centerville, Hyannis, Osterville, West Barnstable

**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	5 in various locations in the Town
Ball Fields	6 in various locations in the Town
Ice Rinks	2 both inside the Hyannis Youth and Community Center (New 2009)
Boat Slips	188 at 4 Town Marinas
Mooring Permits	2,350

**Property Information**

Number of Single Family Homes	20,969												
Median Home Values (FY 2018)	<table border="0"> <tr> <td>Barnstable Fire District</td> <td>\$ 466,850</td> </tr> <tr> <td>Centerville, Osterville, Marstons Mills Fire Dist.</td> <td>\$ 329,800</td> </tr> <tr> <td>Cotuit Fire District</td> <td>\$ 400,000</td> </tr> <tr> <td>Hyannis Fire District</td> <td>\$ 249,700</td> </tr> <tr> <td>West Barnstable Fire District</td> <td>\$ 400,800</td> </tr> <tr> <td>Town wide</td> <td>\$ 328,000</td> </tr> </table>	Barnstable Fire District	\$ 466,850	Centerville, Osterville, Marstons Mills Fire Dist.	\$ 329,800	Cotuit Fire District	\$ 400,000	Hyannis Fire District	\$ 249,700	West Barnstable Fire District	\$ 400,800	Town wide	\$ 328,000
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West Barnstable Fire District	\$ 400,800												
Town wide	\$ 328,000												
Number of Businesses	2,331 firms (U.S Census 2012)												
Retail Space	6.8 million square feet												
Office Space	1.5 million square feet												
Industrial Space	1.0 million square feet												
Total Assessed Value of Real & Personal Property	\$ 13,612,314,750 (FY 2018)												
Assessed Value Per Capita	\$ 301,204												

## Building Permits

Calendar Year	Residential		Non-Residential		Totals	
	Number	Estimated Value	Number	Estimated Value	Number	Estimated Value
2017	2,971	\$ 93,030,339	930	\$ 87,933,917	3,901	\$ 180,964,256
2016	3,692	\$ 174,703,004	330	\$ 39,049,739	4,022	\$ 213,752,743
2015	3,198	\$ 117,400,272	371	\$ 67,914,360	3,569	\$ 185,314,632
2014	3,050	\$ 94,524,822	311	\$ 24,241,847	3,361	\$ 118,766,669
2013	2,887	\$ 94,864,323	304	\$ 61,306,100	3,191	\$ 156,170,423
2012	2,582	\$ 70,190,876	365	\$ 22,332,725	2,947	\$ 92,523,601
2011	1,772	\$ 69,972,247	426	\$ 60,334,484	2,198	\$ 130,306,731
2010	2,318	\$ 53,425,589	384	\$ 37,652,154	2,702	\$ 91,077,743

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.

## Top 10 Taxpayers in FY 2017

Owner's Name	Property Type	Total Assessment	% of Assessed Valuation
EVERSOURCE	UTILITY	\$ 115,023,550	0.87%
MAYFLOWER CAPE COD LLC	SHOPPING CENTER	\$ 110,732,200	0.84%
NATIONAL GRID	UTILITY	\$ 33,555,810	0.25%
OYSTER HARBORS CLUB INC	COUNTRY CLUB/LAND	\$ 26,747,800	0.20%
FESTIVAL OF HYANNIS LLC	SHOPPING CENTER	\$ 25,767,200	0.19%
CAPE HARBOR ASSOCIATES	SHOPPING CENTER	\$ 25,737,100	0.19%
INDIAN POINT FAMILY PARTNERSHIP LP	VARIOUS RESIDENTIAL	\$ 24,489,800	0.19%
OCW RETAIL HYANNIS LLC	SHOPPING CENTER	\$ 24,821,700	0.19%
WIANNO CLUB	GOLF CLUB/LAND	\$ 19,733,100	0.15%
VERIZON	UTILITY	\$ 17,888,900	0.14%
<b>Total Assessed Valuation</b>		<b>\$ 13,230,393,830</b>	<b>3.21%</b>

## Employment

Industry Sector	2012	2013	2014	2015	2016
Management occupations	2,045	1,931	2,113	2,086	2,205
Business and financial operations occupations	589	721	870	812	820
Computer and mathematical occupations	638	557	483	352	266
Architecture and engineering occupations	147	144	149	201	222
Life, physical, and social science occupations	207	206	233	164	124
Community and social services occupations	380	425	415	545	515
Legal occupations	459	403	346	299	274
Education, training, and library occupations	1,512	1,161	1,295	1,299	1,397
Arts, design, entertainment, sports, and media occupations	596	528	496	518	510
Health diagnosing and treating practitioners and other technical	1,093	1,086	1,118	1,071	998
Health technologists and technicians	271	264	288	268	316
Healthcare support occupations	450	550	579	644	681
Firefighting and prevention, and other protective service workers	308	262	369	306	336
Law enforcement workers including supervisors	211	138	128	168	196
Food preparation and serving related occupations	1,445	1,360	1,438	1,589	1,616
Building and grounds cleaning and maintenance occupations	1,198	1,141	1,003	1,112	1,207
Personal care and service occupations	843	785	903	1,026	1,133
Sales and related occupations	2,903	2,640	2,443	2,570	2,586
Office and administrative support occupations	2,877	2,908	2,971	2,814	2,714
Farming, fishing, and forestry occupations	130	97	56	97	90
Construction and extraction occupations	1,522	1,568	1,524	1,728	1,744
Installation, maintenance, and repair occupations	840	863	789	719	549
Production occupations	739	689	590	558	464
Transportation occupations	619	898	894	829	893
Material moving occupations	309	274	226	174	279

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

## Unemployment

Calendar Year	Town of Barnstable			Barnstable County Unemployment Rate	Massachusetts Unemployment Rate
	Labor Force	Employment	Unemployment		
2017	22,287	20,979	5.87%	6.78%	4.00%
2016	22,612	21,800	3.59%	4.20%	2.80%
2015	23,531	22,217	5.58%	6.30%	5.00%
2014	23,505	22,069	6.11%	7.10%	5.70%
2013	23,345	21,695	7.07%	8.10%	6.70%
2012	23,403	21,699	7.28%	8.20%	6.70%
2011	23,233	21,332	8.18%	9.00%	7.30%
2010	23,666	21,502	9.14%	9.90%	8.30%
2009	26,518	24,462	7.75%	8.40%	8.10%
2008	26,385	24,972	5.36%	6.00%	5.50%
2007	26,516	25,366	4.34%	4.90%	4.60%
2006	26,783	25,560	4.57%	5.10%	4.90%
2005	26,835	25,628	4.50%	4.90%	4.80%
2004	27,192	25,990	4.42%	5.00%	5.10%

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

## Top Ten Barnstable Employers

Name	Product/Function	Number of Employees
Cape Cod Healthcare, Inc.	Hospital	2,548
Town of Barnstable	Municipal Government	1,331
Cape Cod Community College	Education	514
Cape Air/Nantucket Airline	Airline	306
Barnstable County	County Government	250
Macy's (2 stores)	Retail Sales – General	230
Cape Codder Resort & Spa	Hotel	200
Stop & Shop – Hyannis	Grocers – Retail	185
Sears	Retail Store	173
Stop & Shop – Marstons Mills	Grocers – Retail	161



**Municipal Airport**

First Airplane Landing	June 17, 1928
Acres	683
Runways	2 (6/24 = 5,425 feet and 15/33 = 5,252 feet)
Air Traffic Control Tower	1 (FAA Contract)
Passenger Terminals	1
Commuter Carriers	2 (Cape Air/Nantucket Airlines and Rectrix Shuttle) 1 (JetBlue-Seasonal early June to late September)
Fixed Base Operators (FBO's)	3
Passengers per Calendar Year (CY)	31,422 Enplanements (Reported for FY 2017 – excluding charter passengers)
Airport Operations per Year (FY) Operations	97,063 Airport Operations (Reported for FY 2017) Third busiest commercial airport within the Commonwealth of Massachusetts in terms of total enplanements and operations.
Assessor's Property Valuation	(2018) \$ 154,344,100

**Special Characteristics**

Public Sewers	3,220 Residential customers: 1,102 commercial customers 16.6% of Town served - Hyannis, Barnstable Village and industrial areas.
Fire & EMS Service	Provided through five separately governed Fire Districts with their own governmental structure and taxing authority. Districts include Barnstable, COMM, Cotuit, Hyannis, and West Barnstable.
Water Service	Provided through four public suppliers. Three Fire Districts (all within Barnstable) Barnstable, Centerville-Osterville-Marstons Mills, and Cotuit Fire Districts provide water service. The Town of Barnstable provides water service to the Hyannis area. Water suppliers serve approximately 92% of the Town and approximately 8% receive their water from private wells.
Roads	The Town's road inventory is made up of the following road types:

Category	Number of Roads	Center Lane Miles
Town	700	276
Private	1,100	200
State	4	29
Total	1,804	504

**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 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Town Tax Rate	\$6.12 77%	\$6.87 79%	\$7.28 78%	\$7.59 77%	\$7.89 79%	\$8.22 79%	\$8.40 79%	\$8.41 78%	\$8.64 78%	\$8.71 73%
Hyannis FD*	\$1.78 23%	\$1.82 21%	\$2.04 22%	\$2.24 23%	\$2.14 21%	\$2.23 21%	\$2.27 21%	\$2.42 22%	\$2.42 22%	\$3.18 27%
<b>Total</b>	<b>\$7.90 100%</b>	<b>\$8.69 100%</b>	<b>\$9.32 100%</b>	<b>\$9.83 100%</b>	<b>\$10.45 100%</b>	<b>\$10.45 100%</b>	<b>\$10.67 100%</b>	<b>\$10.83 100%</b>	<b>\$11.06 100%</b>	<b>\$11.89 100%</b>
Town Tax Rate	\$6.12 72%	\$6.87 74%	\$7.28 76%	\$7.59 75%	\$7.89 75%	\$8.22 75%	\$8.40 75%	\$8.41 74%	\$8.64 74%	\$8.71 75%
Barnstable FD	\$2.37 28%	\$2.43 26%	\$2.31 24%	\$2.52 25%	\$2.57 25%	\$2.70 25%	\$2.81 25%	\$3.02 26%	\$2.96 26%	\$2.97 25%
<b>Total</b>	<b>\$8.49 100%</b>	<b>\$9.30 100%</b>	<b>\$9.59 100%</b>	<b>\$10.11 100%</b>	<b>\$10.92 100%</b>	<b>\$10.92 100%</b>	<b>\$11.21 100%</b>	<b>\$11.43 100%</b>	<b>\$11.60 100%</b>	<b>\$11.68 100%</b>
Town Tax Rate	\$6.12 81%	\$6.87 81%	\$7.28 81%	\$7.59 78%	\$7.89 80%	\$8.22 80%	\$8.40 79%	\$8.41 79%	\$8.64 79%	\$8.71 79%
Cotuit FD	\$1.43 19%	\$1.56 19%	\$1.68 19%	\$2.20 22%	\$1.75 20%	\$2.02 20%	\$2.22 21%	\$2.20 21%	\$2.26 21%	\$2.27 21%
<b>Total</b>	<b>\$7.55 100%</b>	<b>\$8.43 100%</b>	<b>\$8.96 100%</b>	<b>\$9.79 100%</b>	<b>\$10.24 100%</b>	<b>\$10.24 100%</b>	<b>\$10.62 100%</b>	<b>\$10.61 100%</b>	<b>\$10.90 100%</b>	<b>\$10.98 100%</b>
Town Tax Rate	\$6.12 74%	\$6.87 75%	\$7.28 76%	\$7.59 76%	\$7.89 76%	\$8.22 76%	\$8.40 76%	\$8.41 76%	\$8.64 76%	\$8.71 76%
W. Barn. FD	\$2.11 26%	\$2.28 25%	\$2.34 24%	\$2.37 24%	\$2.50 24%	\$2.59 24%	\$2.66 24%	\$2.68 24%	\$2.70 24%	\$2.78 24%
<b>Total</b>	<b>\$8.23 100%</b>	<b>\$9.15 100%</b>	<b>\$9.62 100%</b>	<b>\$9.96 100%</b>	<b>\$10.81 100%</b>	<b>\$10.81 100%</b>	<b>\$11.06 100%</b>	<b>\$11.09 100%</b>	<b>\$11.34 100%</b>	<b>\$11.49 100%</b>
Town Tax Rate	\$6.12 85%	\$6.87 85%	\$7.28 85%	\$7.59 84%	\$7.89 84%	\$8.22 84%	\$8.40 84%	\$8.41 84%	\$8.64 88%	\$8.71 84%
COMM FD	\$1.08 15%	\$1.26 15%	\$1.33 15%	\$1.43 16%	\$1.48 16%	\$1.51 16%	\$1.55 16%	\$1.59 16%	\$1.22 12%	\$1.61 16%
<b>Total</b>	<b>\$7.20 100%</b>	<b>\$8.13 100%</b>	<b>\$8.61 100%</b>	<b>\$9.02 100%</b>	<b>\$9.73 100%</b>	<b>\$9.73 100%</b>	<b>\$9.95 100%</b>	<b>\$10.00 100%</b>	<b>\$9.86 100%</b>	<b>\$10.32 100%</b>
Town Tax Rate	\$6.12 78%	\$6.87 79%	\$7.28 79%	\$7.59 78%	\$7.89 79%	\$8.22 79%	\$8.40 78%	\$8.41 78%	\$8.64 79%	\$8.71 77%
Average FD Rate	\$1.75 22%	\$1.87 21%	\$1.94 21%	\$2.15 22%	\$2.21 21%	\$2.21 21%	\$2.30 22%	\$2.38 22%	\$2.31 21%	\$2.56 23%
<b>Average Total</b>	<b>\$7.87 100%</b>	<b>\$8.74 100%</b>	<b>\$9.22 100%</b>	<b>\$9.74 100%</b>	<b>\$10.10 100%</b>	<b>\$10.43 100%</b>	<b>\$10.70 100%</b>	<b>\$10.79 100%</b>	<b>\$10.95 100%</b>	<b>\$11.27 100%</b>

\* Hyannis Fire District has a split tax rate between residential and commercial, but for comparative purposes, a single tax rate is used.

The above table lists the residential tax rates for the Town as well as the five fire districts. The Town tax rate is without a residential exemption added. The Town tax has historically comprised about 78% of the total tax bill using the average for all five-fire districts. The fire district tax bill share ranges from a low of 16% for the Centerville-Osterville-Marstons Mills (COMM) District to a high of 27% for the Hyannis Fire District.

The Town maintains a property assessment database by fire district. The tax rates for the Town of Barnstable and the five fire districts are determined by dividing the Town’s tax levy by the Town’s total property value and the districts’ tax levy by the districts’ respective property value. The Town’s tax levy is subject to Proposition 2½ taxing limitations while the districts’ are not. The following table illustrates the tax levies between the Town and districts for the past five years and their relative percentage of the total for all tax levies.

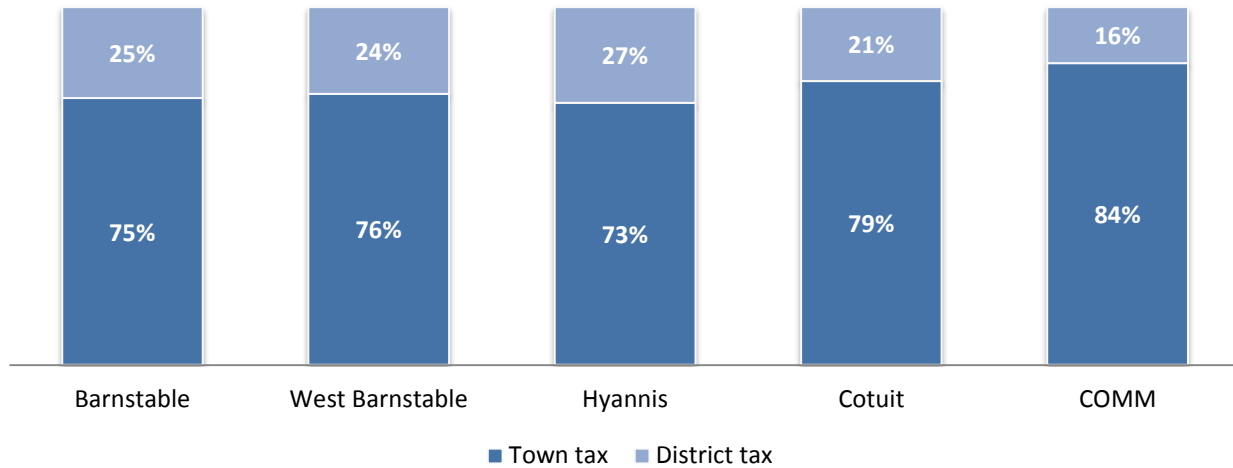
History of Town and Fire District Tax Levy Growth for the Past 5 Years

	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018		Growth in Levy FY14 to FY18	
Town tax levy	\$ 103,522,018	80.5%	\$ 106,676,485	80.4%	\$ 110,547,068	79.8%	\$ 114,248,985	81.5%	\$ 118,531,665	79.4%	\$ 15,009,647	14.5%
Hyannis FD tax levy	7,947,989	6.2%	8,109,789	6.1%	8,979,002	6.5%	9,193,629	6.6%	10,374,566	7.0%	2,426,577	30.5%
Barnstable FD tax levy	3,105,291	2.4%	3,273,149	2.5%	3,648,926	2.6%	3,602,708	2.6%	3,716,428	2.5%	611,137	19.7%
Cotuit FD tax levy	2,591,217	2.0%	2,886,739	2.2%	2,955,621	2.1%	3,064,830	2.2%	3,186,753	2.1%	595,536	23.0%
W. Barnstable FD tax levy	1,424,071	1.1%	1,468,780	1.1%	1,509,369	1.1%	1,529,963	1.1%	1,983,293	1.3%	559,222	39.3%
COMM FD tax levy	9,936,382	7.7%	10,296,979	7.8%	10,958,772	7.9%	8,460,633	6.0%	11,450,756	7.7%	1,514,374	15.2%
<b>Total FD tax levies</b>	<b>25,004,950</b>	<b>19.5%</b>	<b>26,035,436</b>	<b>19.6%</b>	<b>28,051,690</b>	<b>20.2%</b>	<b>25,851,763</b>	<b>18.5%</b>	<b>30,711,796</b>	<b>20.6%</b>	<b>5,706,846</b>	<b>22.8%</b>
<b>Grand total</b>	<b>\$ 128,526,968</b>	<b>100.0%</b>	<b>\$ 132,711,921</b>	<b>100.0%</b>	<b>\$ 138,598,758</b>	<b>100.0%</b>	<b>\$ 140,100,748</b>	<b>100.0%</b>	<b>\$ 149,243,461</b>	<b>100.0%</b>	<b>\$ 20,716,493</b>	<b>16.1%</b>

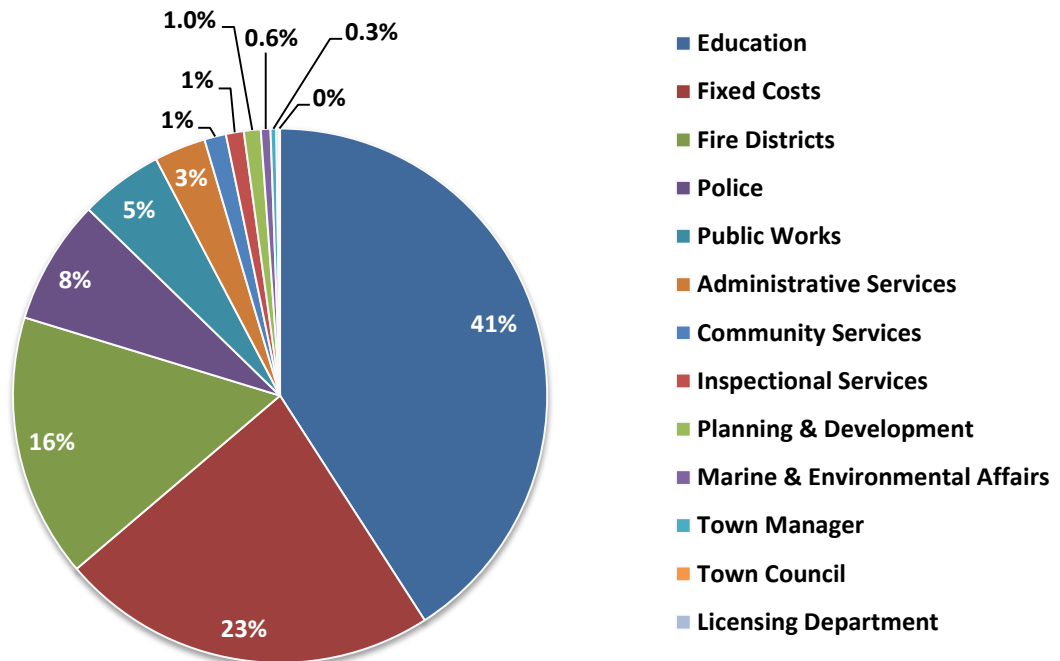
The Town’s tax levy has increased \$15 million over the five-year period of FY14 to FY18 or 14.5%. The fire districts’ tax levies have collectively increased \$5.7 million over the same period or 22.8%. Combined, the tax levies have grown \$20.7 million or 16% over this five-year period.

The following graph illustrates the FY18 combined residential Town and fire district tax bill on a property value of \$328,000 (the Town’s median residential value) for each district. Residents living in the Hyannis Fire District have the largest tax bill and residents in the COMM Fire District have the smallest.

### Median FY18 Residential Tax Bill By District



### Breakdown of FY18 Tax Bill For Median Home Value of \$328,000



Using an average tax bill, the largest component of the tax bill is for education representing 41%. The second largest component at 23% is fixed costs. The third largest component is the fire districts at 16% of the tax bill. These categories along with Police and Public Works account for 92% of the tax bill. The fire district’s tax bill includes their respective fixed costs such as debt service and employee benefits.

## 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 Municipal Airport.

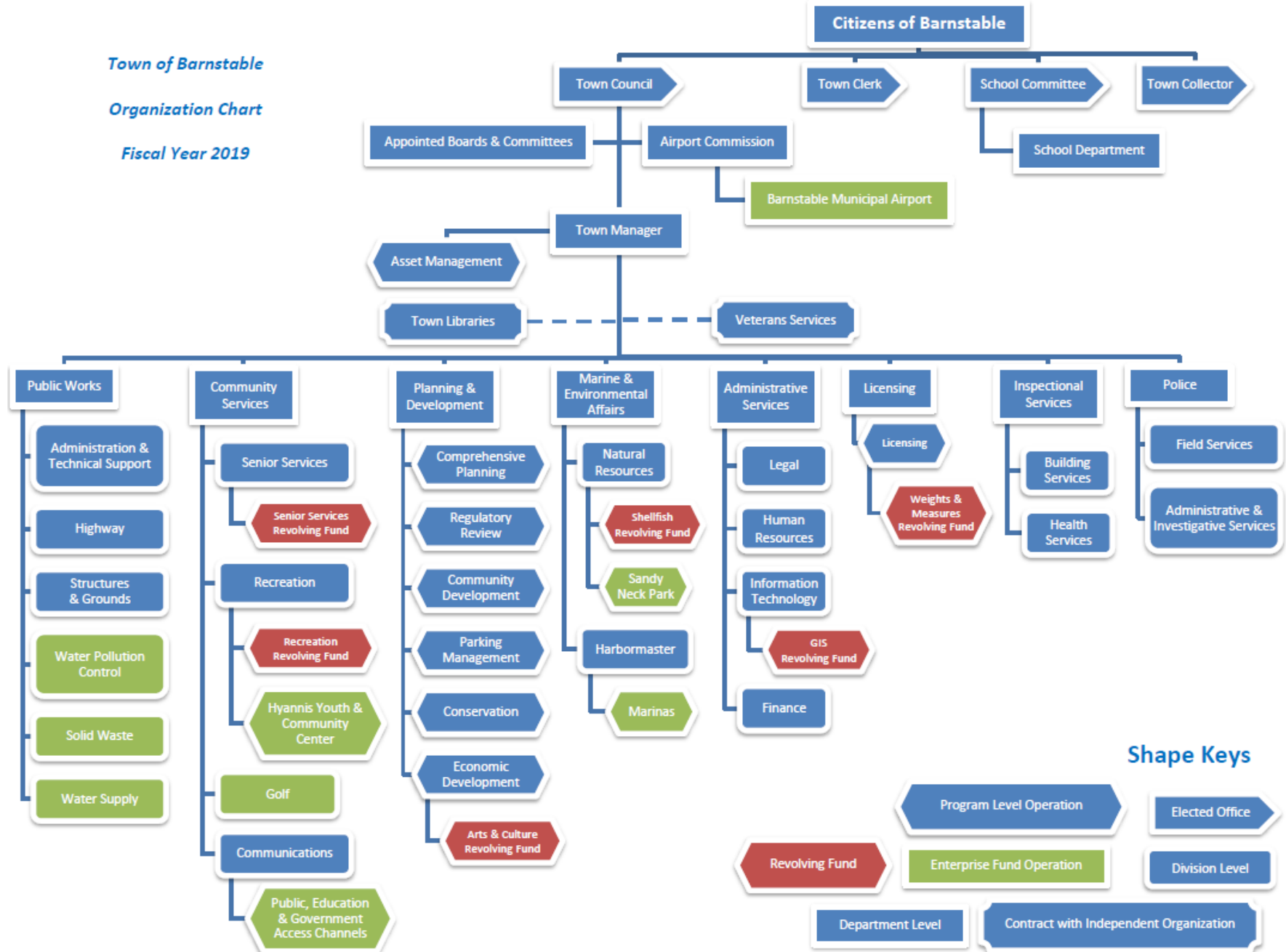
The Town's organization structure for FY19 is changing. The Marine & Environmental Affairs Division within the Community Services Department will become its own department. The Health Division and Conservation Division will be removed from the Regulatory Services Department which is renamed the Licensing Department. The Health Division is transferred to the Building Department which will be renamed the Inspectional Services Department. The Conservation Division becomes part of the Planning & Development Department. The Asset Management function is moved from the Finance Department and placed under the Town Manager. The Parking Management Program formerly under the Regulatory Services Department has been moved to the Planning & Development Department as well.

Exclusive of the School Department and Airport, there are eight departments as follows; Administrative Services including two elected officials; Town Clerk and Town Collector; Community Services; Planning and Development; Police; Public Works; Inspectional Services; Marine & Environmental Services and Licensing. The new organization chart is on the following page.

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

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

*Town of Barnstable  
Organization Chart  
Fiscal Year 2019*



**Shape Keys**

- Program Level Operation (Blue arrow)
- Elected Office (Blue arrow)
- Revolving Fund (Red arrow)
- Enterprise Fund Operation (Green arrow)
- Department Level (Blue box)
- Contract with Independent Organization (Blue box)
- Division Level (Blue box)

## ***ELECTED OFFICIALS***



### **BARNSTABLE TOWN COUNCIL**

**Seated:** Britt Beedenbender, Precinct 4; Jessica Rapp Grasseti, Precinct 7; Council President Eric R. Steinhilber, Precinct 2; Council Vice President James H. Crocker, Jr, Precinct 5; Jennifer L. Cullum, Precinct 13; Dr. Debra S. Dagwan, Precinct 8;

**Standing:** James M. Tinsley, Precinct 9; Paul Hebert, Precinct 3; Paul C. Neary, Precinct 6; Philip N. Wallace, Precinct 11; Paula Schnepf, Precinct 12; Mathew Levesque, Precinct 10; John G. Flores, Precinct 1

### **BARNSTABLE SCHOOL COMMITTEE**

**Chris Joyce, Chair**  
**Stephanie Ellis, Vice Chair**  
**Mike Judge**  
**R. Patrick Murphy**  
**Barbara Dunn**

### **TOWN CLERK**

**Ann M. Quirk, CMC/CMMC**

### **TOWN COLLECTOR**

**Maureen Niemi**

NamePosition**TOWN ADMINISTRATION**

Mark S. Ells	Town Manager
M. Andrew Clyburn	Assistant Town Manager
Roland W. Breault	Manager Barnstable Municipal Airport
Cynthia A. Lovell	Town Council Administrator
Paul B. MacDonald	Chief of Police
Elizabeth Jenkins	Director of Planning & Development
Lynne M. Poyant	Director of Community Services
Dan Horn	Director of Marine & Environmental Affairs
Daniel W. Santos, P.E.	Director of Public Works
Richard V. Scali	Director of Licensing
Brian Florence	Director of Inspectional Services & Building Commissioner

**SCHOOL ADMINISTRATION**

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

**OTHER TOWN OFFICIALS**

Ruth J. Weil, Esq	Town Attorney
Mark A. Milne, C.P.A.	Director of Finance
Debra Blanchette	Treasurer
Edward F. O'Neil, MAA	Director of Assessing
William E. Cole	Director of Human Resources
Daniel J. Wood	Director of Information Technology
Gregory Quilty	Veterans Agent

**AIRPORT COMMISSION**

John T. Griffin, Jr., Chairman
Mary F. Smith , Vice Chairman
Stephen P. Cobb, Clerk
Elizabeth Young
James DellaMorte
Zachary Lesinski
Joseph J. Berlandi



## Key Contact Information

Airport	508-775-2020	Legal Department	508-862-4620
Airport Operator (24 hrs)	508-778-7770	Marine & Environmental Affairs	
Arts & Humanities	508-790-6370	Natural Resources	508-790-6272
Assessors	508-862-4022	Animal Control	508-790-6274
Inspectional Services	508-862-4038	Bismore Park	508-790-6327
Community Services	508-862-4956	Harbormaster	508-790-6273
Conservation	508-862-4093	Prince Cove Marina	508-420-3267
Licensing Department	508-862-4672	Sandy Neck Park Apr-Nov	508-362-8300
Licensing Authority	508-862-4674	Old King's Highway	508-862-4786
Weights & Measures	508-862-4671	Planning Board	508-862-4786
Parking Clerk	508-862-4673	Police Dept. Administration	508-775-0387
By-Law Citation	508-862-4668	Property Management	508-862-4675
Council on Aging/Senior Center	508-862-4750	Purchasing Agent	508-862-4741
Custodian/Town Hall	508-862-4650	Recreation	508-790-6345
DPW Administration	508-790-6400	Olde Barnstable Fairgrounds Golf	508-420-1141
Technical Support (Engineer)	508-790-6400	Hyannis Golf	508-362-2606
Highway	508-790-6330	Hyannis Youth & Community Center	508-790-6345
Hyannis Water Dept	508-775-0063	School Department	
Snow Removal	508-790-6331	Supt. Office	508-862-4953
Solid Waste	508-420-2258	Payroll	508-862-4653
Survey	508-790-6400	Hyannis East	508-790-6485
Structures & Grounds	508-790-6320	Hyannis West	508-790-6480
Water Pollution Control (Sewer)	508-790-6335	Barnstable (Horace Mann Charter School)	508-420-2272
Finance	508-862-4654	Barnstable High	508-790-6445
Fire Department (Hyannis)	508-775-1300	School Maintenance	508-790-6490
Fire Department (Barnstable)	508-362-3312	System Operator	508-862-4000
Fire Department (Centerville)	508-790-2375	Tax Collector	508-862-4054
Fire Department (Cotuit)	508-428-2210	Town Clerk	508-862-4044
Fire Department (West Barnstable)	508-362-3241	Town Manager	508-862-4610
Planning & Development	508-862-4678	Town Council	508-862-4738
Guyer Barn	508-790-6370	Treasurer	508-862-4653
Health Division	508-862-4644	Veterans' Services	508-778-8740
Historical Com	508-862-4786	Vital Records (births etc)	508-862-4095
Human Resources	508-862-4694	Zoning Board	508-862-4786
Information Technology	508-862-4624		
Help Desk	508-862-4635		

# Town Council Strategic Plan

## 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...

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 citizen 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 eight priority areas: *Communication, Economic Development, Regulatory Process and Performance, Housing, Public Health and Safety, Environment and Natural Resources, Infrastructure, and Education*. These areas function like lug nuts, securing a high quality of life for Barnstable residents regardless of circumstances beyond their control (or “bumps in the road”). Finance supports and protects the wheel like a tire – if it deflates, any or all areas may be compromised.

**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.

**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, perform operational auditing, advance greater energy efficiency, and stimulate new growth.
- Support and promote the Open Budget.

### 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.
- Communicate Town information to non-English speaking community members.
- Utilize the Town website, Facebook page and Twitter feed, weekly Town Manager's eNewsletter, monthly Town newsletter, Citizen's Leadership Academy, Channel 18 (municipal television station), and local newspaper and radio stations as outlets to communicate with the public. Specifically:
  - Encourage all boards and commissions to record their proceedings so they can be viewed on Channel 18.
  - Reach out to citizens in all seven villages to increase resident involvement in Town government; improve citizen understanding of Town services and government structure, and improve public confidence in the Town.
  - Coordinate and consolidate information distribution with other town, county, and state officials and legislative delegations whenever possible.

### 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.

**Strategies:**

- 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.
  - Hire new staff or outside Consultant, or dedicate existing staff for this purpose.
  - Create marketing specifically to attract desirable new businesses to Barnstable.
  - Create or deepen connections between local educational institutions and businesses.

- Identify and encourage redevelopment of underutilized and/or blighted properties.
- Form a Committee on zoning to determine any changes that may require legislative action

### *Environment 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.
- 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.
- 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:**

- Re-evaluate the permitting process, including policies, rules and regulations, personnel, customer/citizen experience, and impact on economic growth. Identify necessary changes.

### *Public Health and Safety*

**Goal:** Protect and promote the health, safety, 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.
- 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 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 changes. Proactively engage stakeholders with influence over this issue.
- Work in partnership with developers so they can take advantage of the available resources, funding, and assets to initiate housing projects.
- Explore permanent supportive housing solutions and creative financing to address homelessness in Barnstable.
- Champion the need for regional collaboration to address homelessness on the Cape in general, and in Barnstable in particular.
- Town Manager to determine ways the Town can ensure Town housing is high quality.

### Town Infrastructure & Assets

**Goal:** Maintain and improve the Town's infrastructure and assets.

**Strategies:**

- Facilitate comprehensive infrastructure improvement planning for municipal roads, buildings, facilities, sewers, transportation systems, communication systems, water and wastewater systems, historical properties, and other capital assets.
- Support the exploration of traditional and non-traditional methods for managing wastewater in accordance with the guidance provided in the 208 Plan and the Town's Wastewater Facilities Plan.
- Provide a reliable source of dedicated funds to maintain existing infrastructure, capital assets, and aquatic resources, and make improvements when necessary.
- Seek state and federal money for town-wide repairs of private roads.
- Inventory and evaluate the current status of Town assets.
- Review options for effective and economical energy conservation programs, and solid waste and recycling programs.

## 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.

# Fiscal Year 2019 Budget Message

## Addressing Our Municipal Responsibilities



The Fiscal Year 2019 Operating Budget and Capital Improvements Program addresses the town’s responsibility to provide efficient and effective services for our residents. These budgets align the Town Council’s Strategic Plan goals with the programs and services proposed for the next fiscal year. The Town Council’s Strategic Plan emphasizes the importance of quality of life and strong financial management as priorities for our community. These two principles are at the core of each budget decision we make.

The Fiscal Year 2019 Operating Budget includes a reorganization of departments, divisions, programs and services with an emphasis placed on the following key areas:

- Better alignment with the strategic plan
- Improved customer service focus
- Reducing points of exposure
- Eliminating inefficiencies & redundancies
- Addressing work not being accomplished
- Improved management over the town’s physical assets
- Improving the town’s succession planning

Additionally, maintaining a strong financial foundation and a structurally balanced operating budget along with a Capital Plan that targets high priority needs has been our focus once again this year.

## A Strong Financial Foundation

Financial accountability remains at the core of our budgeting goals. Maintaining a structurally balanced budget provides more certainty for the continuity of services. This budget provides a financial plan for meeting the operational needs of the town. It adheres to the Town Council’s budget policy to limit the increase in property taxes to the limitation under Proposition 2½. No property tax overrides are included to finance the operating or capital programs. The total proposed FY 2019 operating and capital budgets for the Town of Barnstable are \$222 million. The operating budgets for the general fund and the town’s eight enterprise funds are \$203 million and the capital program budget is \$19 million. Reserves used to balance the operating and capital budgets total \$6.2 million. The town’s current reserve balances total \$74 million and is comprised of the following:

Fund	Certified on July 1, 2017	Projected at June 30, 2018
General Fund	\$ 16,197,155	\$ 12,000,000
Capital Trust Fund	\$ 15,170,376	\$ 18,730,000
Sewer Construction & Private Way Fund	\$ 14,000,808	\$ 16,101,000
Airport Enterprise Fund	\$ 2,386,672	\$ 1,900,000
Golf Enterprise Fund	\$ 723,798	\$ 800,000
Solid Waste Enterprise Fund	\$ 2,179,508	\$ 2,300,000
Water Pollution Control Enterprise Fund	\$ 8,797,951	\$ 9,200,000
Water Supply Enterprise Fund	\$ 1,249,454	\$ 1,400,000



Fund	Certified on July 1, 2017	Projected at June 30, 2018
Marina Enterprise Fund	\$ 809,462	\$ 850,000
Sandy Neck Enterprise Fund	\$ 943,846	\$ 1,000,000
HYCC Enterprise Fund	\$ 496,529	\$ 550,000
PEG Enterprise Fund	\$ 2,149,696	\$ 2,400,000
Pension Reserve Fund	\$ 2,206,073	\$ 2,100,000
School Revolving Funds	\$ 3,613,504	\$ 4,000,000
Town Revolving Funds	\$ 849,524	\$ 800,000
School Circuit Breaker Funds	\$ 1,831,907	\$ 1,800,000
<b>Total</b>	<b>\$ 73,606,263</b>	<b>\$ 75,931,000</b>

Reserves used to balance the operating budgets total \$5.3 million and \$800,000 will be used for the capital program. The general fund will use \$3.6 million to cover a projected snow and ice removal deficit of \$1.3 million; \$1.189 million for employee benefits; \$250,000 for a Town Council Reserve Fund and \$868,000 for one-time costs included in the school and municipal operating budgets. It is projected that the general fund will generate nearly \$4 million in surplus by the end of fiscal year 2018 replenishing the amount used for the 2019 budget. Additionally, \$4 million of general fund reserves will be transferred to the Capital Trust Fund as part of the fiscal year 2019 capital plan.

The **Solid Waste Enterprise Fund** will use \$549,000 of reserves to cover the final year of its landfill capping loan (\$336,000) with the remaining funds used to cover its operating costs. The operation is now paying for the disposal of recycled material which was previously free. The FY 2019 budget includes a provision of \$135,000 for disposing recycled material in the event the town cannot find an alternative cost-free method of disposal.

The **Water Enterprise Fund** will use \$611,000 of surplus to balance its operating budget. This is significantly down from the \$1.5 million used for the FY 2018 budget as treatment facilities have come on-line reducing the amount of water purchased from other districts and the successful agreement reached with Barnstable County for reimbursing the town for some of the cost of the treatment facilities. Rate model projections indicate this operation will be back in balance by the end of FY 2020. In addition, the operation will use \$365,000 for its FY 2019 capital program.

The **Sandy Neck Enterprise Fund** will use \$176,000 of surplus to balance the FY 2019 budget. This includes a one-time reimbursement of \$60,000 to the general fund for sand replenishment at the park; \$40,000 for raising the gate-house to avoid future flooding with the balance for sand replenishment if needed. The winter of 2018 was an extraordinary year for weather; requiring more sand replenishment than usual and the operating budget has been prepared for a worst case scenario.

The **Golf Enterprise Fund** will use \$150,000 of surplus to balance the fiscal year 2019 budget. Revenue has been projected on a conservative basis requiring more surplus to balance the budget. The golf operation is anticipated to bring forward a 2% rate increase in 2019 which is estimated to generate an additional \$93,000 of revenue but this has not been included in the fiscal 2019 revenue estimates as it still needs approval. In addition, the golf course will use \$57,000 of reserves for its FY 2019 capital program.

The **Airport Enterprise Fund** will use \$300,000 of surplus to balance its operating budget. Revenue at the airport continues to be insufficient for the second year in a row and cannot cover its recurring operating costs. Airport officials have reduced the fiscal year 2019 operating budget by \$373,000 but reserves are still needed to balance the budget. A more comprehensive analysis of the operation will be conducted in fiscal year 2019 to get this operation back in a structurally balanced position for FY 2020. In addition, the airport will use \$71,000 for its FY 2019 capital program.

Finally, the **Water Pollution Control Enterprise Fund** will use \$345,000 of its reserves for its FY 2019 capital program.

Maintaining strong reserve levels and using conservative revenue estimates have proven to be effective strategies for the town in preserving its financial integrity. Conservative revenue estimates have allowed us not only to restore reserves used to pay one-time expenses but to expand our capital improvements program. It also puts us in a more advantageous position to react to economic downturns. We have minimized the use of reserves to pay for recurring operating expenses in recent years creating more stability in the delivery of services. The FY19 budget does not rely on any one time fixes or solutions, and our tax collection rates continue to be in the 99-100% range.

The Town of Barnstable is committed to maintaining its well-established financial integrity. Our AAA bond rating along with the Government Finance Officers Association's budget and financial reporting awards for the past several years is indicative of this commitment. We are proud to have received our 17<sup>th</sup> consecutive Distinguished Budget Presentation Award for the FY18 budget document and the Certificate of Achievement for Excellence in Financial Reporting for sixteen years in a row demonstrating a high commitment to quality reporting and providing comprehensive financial information on behalf of the efforts of our finance team. Strong financial management practices are imbedded in the town's charter and administrative code including, but not limited to, a reserve policy, annual 5-year financial forecasts and five-year capital improvements program as well as close monitoring of monthly budget reports. The recent addition of our Open Budget website, [www.budget.townofbarnstable.us](http://www.budget.townofbarnstable.us), allows interested parties to familiarize themselves with our financial operations offering the opportunity to identify possible revenue enhancements and expenditure reductions. These practices also assist in identifying trends and needs for the community, providing us the opportunity to better plan for our future.

Each year, I depend on our department heads, their staff, citizens and the members of the Comprehensive Financial Advisory Committee (CFAC) for their expertise in evaluating capital projects and the operating budget. CFAC's "second set of eyes" helped produce a better product and we thank them for the many hours spent on reviewing and commenting on the Capital Improvements Plan and Operating Budget. For the past three years, CFAC has produced a Financial Overview Report, which gives the reader concise information as to how the town operates by condensing the 400 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 FY19 upon completion of the budget.

### Fiscal Year 2019 Reorganization

The proposed operating budget for fiscal year 2019 includes a major reorganization to address several key areas mentioned previously.

The budget disestablishes the Regulatory Services Department and moves the Parking Management Program, Conservation Division and Health Division to other departments. The Licensing Program and Weights & Measures Program remain with the operation, which is retitled the Licensing Department. The Director of Regulatory Services position has been eliminated.

A new emphasis has been placed on customer service and this realignment will strengthen it. The Health Division will be transferred under the supervision of the Building Commissioner and become part of a new department called Inspectional Services. The Health Division is closely tied to the Building Division and by leveraging technology we will reduce the time and effort businesses must spend to obtain compliance. An emphasis will also be placed on eliminating any unnecessary regulations.

The Parking Program and the Conservation Division will be moved to the Planning and Development Department. Both programs are closely tied to planning and this will offer opportunities to enhance the regulatory process and performance as well as economic development. Two new positions are created with this reorganization including an Assistant Director of Planning & Development and the Economic Development Coordinator.

The Town Council has placed a greater emphasis on asset management with the creation of its Asset Management Subcommittee. The reorganization addresses this initiative by transferring personnel resources from the Finance Department to the Town Manager’s operation. Effective property management depends on inter-departmental cooperation and prioritization and placing this under the Town Manager’s operation will ensure it prioritization consistent with the Town Council’s strategy. The loss of staff in the Finance Department, coupled with the need for succession planning results in this budget including a new Purchasing Agent position in the Finance Department.

The budget also includes moving the Marine & Environmental Affairs Division out of the Community Services Department and making it its own stand-alone Department reporting directly to the Town Manager. A greater emphasis will be placed on our environment and its natural resources going forward. Water quality improvements that are necessary will require this operation to play a critical role. Our waterways are key to our economy and a healthy vibrant community. Maintenance dredging and increased shellfish efforts are viewed as strategies to increase water quality as well as economic and recreational opportunities for our community.

The reorganization results effectively in a wash in terms of positions. Additionally, two positions within the assessing operations of the Finance Department are proposed to be eliminated. The workload in the operation has been evaluated and reorganized by our new Director of Assessing resulting in the elimination of a Property Lister position and the Office Manager position. These functions have been streamlined and some additional outside contract work will supplement the workload providing a more efficient operation without compromising its effectiveness.

**Capital Investments/Infrastructure**

The Town Council goals and strategies call for adherence to a sound financial plan to meet the prioritized capital needs of the Town within the confines of available resources. The FY 2019 Capital Improvement Program (CIP) presented to the Town Council was designed to improve our infrastructure and preserve our valuable public assets. The projects recommended for funding include projects that had received previous funding and are ready for the next stage of their 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 CIP totals \$18,428,056. The General Fund program totals \$12,904,771, the Enterprise Funds totaled \$4,552,285 and the Sewer Construction & Private Way Improvement Fund totals \$971,000. We continued our commitment to public road improvements program and increased the funding to \$3,412,500 along with \$800,000 in sewer design funding to begin our comprehensive wastewater and water quality improvement program. Municipal and school facility improvements total \$8.3 million with the highlight being a new artificial multi-purpose synthetic field at Barnstable High School and \$1 million for the initial phase of the town’s new maintenance dredging program.

Fund	Funding Source				Total
	Reserves	Transfers	Grants	Bond Issue	
<b>Enterprise Funds:</b>					
Airport Enterprise	\$71,000		\$1,349,000		\$1,420,000
Golf Enterprise	\$56,531	\$59,754			\$116,285
Sewer Enterprise	\$345,000			\$701,000	\$1,046,000
Water Enterprise	\$365,000			\$1,605,000	\$1,970,000
<b>General Fund:</b>					
Infrastructure	\$3,557,500				\$3,557,500
Municipal Facilities	\$299,168	\$383,363		\$2,164,740	\$2,847,271
Waterways				\$1,000,000	\$1,000,000
School Facilities	\$200,000	\$200,000		\$5,100,000	\$5,500,000

<b>Sewer Construction/Private Way Fund:</b>					
Sewer Design	\$817,000				\$817,000
Roads	\$154,000				\$154,000
<b>Totals</b>	<b>\$5,865,199</b>	<b>\$643,117</b>	<b>\$1,349,000</b>	<b>\$10,570,740</b>	<b>\$18,428,056</b>

**Fiscal Year 2019 Operating Budgets**

Our priorities attempt to provide the highest quality services possible within the budget constraints that confront us. The budgets outlined below are designed to keep us financially sound; our community safe; support public education; improve and promote economic development; maintain our existing facilities and infrastructure, and improve our quality of life for all Barnstable residents.

**Municipal Budget:**

Municipal Operations:	Approved FY 2018	Proposed FY 2019	Change FY18 - 19	Percent Change
Police Department	\$ 13,835,845	\$ 14,532,512	\$ 696,667	5.04%
Public Works Department	9,437,141	9,691,760	254,619	2.70%
Administrative Services Department	5,872,596	6,008,108	135,512	2.31%
Marine & Environmental Affairs	1,139,996	1,121,341	(18,655)	-1.64%
Community Services Department	2,415,189	2,523,347	108,158	4.48%
Licensing Department	201,995	155,716	(46,279)	-22.91%
Inspectional Services	1,996,847	2,076,999	80,152	4.01%
Planning & Development	1,771,899	1,967,993	196,094	11.07%
Town Manager	650,014	671,810	21,796	3.35%
Town Council	267,685	275,682	7,997	2.99%
<b>Total Municipal Operations</b>	<b>\$ 37,589,207</b>	<b>\$ 39,025,268</b>	<b>\$ 1,436,061</b>	<b>3.82%</b>

The increase in the municipal operating budget includes an increase of 3.85 full-time equivalent positions. As the reorganization results in an effective wash in the position count, the Police Department budget includes 3 new civilian dispatch positions for FY 2019. The Police Department has partnered with the Hyannis Fire District to provide their dispatch services and the fire district will cover 100% of the employee costs. This adds \$174,000 to the Police Department’s budget increase. As this cost is covered by the fire district, the net increase in the municipal budget is \$1.257 million or 3.3%. Most of the remaining budget increase is associated with funding labor contracts (\$923,740) and non-discretionary costs increases for utilities (\$30,000), gasoline and diesel fuel (\$56,600); snow and ice removal (\$125,000); outside contract services in assessing to replace the loss of staff (\$28,000) and training academy costs for 5 police officers due to retirements (\$69,252).

**Education Budget:**

Education Budget	Approved FY 2018	Proposed FY 2019	Change FY18 - 19	Percent Change
Local School System	\$ 65,230,189	\$ 67,904,780	\$ 2,674,591	4.10%
Horace Mann Charter School	2,654,517	2,732,220	77,703	2.93%
Regional School District Assessment	3,535,665	3,682,234	146,569	4.15%
Commonwealth Charter School Assessment	3,095,125	3,246,468	151,343	4.89%
School Choice Assessment	1,022,791	1,156,066	133,275	13.03%
<b>Total Education</b>	<b>\$ 75,538,287</b>	<b>\$ 78,721,768</b>	<b>\$ 3,183,481</b>	<b>4.21%</b>

Barnstable students have multiple options to choose from for a public school education. The town’s local school system is by far the largest system and is overseen by the town’s School Committee. When Barnstable students choose to attend another school outside the local district the town receives an assessment from that district. The Horace Mann Charter School is part of the local school system and is located on Breases Way in Hyannis. The total education budget is increasing \$3.2 million or 4.2%.

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 FY19 budget is \$70.6 million, which represents an increase of 4%. We support the budget prepared by Superintendent Meg Mayo-Brown and approved unanimously by the Barnstable School Committee. The Superintendent crafted the budget with the focus on our students; with financial resources aligned to meet the continuum of student needs across all classrooms; and are designed to support the district priorities:

- Increase effectiveness of Tier I instruction for all students through professional development, instructional resources and use of time on learning.
- Enhance the quality and consistency of curriculum through a cycle of continuous curriculum review and refinement in alignment with the Massachusetts Curriculum Standards.
- Enhance social, emotional, and academic development (SEAD) for students through MTSS structures and systems.
- Increase opportunities for students and teachers to enhance learning through the use of various technology tools.

The School Department budget provides for the contractual salary and wage increases for staff (\$1.34 million), \$339,000 for 7.2 new full-time equivalents in the special education program area, \$87,000 for curriculum supplies, \$412,000 for contractual services, \$370,000 for technology upgrades and \$200,000 for other equipment replacement and supplies. Employees comprise close to 80% of the budget and are our greatest asset and resource. Whether ensuring our students have a healthy breakfast to start their school day, maintaining a safe, positive school environment, providing co-curricular activities, designing a viable curriculum aligned to state standards, or providing a high quality instructional program, each position in the FY19 budget serves an integral role in supporting and preparing all students for college and career success.

**Other Requirements**

Other Requirements Budget	Approved FY 2018	Proposed FY 2019	Change FY18 - 19	Percent Change
<b>Employee Benefits</b>				
Retirement Assessments	\$ 9,003,460	\$ 9,309,000	\$ 305,540	3.39%
Health Insurance for Active Employees	7,754,715	8,603,709	848,994	10.95%
Retiree Health & Sick Benefits	4,558,479	4,625,070	66,591	1.46%
Workers' Compensation & Unemployment	1,600,000	1,600,000	-	0.00%
Medicare & Life Insurance	1,115,000	1,145,000	30,000	2.69%
<b>Total</b>	<b>\$ 24,031,654</b>	<b>\$ 25,282,779</b>	<b>\$ 1,251,125</b>	<b>5.21%</b>
<b>Debt Service, Grants, Assessments &amp; Other</b>				
Debt Service	\$ 9,500,634	\$ 9,996,301	\$ 495,667	5.22%
Library Grants	1,827,210	1,882,000	54,790	3.00%
Tourism Grant	127,000	127,000	-	0.00%

Other Requirements Budget	Approved FY 2018	Proposed FY 2019	Change FY18 - 19	Percent Change
Property & Liability Insurance	1,760,000	1,810,000	50,000	2.84%
Interest on Tax Refunds	20,000	-		
Celebrations	105,000	120,000	15,000	14.29%
Lombard Trust Rent	52,000	52,000	-	0.00%
Veterans' District Assessment & Benefit Payments	420,000	400,000	(20,000)	-4.76%
Old Kings Highway	10,250	10,500	250	2.44%
Greenhead Fly Control District	5,320	5,320	-	0.00%
County Tax & Cape Cod Commission Assessments	1,113,942	1,141,791	27,849	2.50%
Mosquito Control	377,897	393,997	16,100	4.26%
Air Pollution Control Districts	21,224	21,684	460	2.17%
RMV Non-renewal Surcharge	55,540	55,540	-	0.00%
Cape Cod Regional Transit Authority	564,896	579,019	14,123	2.50%
Special Education Assessment	42,985	22,254	(20,731)	-48.23%
Snow & Ice Removal Deficit	1,456,214	1,275,000	(181,214)	-12.44%
Town Council Reserve Fund	-	250,000	250,000	0.00%
<b>Total</b>	<b>\$ 17,460,112</b>	<b>\$ 18,142,146</b>	<b>\$ 682,294</b>	<b>3.91%</b>
<b>Subtotal Before Transfers</b>	<b>\$ 41,491,766</b>	<b>\$ 43,424,925</b>	<b>\$ 1,933,159</b>	<b>4.66%</b>
<b>Transfers</b>				
Transfer to Capital Trust Fund	\$ 9,636,985	\$ 9,517,045	\$ (119,940)	-1.24%
Transfers to Enterprise Funds	1,146,480	1,166,544	20,064	1.75%
<b>Total</b>	<b>\$ 10,783,465</b>	<b>\$ 10,683,589</b>	<b>\$ (99,876)</b>	<b>-0.93%</b>
<b>Grand Total Other Requirements</b>	<b>\$ 52,275,231</b>	<b>\$ 54,108,774</b>	<b>\$ 1,833,543</b>	<b>3.51%</b>

This area of the general fund budget is increasing \$1.8 million with a majority of the cost increases associated with employee benefits. Health insurance rate increases are over 6% and new labor contracts provide additional health insurance mitigation in the form of premium holidays resulting in an 11% increase. The debt service budget is increasing \$496,000 due a new bond issued in FY 2018 for the capital program and the transfer to the Capital Trust Fund is \$9.5 million in FY 2019. This represents 8% of the town’s tax levy being committed to the capital program. A new reserve fund of \$250,000 is included in the budget and the budget continues to support the town’s seven village libraries with a 3% budget increase in the grant.

## Enterprise Funds

The enterprise funds are primarily supported by user fees. Residents that access these services pay a fee to support the operation. The fees charged by the enterprise fund operations are set at levels, which should allow them to cover all operational and capital costs unless a general fund subsidy is deemed necessary.

Fund	Budget FY 2018	Budget FY 2019	Change FY18 - 19	Percent Change
Solid Waste Enterprise	\$ 3,428,020	\$ 3,619,089	\$ 191,069	5.57%
Water Pollution Control Enterprise	4,601,261	4,744,584	143,323	3.11%
Water Supply Enterprise	6,789,486	6,353,929	(435,557)	-6.42%
Marina Enterprise	839,067	792,096	(46,971)	-5.60%
Sandy Neck Enterprise	1,018,462	1,240,989	222,527	21.85%
Golf Enterprise	3,554,772	3,679,238	124,466	3.50%
HYCC Enterprise	3,379,599	3,298,434	(81,165)	-2.40%
PEG Enterprise	811,627	871,059	59,432	7.30%
Airport Enterprise	6,508,537	6,134,859	(373,678)	-5.74%
<b>Total</b>	<b>\$ 30,930,831</b>	<b>\$ 30,734,277</b>	<b>(\$196,554)</b>	<b>-0.60%</b>

The **Water Supply** budget is decreasing \$435,000. As new water treatment facilities have come on-line the need to purchase water from other districts has been reduced saving hundreds of thousands of dollars for this operation.

The **Airport** budget is decreasing \$374,000. The airport is implementing alternative security measures in compliance with the Transportation and Security Administration's requirements which will save \$186,000 and a line item for depreciation of \$120,000 has been eliminated as well as other cost saving measures. As the airport is using its reserves to balance the operating budget, budgeting for depreciation does not accomplish its goal of generating reserves as more reserves would have to be used to balance the budget. This line item will be restored when the revenue stream will allow.

The **Water Pollution** budget is increasing \$143,000 due to contractual labor obligations, employee benefits, increased operating costs and an increase of \$32,000 in operating capital.

The **Golf Course** is increasing \$124,000. This includes funds for contractual labor obligations, employee benefits, additional funding for merchandise for resale and a new loan issued for equipment replacement in FY 2018.

The **Solid Waste** budget is increasing \$191,000. Most of the increase is for a new line item of \$135,000 for the disposal of recycled material. This is a worst-case scenario in the event the town cannot find an alternative disposal option for this material, which up to December of 2017 was free.

The **Hyannis Youth & Community Center** budget is decreasing \$81,000. The debt service, capital outlay, transfers to the general fund and employee benefit budgets are all decreasing resulting in the budget reduction.

The **Sandy Neck** budget is increasing \$223,000. Additional funds are provided for the raising of the gatehouse (\$40,000), sand replenishment, if needed, (\$125,000) and a reimbursement to the general fund of \$60,000 for sand replenishment it provided in FY 2018.

The **Public, Education and Government (PEG) access channel** budget is increasing \$59,000. This covers contractual labor obligations, employee benefits, existing staff allocated to the operation due to the reorganization and additional funding

for the Cape Cod Media Center.

Finally, the **Marina** operations budget is decreasing \$47,000. The reorganization results in a portion of existing staff moving to the general fund budget and there is a reduction in debt service.

## Civic Engagement

**Communication and civic engagement are keys to making government work.** We understand that community outreach and citizen engagement are shared goals by the Town Manager and the Town Council. Civic engagement is at the core of what we do and continues to be a priority. Barnstable Talks and Listens is our informational outreach brochure. By clicking on the Town's website, citizens can access eNews, Barnstable Today, Barnstable This Morning, Barnstable iForum, SeeClickFix, the Citizens Resource Line, get town officials contact information, sign up for the Barnstable Bulletin, the Senior Compass, and stay connected with town government.



We have also added an Open Budget website providing citizens real-time financial data on the Town's operating and capital budgets. A link to this website can be accessed from the town's home page. Providing this type of information in an easy to understand format should afford citizens a better understanding of how town resources are derived and used, and perhaps, encourage more participation in local affairs.



## Dedicated Staff and Government Partners

We could not accomplish our financial and operational agenda without dedicated town and district employees. Our employees have given their all again this year. The School Committee, School Superintendent and staff have done an extraordinary job in advancing excellence in our school system. We are grateful to our fire and water district professionals as they work to preserve and protect our health and safety. County, State, and Federal representatives work with us to bring resources to the local government. Barnstable has a legacy of commitment to others and we are a stronger community because of their service.

## In Conclusion

This budget seeks to improve the quality of life of our residents, ensure public safety, protect our natural resources, provide a quality public education system, and deliver government services efficiently. We face the same economic challenges confronting other communities, and through prudent planning, we are able to meet our basic needs. In FY19, we have again maintained our fiscal stability, spent within our means, and prudently planned for our financial future. Our tasks remain balancing the needs in our community, setting realistic priorities, and providing a climate for a quality of life that addresses Barnstable's needs and is built on respect and opportunity for all.



# Budget Process

## Overview

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



At the center of the Town Council’s strategic plan is the “Quality of Life”. In the development of the annual operating budget and capital improvements program care is taken to ensure that the services provided and the capital investments made are necessary to maintain or improve the citizenry’s quality of life. Every funding decision made considers this.

## Budget Schedule

### September/October – The Five-Year Forecast

The budget process begins with the preparation of the Five-Year Financial Forecast. The forecast is designed to project the financial position of the Town for the subsequent five years, addressing short-term and long-term issues, in order to provide the Town Council with a financial planning tool to assist them in setting fiscal policy at the beginning of the

budget process. The forecast is not a predictor of what the Town will spend. The forecast is prepared and presented to the Council by the Town Manager in the fall. The Town Council then reviews the forecast and provides policy direction to the Town Manager as the formal beginning point of the budget process.

### September/November – Operating Budget

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The School Department begins its operating budget preparation in September. School principals begin by preparing their individual budgets in accordance with the Superintendent's guidelines.

The Town Manager's Office distributes the budget guidelines and worksheets to all municipal departments in early November. Departments prepare their operating budget requests and return the information by the beginning of January.

### November – Capital Budget

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The process of developing the capital budget begins in November when departments prepare an itemization of all capital improvements, including those of the School Department, proposed to be undertaken during the next five fiscal years with supporting data including cost estimates, methods of financing, recommended time schedules; and the estimated annual cost of the operating and maintaining the facilities included. The Town Manager's Office distributes the capital budget guidelines and worksheets to all departments. A workshop is held for department heads to present their top priorities to one-another and offers the opportunity for questions and a better understanding of the town's capital needs for all. At this workshop, all projects are ranked based on a set of 4 criteria. The top ranking projects are then subjected to a second scoring process where a committee of town and school officials reviews the requests and assigns a numerical ranking to each request using ten different criteria and submits a report to the Town Manager. The Town Manager reviews the committee's report and makes recommendations based on funding availability, project score and priority. The Comprehensive Finance Advisory Committee (CFAC) reviews the Town Manager's proposed capital budget and issues a report on the plan.

The capital budget is included as a separate document in the town's budget process in accordance with Section 6-5 of the Town's Charter. This document is required to be submitted to the Town Council at least 30 days prior to the submission of the operating budget.

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

### December/January/February

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

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

### March

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The Town Manager submits the Capital Improvements Plan to the Town Council at least 30 days prior to the submission of the Annual Operating Budget. This includes all town and school capital requests.

April

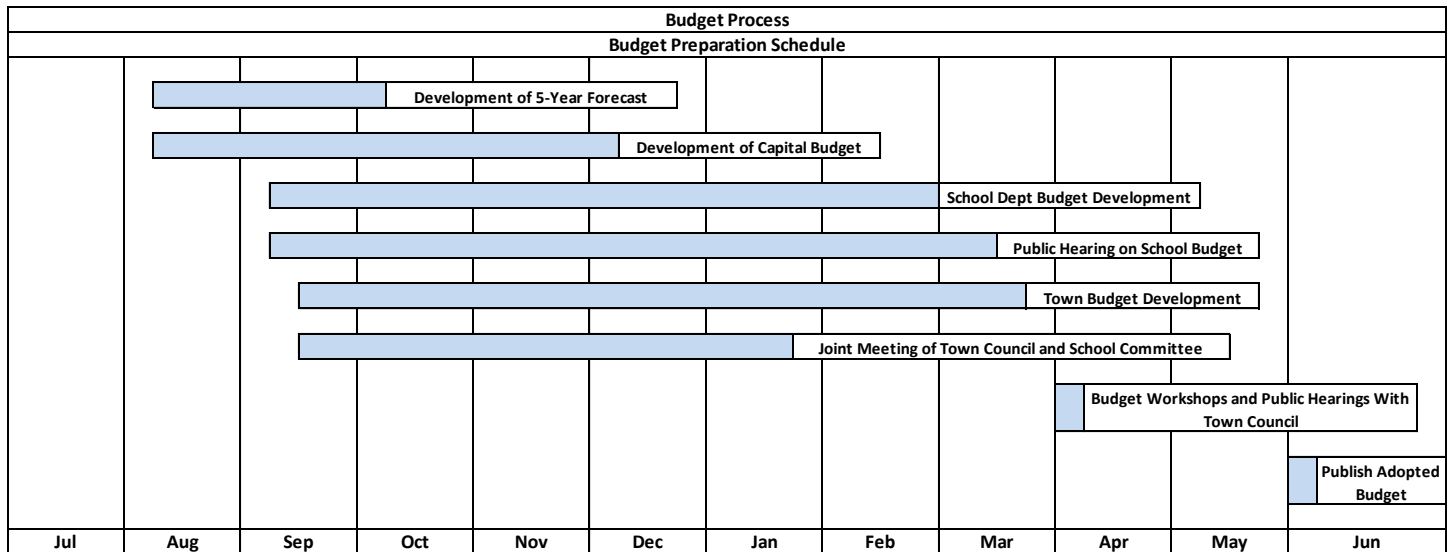
The School Committee approves the school’s operating budget and submits it to the Town Manager.

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 (45 days after submittal of the budget), the Council adopts the budget.



Basis of Budgeting

Pursuant to Chapter 44, Section 32 of the Massachusetts General Laws, the Town adopts an Annual Operating Budget for the General 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 and Enterprise Fund budgets are prepared on a cash basis as opposed to the Comprehensive Annual Financial Report, which is prepared on an accrual basis. The actual results of operations are presented on a cash basis as well to provide a meaningful comparison of actual results with the budget. The major differences between the cash and accrual basis are that:

1. Revenues are recorded when cash is received using the cash basis, as opposed to when earned using the accrual basis.

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

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

### Definition of a Balanced Budget

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

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

The Town’s FY19 budget is balanced using appropriated fund balance of \$6,212,059; \$837,531 capital expenditures and \$5,374,528 operating budgets.

	Estimated Current Year Receipts	Transfer From Surplus	Transfer From General Fund	Trust Funds	Special Revenue Funds	Closed Projects	Grants	Borrowing Auth.	Total Receipts	Total Appropriations
General Fund	\$ 161,609,130	\$ 3,587,351	\$ -	\$ 5,927,329	\$ 732,000	\$ -	\$ -	\$ -	\$ 171,855,810	\$ 171,855,810
Solid Waste Enterprise Fund	3,069,500	549,589	-	-	-	-	-	-	3,619,089	3,619,089
Water Pollution Enterprise Fund	4,744,584	-	-	-	-	-	-	-	4,744,584	4,744,584
Water Enterprise Fund	5,742,000	611,929	-	-	-	-	-	-	6,353,929	6,353,929
Marina Enterprise Fund	704,865	-	-	57,231	30,000	-	-	-	792,096	792,096
Sandy Neck Enterprise Fund	1,065,249	175,740	-	-	-	-	-	-	1,240,989	1,240,989
Golf Enterprise Fund	3,339,570	149,656	190,012	-	-	-	-	-	3,679,238	3,679,238
HYCC Enterprise Fund	1,186,602	-	976,532	1,135,300	-	-	-	-	3,298,434	3,298,434
PEG Enterprise Fund	871,059	-	-	-	-	-	-	-	871,059	871,059
Airport Enterprise Fund	5,834,596	300,263	-	-	-	-	-	-	6,134,859	6,134,859
Capital Improvements Program	-	837,531	-	4,056,668	971,000	643,117	1,349,000	10,570,740	18,428,056	18,428,056
<b>Totals</b>	<b>\$ 188,167,155</b>	<b>\$ 6,212,059</b>	<b>\$ 1,166,544</b>	<b>\$ 11,176,528</b>	<b>\$ 1,733,000</b>	<b>\$ 643,117</b>	<b>\$ 1,349,000</b>	<b>\$ 10,570,740</b>	<b>\$ 221,018,143</b>	<b>\$ 221,018,143</b>

The \$6,212,059 of reserves being used to balance the operating and capital budgets represents 2.8% of the overall budget. The \$3,587,351 used for the General Fund operations includes \$1.275 million for the FY18 snow and ice removal deficit, \$889,000 for employee benefits, \$300,000 unemployment insurance, \$250,000 for a new Town Council reserve fund, \$72,666 to balance the municipal operations budget and \$800,686 for the School Department operating budget. A significant amount of the Water Enterprise Fund’s reserves are used to balance the FY19 operating budget as this operation has experienced significant cost increases to remove contaminants from the water supply. Rates increases will be necessary over the next several years to reduce the amount of reserves needed to balance the operating budget.

## Implementation of the Approved Budget and Amendments to the Budget

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

# Financial Fund Structure

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

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

# Department and Fund Relationship

Town Council

- General Fund

Town Manager

- General Fund

Administrative Services Department

- General Fund

Marine & Environmental Affairs

- General Fund
- Marina Enterprise Fund
- Sandy Neck Enterprise Fund

Community Services Department

- General Fund
- Golf Enterprise Fund
- Hyannis Youth & Community Enterprise Fund
- Public, Educational & Government Television Access Enterprise Fund

Planning & Development

- General Fund

Police Department

- General Fund

Public Works Department

- General Fund
- Solid Waste Enterprise Fund
- Water Pollution Control Enterprise Fund
- Water Supply Enterprise Fund

Licensing Services Department

- General Fund

Inspectional Services Department

- General Fund

School Department

- General Fund

Airport

- 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 of 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 Improvements Plan

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

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

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

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

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

#### 6. Long Term Financial Forecast

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

#### 7. Annual Audit

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

#### 8. Financial Management Standards

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

## General Ordinances

### Reversion of Appropriations

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

### Enterprise Funds

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

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

### Revolving Funds

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

- a. The Classroom Education Fund, Senior Services Division, Community Services Department;
- b. Recreation Program Fund, Recreation Division, Community Services Department;
- c. Shellfish Propagation Fund, Natural Resources Division, Marine & Environmental Affairs Department;
- d. Consumer Protection Fund, Licensing Department;
- e. Geographical Information Systems Fund, Administrative Services Department;
- f. Arts & Culture Program Fund, Planning & Development Department.

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

- a. The Town Accountant shall account for all funds separately from all other monies of the Town and to which shall be credited only the departmental receipts received in connection with the programs supported by such revolving fund.
- b. Expenditures may be made from such revolving funds without further appropriation, subject to the provisions of this article; provided, however, that expenditures shall not be made or liabilities incurred from any of the revolving funds

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 which conform to generally accepted accounting principles (GAAP) as set forth by the authoritative standard-setting body for units of local government.
  - ii. An independent public accounting firm will perform an annual audit and an official, comprehensive annual financial report (CAFR) shall be issued no later than six months following the end of the fiscal year.
  - iii. A management letter, a by-product of an annual audit, shall be provided by the independent public accounting firm no later than February 1. Additional findings and recommendations may be communicated in a separate letter to be provided no later than March 1.
  - iv. A five-year financial forecast shall be prepared annually by the Town Manager, in accordance with the Charter, Section 6-6, projecting revenues and expenditures for all operating funds. This forecast shall be used as a planning tool in developing the following year's operating budget and capital improvements plan. The forecast shall be submitted no later than October 1.

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

An advance refunding of outstanding debt shall only be considered when present value savings of at least 3% of the principal amount of the refunded bonds are produced, unless: (a) a debt restructuring is necessary or (b) bond covenant revisions are necessary in order to facilitate the ability to provide services or to issue additional debt. An analysis shall be conducted when necessary to determine whether debt financing, cash purchase, or leasing is the most cost effective method of financing for the Town.

General Fund:

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

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

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

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

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

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

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

General obligation debt:

- a. All debt shall be financed outside the limitations of Proposition 2½ with the exception of debt related to Enterprise Funds, gifts, and betterments. The requirements for such financing shall be an expenditure of at least \$250,000 and a useful life in excess of five years.
- b. The term of long-term debt generally shall not exceed the expected useful life of the capital asset being financed and, in no case, shall it exceed 20 years.
- 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) so as 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 be consistent with the legal requirements, including Town ordinances, and the spirit of each respective trust document and, to the maximum extent possible, realize 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 2½% 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 FY06), Lottery Aid and other Municipal Aid.
- n. To preserve and promote residential and commercial tax base.

## 2. Expenditure Policy And Order of Priority:

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

## 3. General Policy:

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



## Management Policy

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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 from FY18; and excess General Fund revenue over budget estimates for FY18 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 \$3.25 million for public road improvements annually.

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## All Appropriated Funds Budget Summary

– All Funds Requiring Annual Appropriation

Fund	Actual FY 2017	Budget FY 2018	Budget FY 2019	Change FY18 - 19	Percent Change
General Fund	\$158,383,444	\$165,402,725	\$171,855,810	\$6,453,085	3.90%
Solid Waste Enterprise	3,312,763	3,428,020	3,619,089	191,069	5.57%
Water Pollution Control Enterprise	4,264,172	4,601,261	4,744,584	143,323	3.11%
Water Supply Enterprise	6,240,599	6,789,486	6,353,929	(435,557)	-6.42%
Marina Enterprise	773,899	839,067	792,096	(46,971)	-5.60%
Sandy Neck Enterprise	867,802	1,018,462	1,240,989	222,527	21.85%
Golf Enterprise	3,382,914	3,554,772	3,679,238	124,466	3.50%
HYCC Enterprise	3,141,659	3,379,599	3,298,434	(81,165)	-2.40%
PEG Enterprise	629,489	811,627	871,059	59,432	7.32%
Airport Enterprise	5,840,008	6,508,537	6,134,859	(373,678)	-5.74%
<b>Total All Budgeted Funds</b>	<b>\$186,836,749</b>	<b>\$196,333,556</b>	<b>\$202,590,087</b>	<b>\$6,256,531</b>	<b>3.19%</b>
<b>All Funds Net Of Transfers</b>	<b>\$171,805,640</b>	<b>\$184,637,725</b>	<b>\$190,970,668</b>	<b>\$6,332,943</b>	<b>3.43%</b>
<b>All Funds Net of Transfers and Snow Removal Deficit</b>	<b>\$171,805,640</b>	<b>\$183,181,511</b>	<b>\$189,695,668</b>	<b>\$6,514,157</b>	<b>3.56%</b>
<b>General Fund Net of Transfers and Snow Removal Deficit</b>	<b>\$145,725,985</b>	<b>\$153,163,046</b>	<b>\$159,897,221</b>	<b>\$6,734,175</b>	<b>4.40%</b>
Full-time Equivalent Employees	1,294.00	1,308.85	1,320.10	11.25	

The total FY19 proposed operating budget for all appropriated funds for the Town of Barnstable is \$202,590,087. This is an increase over the FY18 budget of \$6,256,531 or 3.19%. In addition to the General Fund, this figure includes the Town's nine Enterprise Fund operations. These funds comprise the Town's annually appropriated funds.

Another way to look at the overall budget is to compare the change year-over-year net of transfers, as transfers are not direct expenditures for personnel services or operating expenses. Excluding transfers from the budget results in a FY19 budget increase of \$6,332,943 or 3.43%. The budget increase includes a net increase of 11.25 new full-time equivalent (FTE) positions. This includes 3 new dispatcher positions in the Police Department as they will be conducting dispatch services for the Hyannis Fire District. The Hyannis Fire District will reimburse the Town for the fully burdened costs associated with these positions including salaries, employee benefits, training, and uniforms. The School Department budget includes 7.2 new FTE's; mainly in the special education program area.

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 the Enterprise Funds. Residents that access these services pay a fee to support the operation. The fees charged by the Enterprise Fund operations are set at levels that should allow them cover all operational and capital costs unless a General Fund subsidy is provided.

The General Fund budget is increasing \$6.4 million in FY19 or 3.9%. This includes transfers and the prior year deficit for snow removal costs. Municipal operations are increasing \$1,436,061, all education expenditures are increasing \$3,183,481 and fixed costs are increasing \$1,933,419. Major factors contributing to the increase in the overall budget are contractual labor obligations, an increase of 11 full-time equivalents, increases in pension and healthcare costs, and an increase in debt service.

The decrease in the **Airport Enterprise Fund** budget is attributable to budget cuts necessary, as revenue has been declining. For the second year in a row, revenue is projected to decline and costs saving measures are being implemented to reduce the reliance on the operating reserves needed to balance the budget.

The increase in the **Water Pollution Control Enterprise Fund** budget is largely due to computer software upgrades to be purchased in FY19. This budget also includes an additional capital outlay cost to replace a building generator.

The **Water Enterprise Fund** budget is decreasing due to lower debt service costs in FY19 as well as a reduction in water purchased from outside sources.

The **Solid Waste Enterprise Fund** budget is increasing in FY19 due to the cost for disposal of recyclable materials, which previously did not cost anything.

The **Golf Course Enterprise Fund** budget is increasing due to an increase in debt service costs as well as contractual labor obligations and employee benefits.

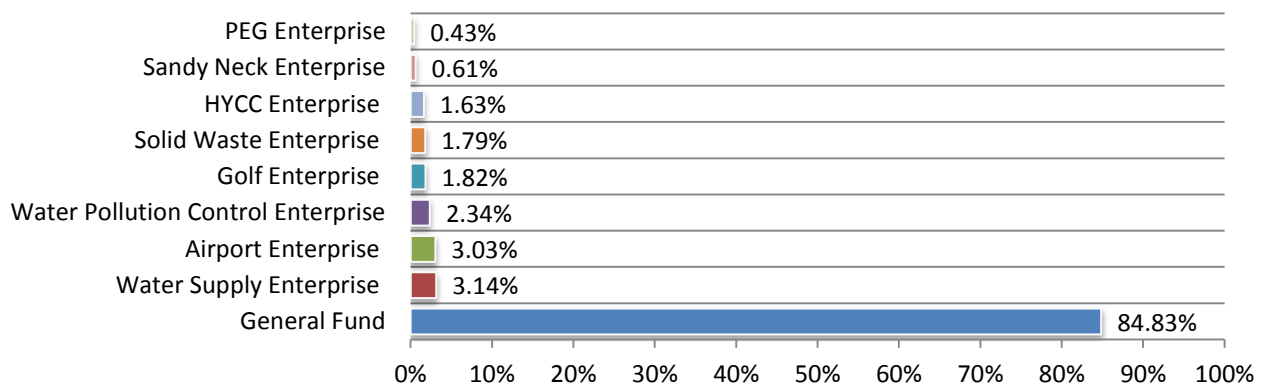
The **Marina Enterprise Fund** budget is decreasing because of a reduction in debt service costs as well as a reallocation of salary cost due to the reorganization.

The **Sandy Neck Enterprise Fund** is increasing due to capital outlay costs for facilities and grounds maintenance as well as reimbursement cost to the General Fund for sand replenishment in front of the lower parking lot performed in FY18.

The **HYCC Enterprise Fund** budget is decreasing due to reduced debt services costs and capital outlay needs at the facility.

The **PEG Enterprise Fund** is increasing due to contractual labor obligations, an increase in staffing allocations due to the reorganization and an increase in employee benefit costs..

Distribution of All Appropriated Funds



The General Fund comprises 85% of all spending for the funds requiring annual appropriation. The Water Supply is the largest Enterprise Fund and comprises 3.14% of all spending.

## Position Summary for All Appropriated Funds

DEPARTMENT	FY10 FTE's	FY11 FTE's	FY12 FTE's	FY13 FTE's	FY14 FTE's	FY15 FTE's	FY16 FTE's	FY17 FTE's	FY18 FTE's	FY19 FTE's	Chg
Town Council	2.00	2.00	2.00	2.00	2.00	2.00	1.40	1.40	1.40	1.40	-
Town Manager	4.50	4.50	4.50	4.50	4.50	4.50	4.50	6.50	5.50	5.50	-
<b>Administrative Services</b>	<b>60.40</b>	<b>60.30</b>	<b>60.30</b>	<b>60.30</b>	<b>60.50</b>	<b>60.60</b>	<b>60.60</b>	<b>58.30</b>	<b>57.55</b>	<b>56.55</b>	<b>(1.00)</b>
Finance	36.75	36.75	36.75	36.75	36.75	37.85	37.85	35.50	35.75	34.75	<b>(1.00)</b>
Legal	4.65	4.55	4.55	4.55	4.75	4.75	4.75	4.80	4.80	4.80	-
Human Resources	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	-
Information Technology	11.00	11.00	11.00	11.00	11.00	10.00	10.00	10.00	9.00	9.00	-
<b>Marine &amp; Environmental Affairs</b>	<b>14.35</b>	<b>14.35</b>	<b>13.80</b>	<b>13.85</b>	<b>14.65</b>	<b>15.90</b>	<b>15.85</b>	<b>16.65</b>	<b>17.20</b>	<b>17.00</b>	<b>(0.20)</b>
Natural Resources	6.70	6.70	6.85	6.85	6.85	6.97	6.85	7.55	8.20	8.00	<b>(0.20)</b>
Harbormaster	3.50	3.50	2.80	2.80	3.60	3.73	3.60	3.70	3.60	3.85	<b>0.25</b>
Marina Enterprise Fund	1.45	1.45	1.45	1.45	1.45	1.45	1.65	1.65	1.65	1.30	<b>(0.35)</b>
Sandy Neck Enterprise Fund	2.70	2.70	2.70	2.75	2.75	3.75	3.75	3.75	3.75	3.85	<b>0.10</b>
<b>Community Services</b>	<b>48.17</b>	<b>46.90</b>	<b>43.40</b>	<b>43.30</b>	<b>43.25</b>	<b>43.98</b>	<b>45.43</b>	<b>49.65</b>	<b>54.25</b>	<b>55.55</b>	<b>1.30</b>
Recreation	7.35	7.35	8.30	7.70	7.70	7.40	7.40	8.40	7.60	7.60	-
Communications	-	-	-	-	-	-	-	-	3.45	3.35	<b>(0.10)</b>
Senior Services	18.35	15.85	6.35	6.35	6.30	6.33	6.53	9.75	9.70	10.65	<b>0.95</b>
Golf Enterprise Fund	10.20	10.20	15.85	15.75	15.75	15.75	17.00	17.00	17.00	17.10	<b>0.10</b>
HYCC Enterprise Fund	8.27	9.50	8.90	9.50	9.50	10.50	10.50	10.50	12.50	12.60	<b>0.10</b>
PEG Enterprise Fund	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.25	<b>0.25</b>
<b>Planning &amp; Development</b>	<b>18.90</b>	<b>18.10</b>	<b>17.45</b>	<b>17.80</b>	<b>18.80</b>	<b>17.30</b>	<b>17.30</b>	<b>17.15</b>	<b>16.50</b>	<b>19.00</b>	<b>2.50</b>
Administration	-	2.50	2.50	2.50	3.00	2.50	2.50	2.50	2.50	4.00	<b>1.50</b>
Comprehensive Planning	2.50	2.00	1.50	1.00	1.00	1.00	1.00	0.75	1.00	1.00	-
Community Development	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	-
Regulatory Review	7.00	3.35	3.00	3.50	3.50	3.50	3.50	3.75	4.00	4.50	<b>0.50</b>
Economic Development	0.65	1.65	1.65	1.65	2.65	2.65	2.65	2.50	2.00	3.00	<b>1.00</b>
Parking Program	1.90	1.75	1.95	2.30	2.30	2.65	2.65	2.65	2.00	1.50	<b>(0.50)</b>
Conservation	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	-

**FISCAL YEAR 2019 BUDGET**

**FINANCIAL SUMMARIES**

DEPARTMENT	FY10 FTE's	FY11 FTE's	FY12 FTE's	FY13 FTE's	FY14 FTE's	FY15 FTE's	FY16 FTE's	FY17 FTE's	FY18 FTE's	FY19 FTE's	Chg
Police	126.26	126.26	124.26	125.76	131.75	130.75	132.75	132.75	141.75	144.75	3.00
Administrative & Investigative Services	35.50	34.00	33.50	35.00	35.00	35.00	35.00	34.00	34.00	36.00	2.00
Field Services	90.76	92.26	90.76	90.76	96.75	95.75	97.75	98.75	107.75	108.75	1.00
<b>Public Works</b>	<b>115.50</b>	<b>115.50</b>	<b>115.75</b>	<b>116.35</b>	<b>116.33</b>	<b>116.33</b>	<b>118.33</b>	<b>121.25</b>	<b>120.75</b>	<b>119.95</b>	<b>(0.80)</b>
Administration & Tech Support	16.00	15.50	15.50	12.95	12.93	12.93	12.93	12.00	11.50	11.70	0.20
Highway	35.50	35.50	35.50	35.50	35.50	35.50	35.50	37.50	37.50	37.50	-
Structures & Grounds	33.80	33.80	33.80	34.10	34.10	34.10	35.10	36.50	36.50	35.50	(1.00)
Solid Waste Enterprise Fund	15.10	15.10	15.10	15.75	15.75	15.75	16.75	16.95	16.95	16.95	-
Water Pollution Control Enterprise Fund	14.10	14.10	14.10	15.15	15.15	15.15	15.15	15.35	15.35	15.35	-
Water Supply Enterprise Fund	1.00	1.50	1.75	2.90	2.90	2.90	2.90	2.95	2.95	2.95	-
<b>Inspectional Services</b>	<b>22.65</b>	<b>23.30</b>	<b>23.90</b>	<b>24.40</b>	<b>24.88</b>	<b>24.88</b>	<b>24.40</b>	<b>24.65</b>	<b>26.65</b>	<b>26.75</b>	<b>0.10</b>
Building Services	11.50	12.15	12.50	12.50	12.50	12.50	12.00	11.50	13.50	13.50	-
Health Services	11.15	11.15	11.40	11.90	12.38	12.38	12.40	13.15	13.15	13.25	0.10
<b>Licensing Department</b>	<b>4.60</b>	<b>2.20</b>	<b>2.55</b>	<b>2.90</b>	<b>2.90</b>	<b>2.45</b>	<b>2.45</b>	<b>2.30</b>	<b>2.60</b>	<b>1.75</b>	<b>(0.85)</b>
<b>Airport Enterprise Fund</b>	<b>24.60</b>	<b>24.60</b>	<b>24.60</b>	<b>25.30</b>	<b>25.50</b>	<b>25.50</b>	<b>25.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>-</b>
<b>SUBTOTAL GENERAL FUND</b>	<b>360.51</b>	<b>354.86</b>	<b>344.06</b>	<b>343.91</b>	<b>352.31</b>	<b>349.44</b>	<b>351.30</b>	<b>358.45</b>	<b>370.00</b>	<b>373.85</b>	<b>3.85</b>
<b>SUBTOTAL ENTERPRISE FUNDS</b>	<b>81.42</b>	<b>83.15</b>	<b>88.45</b>	<b>92.55</b>	<b>92.75</b>	<b>94.75</b>	<b>96.70</b>	<b>95.15</b>	<b>97.15</b>	<b>97.35</b>	<b>0.20</b>
<b>TOTAL MUNICIPAL OPERATIONS</b>	<b>441.93</b>	<b>438.01</b>	<b>432.51</b>	<b>436.46</b>	<b>445.06</b>	<b>444.19</b>	<b>448.00</b>	<b>453.60</b>	<b>467.15</b>	<b>471.20</b>	<b>4.05</b>
<b>Schools</b>	<b>811.58</b>	<b>812.58</b>	<b>813.03</b>	<b>815.53</b>	<b>809.23</b>	<b>830.35</b>	<b>834.15</b>	<b>840.40</b>	<b>841.70</b>	<b>848.90</b>	<b>7.20</b>
Administration (restated for school consolidation)	6.00	6.00	6.00	6.00	6.00	7.00	6.80	6.80	6.80	6.30	(0.50)
Instructional Services	686.20	686.20	686.03	638.90	634.60	654.72	680.90	686.45	687.75	695.45	7.70
Health Services	16.50	16.50	14.90	14.93	13.93	13.93	16.20	16.20	16.20	16.20	-
Transportation	21.00	21.00	21.00	24.00	24.00	24.00	20.50	20.50	20.50	20.50	-
Food Services	13.38	13.38	15.00	13.00	13.00	13.00	1.00	1.00	1.00	1.00	-
Athletics	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	-
Other Student Services	6.60	7.60	7.60	48.46	46.46	46.46	40.90	41.40	41.40	41.40	-
Maintenance of Plant	51.90	51.90	52.50	59.24	59.24	59.24	53.45	53.65	53.65	53.65	-
Network & Technology	7.00	7.00	7.00	8.00	9.00	9.00	11.40	11.40	11.40	11.40	-
<b>TOTAL ALL DEPARTMENTS</b>	<b>1,253.51</b>	<b>1,250.59</b>	<b>1,245.54</b>	<b>1,251.99</b>	<b>1,254.29</b>	<b>1,274.54</b>	<b>1,282.15</b>	<b>1,294.00</b>	<b>1,308.85</b>	<b>1,320.10</b>	<b>11.25</b>

Total full-time equivalents are increasing by 11.25 positions, 7.2 in the School operations, 4.05 for the Municipal operations.

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## Consolidated Resource/Appropriation Summary

	General Fund FY 2019 Budget	Marina Fund FY 2019 Budget	Sandy Neck Fund FY 2019 Budget	Golf Fund FY 2019 Budget	HYCC Fund FY 2019 Budget	PEG Fund FY 2018 Budget	Solid Waste Fund FY 2019 Budget
<b>RESOURCES:</b>							
Property Taxes	\$ 122,663,711	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Taxes	9,223,187	-	-	-	-	-	-
Intergovernmental	19,613,832	-	-	-	-	-	-
Fines & Penalties	1,500,000	-	-	-	-	-	-
Fees, Licenses, Permits	3,316,100	682,665	715,000	-	489,500	861,059	-
Charges for Services	2,247,582	12,000	244,249	3,329,570	556,102	-	2,998,500
Interest and Other	1,193,500	10,200	106,000	10,000	141,000	10,000	71,000
Interfund Transfers	9,425,547	87,231	-	190,012	2,111,832	-	-
Other Resources	-	-	-	59,754	-	-	-
Borrowing Authorizations	-	-	-	-	-	-	-
<b>TOTAL RESOURCES</b>	<b>\$ 169,183,459</b>	<b>\$ 792,096</b>	<b>\$ 1,065,249</b>	<b>\$ 3,589,336</b>	<b>\$ 3,298,434</b>	<b>\$ 871,059</b>	<b>\$ 3,069,500</b>
<b>OPERATING EXPENDITURES:</b>							
Town Council	\$ 275,682	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Town Manager	671,810	-	-	-	-	-	-
Administrative Services	6,008,108	-	-	-	-	-	-
Planning & Development	1,967,993	-	-	-	-	-	-
Police	14,532,512	-	-	-	-	-	-
Licensing Department	155,716	-	-	-	-	-	-
Inspectional Services	2,076,999	-	-	-	-	-	-
Public Works	9,691,760	-	-	-	-	-	2,867,310
Marine & Environmental Affairs	1,121,341	358,185	991,183	-	-	-	-
Community Services	2,523,347	-	-	2,739,261	1,845,688	791,932	-
Education	78,721,768	-	-	-	-	-	-
Airport Operations	-	-	-	-	-	-	-
<b>Subtotal Operations</b>	<b>\$ 117,747,036</b>	<b>\$ 358,185</b>	<b>\$ 991,183</b>	<b>\$ 2,739,261</b>	<b>\$ 1,845,688</b>	<b>\$ 791,932</b>	<b>\$ 2,867,310</b>
<b>OTHER REQUIREMENTS:</b>							
Debt Service	\$ 9,996,301	\$ 366,539	\$ 94,981	\$ 499,986	\$ 1,135,300	\$ -	\$ 407,362
Employee Benefits	25,282,779	23,188	46,332	246,985	146,685	55,182	230,454
Property, Casualty & Liability Ins.	1,810,000	9,398	7,846	19,872	95,049	789	19,771
State, County & Local Assessments	2,630,105	-	-	-	-	-	-
Library & Tourism Grants	2,009,000	-	-	-	-	-	-
Other Fixed Costs	1,697,000	-	-	-	-	-	-
Reserve For Abatements & Exemptions	915,000	-	-	-	-	-	-
Capital Program	-	-	-	116,285	-	-	-
<b>Subtotal Other Requirements</b>	<b>\$ 44,340,185</b>	<b>\$ 399,125</b>	<b>\$ 149,159</b>	<b>\$ 883,128</b>	<b>\$ 1,377,034</b>	<b>\$ 55,971</b>	<b>\$ 657,587</b>
<b>Interfund Transfers</b>	<b>\$ 10,683,589</b>	<b>\$ 34,786</b>	<b>\$ 100,647</b>	<b>\$ 173,134</b>	<b>\$ 75,712</b>	<b>\$ 23,156</b>	<b>\$ 94,192</b>
<b>Grand Total Expenditures</b>	<b>\$ 172,770,810</b>	<b>\$ 792,096</b>	<b>\$ 1,240,989</b>	<b>\$ 3,795,523</b>	<b>\$ 3,298,434</b>	<b>\$ 871,059</b>	<b>\$ 3,619,089</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$ (3,587,351)</b>	<b>\$ -</b>	<b>\$ (175,740)</b>	<b>\$ (206,187)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (549,589)</b>
<b>Adjustment to accrual basis</b>	<b>15,837,304</b>	<b>48,029</b>	<b>(101,848)</b>	<b>(849)</b>	<b>(6,890)</b>	<b>-</b>	<b>281,158</b>
<b>Beginning Fund Balance - accrual basis</b>	<b>25,119,613</b>	<b>4,037,453</b>	<b>133,373</b>	<b>7,777,703</b>	<b>9,283,605</b>	<b>2,141,850</b>	<b>1,138,664</b>
<b>Ending Fund Balance - accrual basis</b>	<b>\$ 37,369,566</b>	<b>\$ 4,085,482</b>	<b>\$ (144,215)</b>	<b>\$ 7,570,667</b>	<b>\$ 9,276,715</b>	<b>\$ 2,141,850</b>	<b>\$ 870,233</b>



# Consolidated Resource/Appropriation Summary

	Sewer Fund FY 2019 Budget	Water Supply Fund FY 2019 Budget	Airport Fund FY 2019 Budget	Capital Projects Fund	Total FY 2019 Budget	Total FY 2018 Budget	Change FY18 - 19	Percent Change
<b>RESOURCES:</b>								
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ 122,663,711	\$ 118,531,665	\$ 4,132,046	3.49%
Other Taxes	-	-	-	-	9,223,187	9,094,243	128,944	1.42%
Intergovernmental	-	-	1,349,000	-	20,962,832	20,270,504	692,328	3.42%
Fines & Penalties	60,000	44,000	-	-	1,604,000	1,671,900	(67,900)	-4.06%
Fees, Licenses, Permits	10,000	29,500	673,251	-	6,777,075	6,467,687	309,388	4.78%
Charges for Services	4,479,584	5,466,000	4,807,281	-	24,140,868	23,833,838	307,030	1.29%
Interest and Other	195,000	202,500	354,064	-	2,293,264	2,290,832	2,432	0.11%
Interfund Transfers	-	-	-	5,611,031	17,425,653	16,904,368	521,285	3.08%
Other Resources	-	-	-	-	59,754	-	59,754	100.00%
Borrowing Authorizations	701,000	1,605,000	-	8,264,740	10,570,740	9,336,000	1,234,740	13.23%
<b>TOTAL RESOURCES</b>	<b>\$ 5,445,584</b>	<b>\$ 7,347,000</b>	<b>\$ 7,183,596</b>	<b>\$ 13,875,771</b>	<b>\$ 215,721,084</b>	<b>\$ 208,401,037</b>	<b>\$ 7,320,047</b>	<b>3.51%</b>
<b>OPERATING EXPENDITURES:</b>								
Town Council	\$ -	\$ -	\$ -	\$ -	\$ 275,682	\$ 267,685	\$ 7,997	2.99%
Town Manager	-	-	-	-	671,810	495,537	176,273	35.57%
Administrative Services	-	-	-	-	6,008,108	5,872,596	135,512	2.31%
Planning & Development	-	-	-	-	1,967,993	1,771,899	196,094	11.07%
Police	-	-	-	-	14,532,512	13,835,845	696,667	5.04%
Licensing Department	-	-	-	-	155,716	201,995	(46,279)	-22.91%
Inspectional Services	-	-	-	-	2,076,999	1,996,847	80,152	4.01%
Public Works	3,074,450	4,192,713	-	-	19,826,233	19,581,977	244,256	1.25%
Marine & Environmental Affairs	-	-	-	-	2,470,709	2,354,694	116,015	4.93%
Community Services	-	-	-	-	7,900,228	7,737,869	162,359	2.10%
Education	-	-	-	-	78,721,768	75,538,287	3,183,481	4.21%
Airport Operations	-	-	5,214,185	-	5,214,185	5,607,274	(393,089)	-7.01%
<b>Subtotal Operations</b>	<b>\$ 3,074,450</b>	<b>\$ 4,192,713</b>	<b>\$ 5,214,185</b>	<b>\$ -</b>	<b>\$ 139,821,943</b>	<b>\$ 135,262,505</b>	<b>\$ 4,559,438</b>	<b>3.37%</b>
<b>OTHER REQUIREMENTS:</b>								
Debt Service	\$ 1,159,163	\$ 1,983,873	\$ 185,957	\$ -	\$ 15,829,462	\$ 15,439,669	\$ 389,793	2.52%
Employee Benefits	273,269	75,829	366,179	-	26,746,882	25,404,198	1,342,684	5.29%
Property, Casualty & Liability Ins.	68,236	12,918	169,241	-	2,213,120	2,177,398	35,722	1.64%
State, County & Local Assessments	-	-	-	-	2,630,105	2,612,054	18,051	0.69%
Library & Tourism Grants	-	-	-	-	2,009,000	1,954,210	54,790	2.80%
Other Fixed Costs	-	-	-	-	1,697,000	177,000	1,520,000	858.76%
Reserve For Abatements & Exemptions	-	-	-	-	915,000	1,005,652	(90,652)	-9.01%
Capital Program	1,046,000	1,970,000	1,420,000	10,000,000	14,552,285	13,951,000	601,285	4.31%
<b>Subtotal Other Requirements</b>	<b>\$ 2,546,668</b>	<b>\$ 4,042,620</b>	<b>\$ 2,141,377</b>	<b>\$ 10,000,000</b>	<b>\$ 66,592,854</b>	<b>\$ 62,721,181</b>	<b>\$ 3,871,673</b>	<b>6.17%</b>
<b>Interfund Transfers</b>	<b>\$ 169,466</b>	<b>\$ 88,596</b>	<b>\$ 199,297</b>	<b>\$ -</b>	<b>\$ 11,642,575</b>	<b>\$ 11,695,831</b>	<b>\$ (53,256)</b>	<b>-0.46%</b>
<b>Grand Total Expenditures</b>	<b>\$ 5,790,584</b>	<b>\$ 8,323,929</b>	<b>\$ 7,554,859</b>	<b>\$ 10,000,000</b>	<b>\$ 218,057,372</b>	<b>\$ 209,679,517</b>	<b>\$ 8,377,855</b>	<b>4.00%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$ (345,000)</b>	<b>\$ (976,929)</b>	<b>\$ (371,263)</b>	<b>\$ 3,875,771</b>	<b>\$ (2,336,288)</b>	<b>\$ (1,278,480)</b>	<b>\$ (1,057,808)</b>	<b>82.74%</b>
<b>Adjustment to accrual basis</b>	<b>169,289</b>	<b>1,272,559</b>	<b>209,216</b>	<b>-</b>	<b>15,775,746</b>	<b>15,146,156</b>	<b>629,590</b>	
<b>Beginning Fund Balance - accrual basis</b>	<b>32,364,818</b>	<b>16,655,664</b>	<b>70,969,108</b>	<b>13,173,950</b>	<b>182,795,801</b>	<b>168,749,786</b>	<b>14,046,015</b>	
<b>Ending Fund Balance - accrual basis</b>	<b>\$ 32,189,107</b>	<b>\$ 16,951,294</b>	<b>\$ 70,807,061</b>	<b>\$ 17,049,721</b>	<b>\$ 196,235,259</b>	<b>\$ 182,617,462</b>	<b>\$ 13,617,797</b>	

In addition to the surplus used in the General Fund and Enterprise Funds a total of \$13,875,771 of bond proceeds within the capital project funds are expected to be expended.

## Change in Fund Balance – All Appropriated Funds

	Beginning Fund Balance	FY 2019		Ending Fund Balance	Excess/ (Deficiency)	Percentage Change
		Resources	Expenditures			
General Fund	\$16,197,155	\$168,268,459	\$171,855,810	\$12,609,804	(\$3,587,351)	-22.15%
Solid Waste Enterprise Fund	2,179,508	3,069,500	3,619,089	1,629,919	(549,589)	-25.22%
Water Pollution Control Enterprise Fund	8,797,951	5,445,584	5,790,584	8,452,951	(345,000)	-3.92%
Water Supply Enterprise Fund	1,249,454	7,347,000	8,323,929	272,525	(976,929)	-78.19%
Marina Enterprise Fund	809,462	792,096	792,096	809,462	-	0.00%
Sandy Neck Enterprise Fund	943,846	1,065,249	1,240,989	768,106	(175,740)	-18.62%
Golf Enterprise Fund	723,798	3,589,336	3,795,523	517,611	(206,187)	-28.49%
HYCC Enterprise Fund	496,529	3,298,434	3,298,434	496,529	-	0.00%
PEG Enterprise Fund	2,149,696	871,059	871,059	2,149,696	-	0.00%
Airport Enterprise Fund	2,386,672	7,183,596	7,554,859	2,015,409	(371,263)	-15.56%
<b>Totals</b>	<b>\$35,934,071</b>	<b>\$200,930,313</b>	<b>\$207,142,372</b>	<b>\$29,722,012</b>	<b>(\$6,212,059)</b>	<b>-17.29%</b>

Fund balance in the table above represents the “free cash” portion of fund balance available for appropriation as certified by the MA Department of Revenue, Division of Local Services. A total of \$3.6 million of General Fund surplus will be used to fund the FY19 operating budget. This will still leave a healthy surplus of \$12.6 million, which represents about 8% of General Fund expenditures. The surplus will be used to fund the FY18 snow removal deficit of \$1,275,000, \$889,000 for employee benefits, \$300,000 for unemployment insurance, \$250,000 for the Town Council reserve fund, \$72,666 for the Municipal Operations budget and \$800,686 for the School Department operating budget.

The **Airport Enterprise Fund** will use \$371,263 of its fund balance to pay for a portion of the FY19 capital program (\$71,000) and \$300,263 will be used to balance the operating budget.

The **Solid Waste Enterprise Fund** will use \$549,589 of its reserves to balance its FY19 operating budget. This will be used to cover the debt service on the landfill-capping loan and increased costs for the disposal of recycling materials.

The **Water Pollution Control Enterprise Fund** will use \$345,000 of reserves to finance the FY19 capital program. These are one-time expenses and the amount is immaterial in relation to the reserve balance.

The **Water Enterprise Fund** will use \$976,929 of reserves to balance its FY19 operating budget and capital program

The **Sandy Neck Enterprise Fund** will use \$175,740 of surplus for a sand nourishment program, and facilities and grounds improvements.

The **Golf Course Enterprise Fund** will use \$206,187 of reserves for both the operating and capital program.

**Marina, Hyannis Youth & Community Center, and Public Education Enterprise Funds** are proposing balanced budgets in FY19.

The State's Division of Local Services certifies the amount of surplus a community has at the beginning of each fiscal year. This is the amount a community can use to balance its operating and capital budgets if they choose to do so. A six year summary of the certified amounts for the General Fund and each Enterprise Fund is illustrated below.

	July 1, 2012	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016	July 1, 2017
General Fund	\$ 17,272,393	\$ 10,602,665	\$ 13,370,039	\$ 13,949,203	\$ 13,131,098	\$ 16,197,155
Solid Waste Enterprise Fund	3,854,114	3,428,957	4,010,757	3,489,420	2,409,841	2,179,508
Water Pollution Enterprise Fund	6,997,924	12,070,153	14,838,692	7,611,524	8,661,669	8,797,951
Water Supply Enterprise Fund	1,944,267	2,347,933	1,827,720	3,336,150	3,257,325	1,249,454
Marinas Enterprise Fund	422,111	570,096	714,427	661,356	774,588	809,462
Sandy Neck Enterprise Fund	645,858	611,448	569,512	478,853	714,332	943,846
Golf Enterprise Fund	414,712	387,901	500,742	638,274	733,441	723,798
HYCC Enterprise Fund	141,734	222,277	313,535	318,809	502,380	496,529
PEG Enterprise Fund*	2,735,428	1,463,397	1,572,908	1,704,942	1,937,915	2,149,696
Airport Enterprise Fund	3,211,359	2,996,203	2,563,977	977,186	2,793,657	2,386,672
<b>Total</b>	<b>\$ 37,639,900</b>	<b>\$ 34,701,030</b>	<b>\$ 40,282,309</b>	<b>\$ 33,165,717</b>	<b>\$ 34,916,246</b>	<b>\$ 35,934,071</b>

Sewer Construction & Private Way Improvements	\$ 7,751,788	\$ 10,044,371	\$ 12,240,570	\$ 14,000,808
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\*FY18 was the first year of operations for the PEG enterprise fund so it did not have its surplus certified on July 1, 2017. This represents the fund balance brought forward from the special revenue fund where it was previously accounted for.

In addition to the General Fund and Enterprise Funds, the Town has a new reserve for sewer construction and private road maintenance and improvements. At the close of fiscal year 2017, the fund had a balance of \$14,000,808. This special revenue fund is not part of the annual budget process. It is funded from a local meals tax and rooms tax.

# Municipal Budget and Funding Source Summary

Source of Funding	Actual FY 2017	Approved FY 2018	Projected FY 2018	Proposed FY 2019	Change FY18 - 19	Percent Change
Taxes	\$ 26,075,721	\$ 28,391,781	\$ 27,848,872	\$ 29,587,453	\$ 1,195,672	4.21%
Intergovernmental	574,941	300,156	303,353	304,288	4,132	1.38%
Fines, Forfeitures, Penalties	1,724,212	1,567,900	1,714,106	1,500,000	(67,900)	-4.33%
Fees, Licenses, Permits	3,246,604	3,000,000	3,489,511	3,091,100	91,100	3.04%
Charges for Services	2,201,219	2,100,000	2,050,694	2,247,582	147,582	7.03%
Interest and Other	1,019,713	646,000	970,197	703,500	57,500	8.90%
Special Revenue Funds	626,670	649,670	649,670	619,670	(30,000)	-4.62%
Enterprise Funds	900,179	933,700	933,700	899,009	(34,691)	-3.72%
Reserves	-	-	-	72,666	72,666	0.00%
<b>Total Sources</b>	<b>\$ 36,369,259</b>	<b>\$ 37,589,207</b>	<b>\$ 37,960,103</b>	<b>\$ 39,025,268</b>	<b>\$ 1,436,061</b>	<b>3.82%</b>

Municipal Department	Actual FY 2017	Approved FY 2018	Projected FY 2018	Proposed FY 2019	Change FY18 - 19	Percent Change
Police	\$ 13,354,483	\$ 13,835,845	\$ 13,799,326	\$ 14,532,512	\$ 696,667	5.04%
Public Works	9,956,612	9,437,141	10,142,104	9,691,760	254,619	2.70%
Administrative Services	5,719,360	5,872,596	5,806,332	6,008,108	135,512	2.31%
Marine & Environmental Affairs	978,543	1,139,996	1,101,452	1,121,341	(18,655)	-1.64%
Community Services	2,033,400	2,415,189	2,376,738	2,523,347	108,158	4.48%
Licensing Department	190,582	201,995	196,836	155,716	(46,279)	-22.91%
Inspectional Services	1,741,180	1,996,847	1,916,587	2,076,999	80,152	4.01%
Planning & Development	1,548,390	1,771,899	1,709,022	1,967,993	196,094	11.07%
Town Manager	589,639	650,014	647,000	671,810	21,796	3.35%
Town Council	257,070	267,685	264,706	275,682	7,997	2.99%
<b>Total Appropriated Expenditures</b>	<b>\$ 36,369,259</b>	<b>\$ 37,589,207</b>	<b>\$ 37,960,103</b>	<b>\$ 39,025,268</b>	<b>\$ 1,436,061</b>	<b>3.82%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 2,136
Medicare	341,766
Health Insurance	1,651,921
County Retirement	4,864,451
<b>Total Employee Benefits (1)</b>	<b>\$ 6,860,274</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 43,229,533</b>

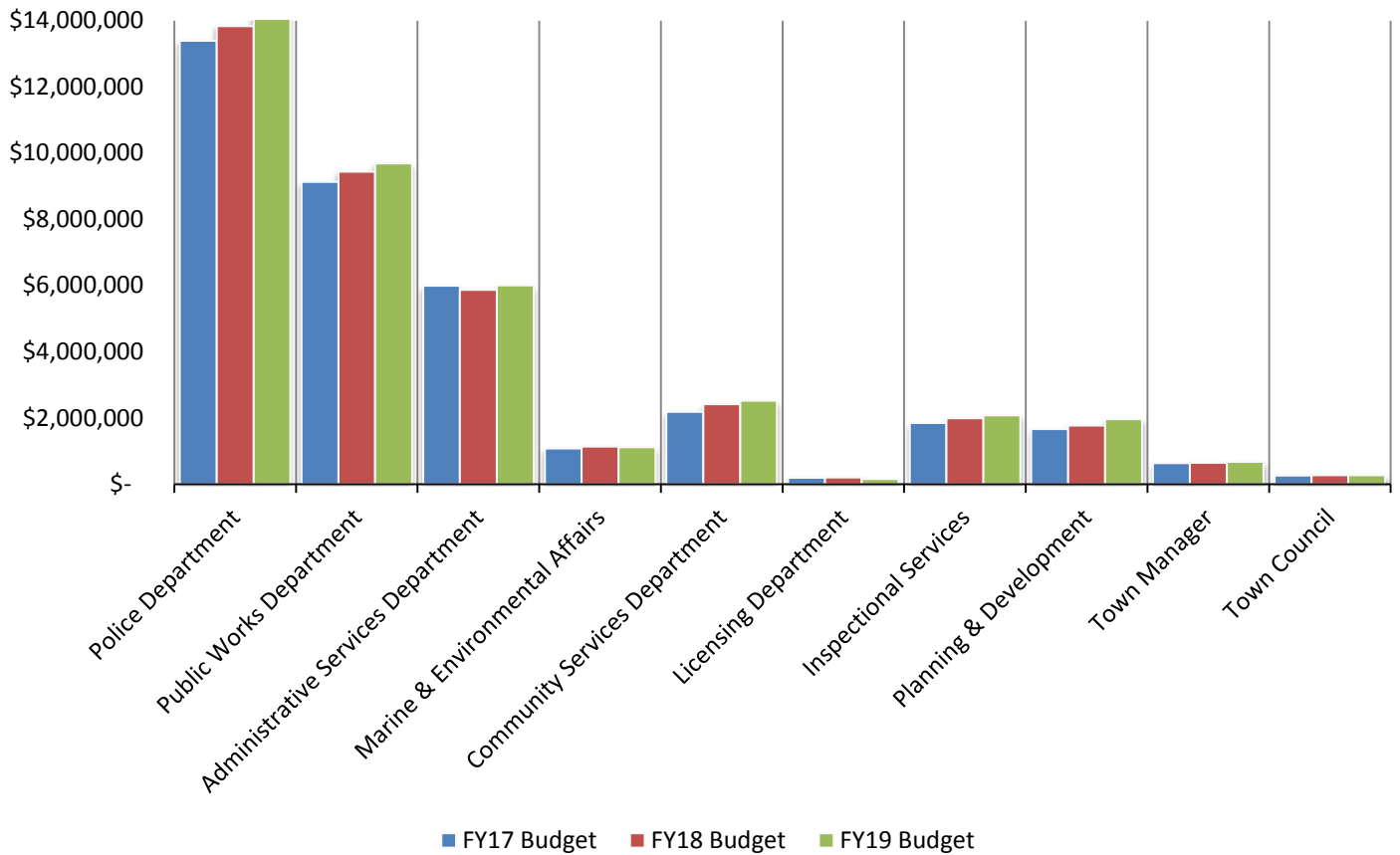
\$ 2,319
384,108
1,893,041
5,209,752
<b>\$ 7,489,220</b>
<b>\$ 45,449,323</b>

<b>Full-time Equivalent Employees</b>	<b>358.45</b>	<b>370.00</b>	<b>373.85</b>	<b>3.85</b>
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The largest budget increase in terms of dollars within the municipal operations is in the Police Department. This is due to 3 new positions performing dispatch services for the Hyannis Fire District. The Planning & Development Department budget is increasing 11% due to 2.5 new full-time positions being added. The Licensing Department budget is down 23% due to the elimination of the Regulatory Services Director position.

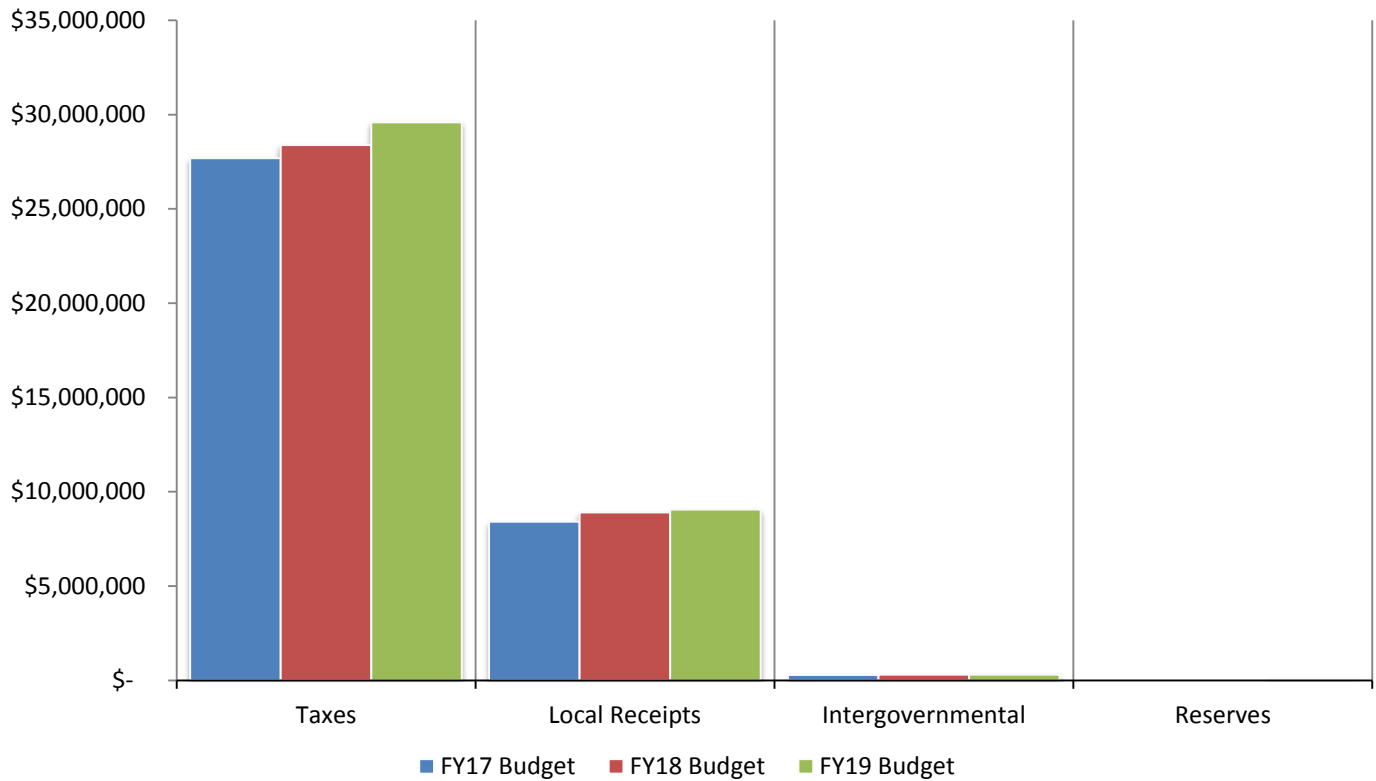
Property taxes will fund a majority of the increase in the budget. Transfers from special revenue funds and enterprise funds are declining and fine and penalty revenue is projected to decline. Charges for services include reimbursements from the Hyannis Fire District for the 3 new positions in the Police Department.

### 3 Year Expenditure Comparison By Department



The Police, Public Works, Community Services, Planning & Development, and Inspectional Services Departments have all experienced growth over the past three years. Most of this increase is due to contractual labor obligations and new positions added to the budgets.

### 3 Year Comparison of Funding Sources For Municipal Operations



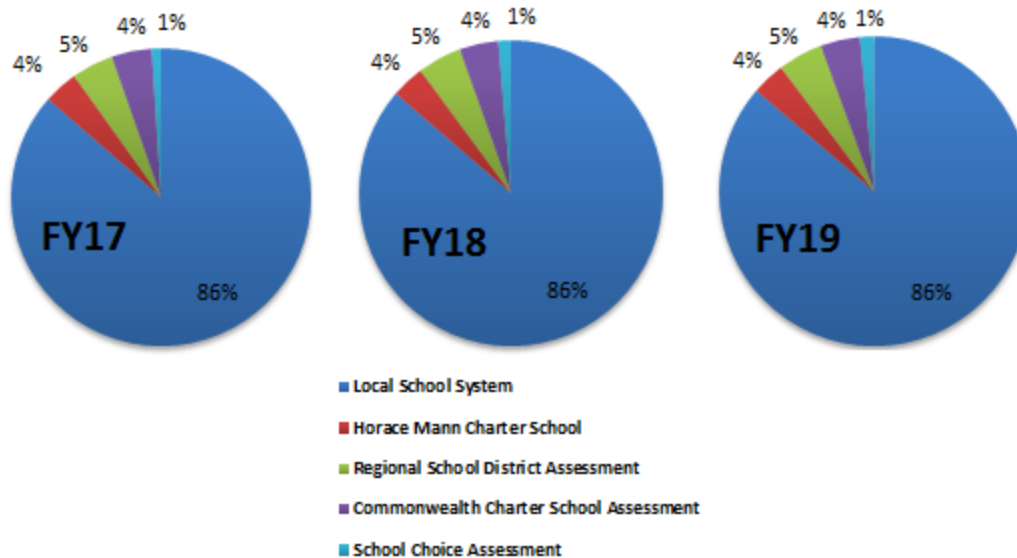
Taxes have been used to fund the increase in the municipal departments operating budgets for the past three years. This has increased from \$27.7 million to \$29.6 million. Local receipts have grown from \$8.4 million to \$9.1 million. Intergovernmental resources used to balance this area of the budget are immaterial and reserves have been avoided until FY19, which includes \$72,666 to balance the budget.

# Education Budget and Funding Source Summary

Source of Funding	Actual FY 2017	Approved FY 2018	Projected FY 2018	Proposed FY 2019	Change FY18 - 19	Percent Change
Taxes	\$ 59,032,182	\$ 61,903,011	\$ 61,860,005	\$ 64,132,404	\$ 2,229,393	3.60%
Intergovernmental	13,413,498	13,179,970	13,179,970	13,563,678	383,708	2.91%
Fees, Licenses, Permits	225,000	225,000	225,000	225,000	-	0.00%
Interest and Other	885	-	-	-	-	0.00%
School Savings Account	-	230,306	230,306	800,686	570,380	247.66%
<b>Total Sources</b>	<b>\$ 72,671,565</b>	<b>\$ 75,538,287</b>	<b>\$ 75,495,281</b>	<b>\$ 78,721,768</b>	<b>\$ 3,183,481</b>	<b>4.21%</b>

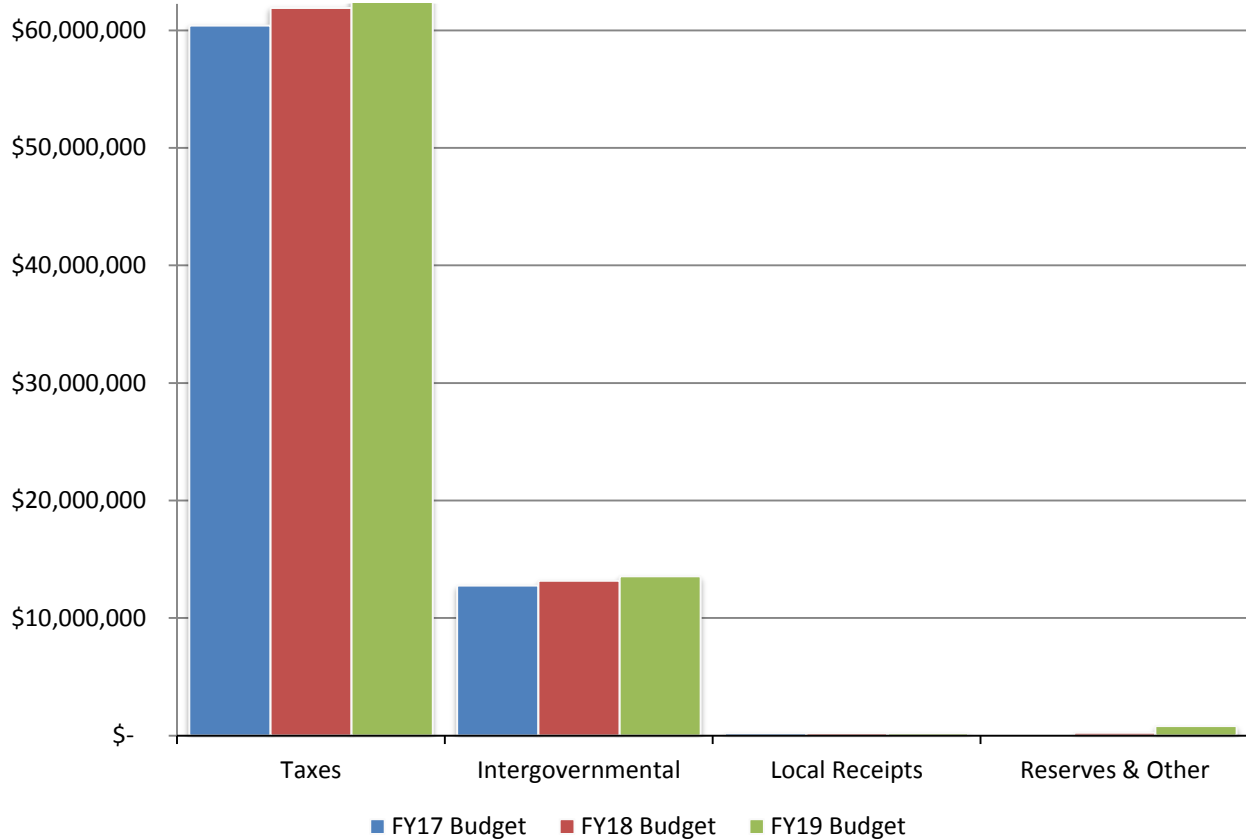
Expenditure Category	Actual FY 2017	Approved FY 2018	Projected FY 2018	Proposed FY 2019	Change FY18 - 19	Percent Change
Local School System	\$ 62,769,841	\$ 65,230,189	\$ 65,118,078	\$ 67,904,780	\$ 2,674,591	4.10%
Horace Mann Charter School	2,705,115	2,654,517	2,723,622	2,732,220	77,703	2.93%
Regional School District Assessment	3,302,096	3,535,665	3,535,665	3,682,234	146,569	4.15%
Commonwealth Charter School Assessment	3,150,194	3,095,125	3,095,125	3,246,468	151,343	4.89%
School Choice Assessment	744,319	1,022,791	1,022,791	1,156,066	133,275	13.03%
<b>Total Appropriation</b>	<b>\$ 72,671,565</b>	<b>\$ 75,538,287</b>	<b>\$ 75,495,281</b>	<b>\$ 78,721,768</b>	<b>\$ 3,183,481</b>	<b>4.21%</b>

Employee Benefits Allocation:		
Life Insurance	\$ 4,850	\$ 3,873
Medicare	672,168	711,811
Health Insurance	3,457,808	4,368,880
County Retirement	1,964,178	2,079,313
<b>Total Employee Benefits (1)</b>	<b>\$ 6,099,004</b>	<b>\$ 7,163,877</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 78,770,569</b>	<b>\$ 82,659,158</b>



The distribution of expenditures on education has not changed over the past three years. School Choice Assessments shows the largest anticipated growth by 13% from FY18 to FY19. Enrollment in the other systems has grown resulting in higher assessments. The local school system budget is increasing by 4.1% from FY18 to FY19 and includes 7.20 new full-time equivalents.

### 3 Year Comparison of Funding Sources For Education



A majority of the funding for education has been provided from taxes for this three-year period. Intergovernmental revenue is unchanged, as the State’s Chapter 70 funding formula for education benefits for Barnstable has leveled off. Minimal General Fund reserves have been used to balance this area of the budget. FY19 budget anticipates using \$800,686 of school reserves to balance budget.



## Fixed Costs and Funding Source Summary

Other Requirements Source of Funding	Actual FY 2017	Approved FY 2018	Projected FY 2018	Proposed FY 2019	Change FY18 - 19	Percent Change
Taxes	\$ 32,032,991	\$ 36,325,465	\$ 32,335,592	\$ 37,252,040	\$ 926,575	2.55%
Intergovernmental	5,600,932	5,752,778	5,752,778	5,745,866	(6,912)	-0.12%
Interest and Other	514,443	530,000	524,242	490,000	(40,000)	-7.55%
Special Revenue Funds	126,038	112,183	112,183	112,330	147	0.13%
Enterprise Funds	1,642,807	1,836,824	1,836,824	1,867,209	30,385	1.65%
Trust Funds	5,037,762	5,392,981	5,392,981	5,927,329	534,348	9.91%
Reserves	4,387,647	2,325,000	4,393,933	2,714,000	389,000	16.73%
<b>Total Sources</b>	<b>\$ 49,342,620</b>	<b>\$ 52,275,231</b>	<b>\$ 50,348,533</b>	<b>\$ 54,108,774</b>	<b>\$ 1,833,543</b>	<b>3.51%</b>

Expenditure Category						
Employee Benefits						
Retirement Assessments	\$ 8,398,711	\$ 9,003,460	\$ 9,003,459	\$ 9,309,000	\$ 305,540	3.39%
Health Insurance for Active Employees	6,423,385	7,754,715	7,573,385	8,603,709	848,994	10.95%
Retiree Health & Sick Benefits	4,051,381	4,558,479	4,500,000	4,625,070	66,591	1.46%
Workers' Compensation & Unemployment	1,361,380	1,600,000	1,474,989	1,600,000	-	0.00%
Medicare & Life Insurance	1,063,346	1,115,000	1,098,417	1,145,000	30,000	2.69%
<b>Total</b>	<b>\$ 21,298,203</b>	<b>\$ 24,031,654</b>	<b>\$ 23,650,250</b>	<b>\$ 25,282,779</b>	<b>\$ 1,251,125</b>	<b>5.21%</b>

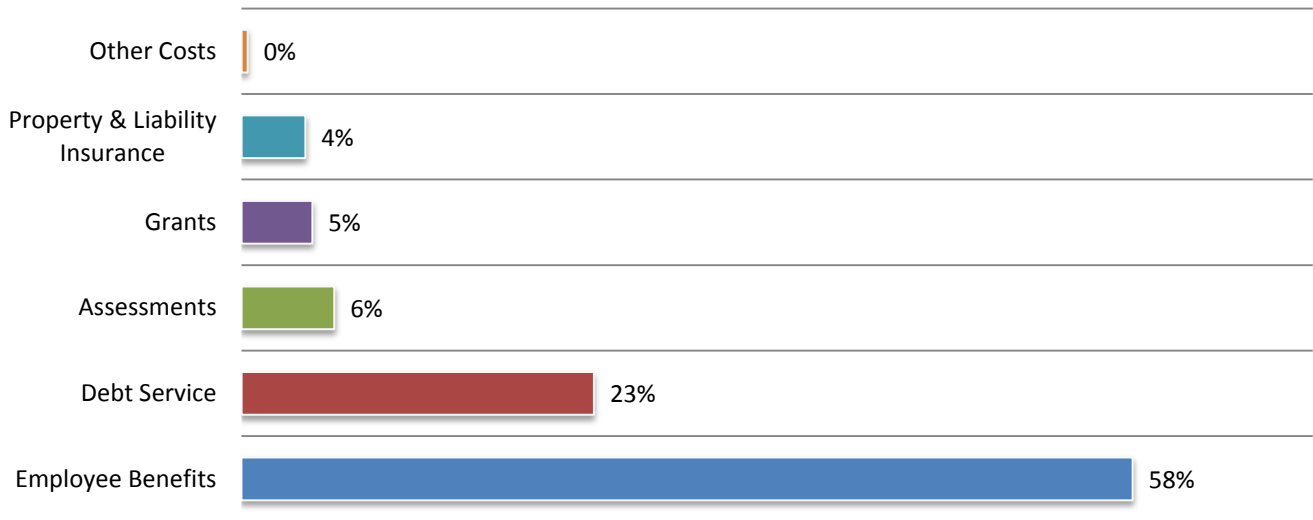
Debt Service, Grants, Assessments & Other						
Debt Service	\$ 9,173,132	\$ 9,500,634	\$ 9,500,634	\$ 9,996,301	\$ 495,667	5.22%
Library Grants	1,773,990	1,827,210	1,827,210	1,882,000	54,790	3.00%
Tourism Grant	174,209	127,000	125,000	127,000	-	0.00%
Property & Liability Insurance	1,619,749	1,760,000	1,750,000	1,810,000	50,000	2.84%
Interest on Tax Refunds	599	20,000	2,961	-	(20,000)	-100.00%
Celebrations	95,745	105,000	104,575	120,000	15,000	14.29%
Lombard Trust Rent	52,000	52,000	52,000	52,000	-	0.00%
Veterans' District Assessment & Benefit Payment	327,699	420,000	360,384	400,000	(20,000)	-4.76%
Old Kings Highway	9,750	10,250	10,250	10,500	250	2.44%
Greenhead Fly Control District	5,320	5,320	5,320	5,320	-	0.00%
County Tax & Cape Cod Commission Assessments	1,121,530	1,113,942	1,113,942	1,141,791	27,849	2.50%
Mosquito Control	362,868	377,897	377,897	393,997	16,100	4.26%
Air Pollution Control Districts	22,378	21,224	21,224	21,684	460	2.17%
RMV Non-renewal Surcharge	55,540	55,540	55,540	55,540	-	0.00%
Cape Cod Regional Transit Authority	551,118	564,896	564,896	579,019	14,123	2.50%
Special Education Assessment	41,331	42,985	42,985	22,254	(20,731)	-48.23%
Snow & Ice Removal Deficit	-	1,456,214	-	1,275,000	(181,214)	-12.44%
Town Council Reserve Fund	-	-	-	250,000	250,000	0.00%
<b>Total</b>	<b>\$ 15,386,958</b>	<b>\$ 17,460,112</b>	<b>\$ 15,914,818</b>	<b>\$ 18,142,406</b>	<b>\$ 682,294</b>	<b>3.91%</b>

<b>Subtotal Before Transfers</b>	<b>\$ 36,685,161</b>	<b>\$ 41,491,766</b>	<b>\$ 39,565,068</b>	<b>\$ 43,425,185</b>	<b>\$ 1,933,419</b>	<b>4.66%</b>
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Transfers						
Transfer to Capital Trust Fund	\$11,786,673	\$ 9,636,985	\$ 9,636,985	\$ 9,517,045	\$ (119,940)	-1.24%
Transfer to Capital Projects Funds	1,710	-	-	-	-	0.00%
Transfers to Enterprise Funds	869,076	1,146,480	1,146,480	1,166,544	20,064	1.75%
<b>Total</b>	<b>\$ 12,657,459</b>	<b>\$ 10,783,465</b>	<b>\$ 10,783,465</b>	<b>\$ 10,683,589</b>	<b>\$ (99,876)</b>	<b>-0.93%</b>

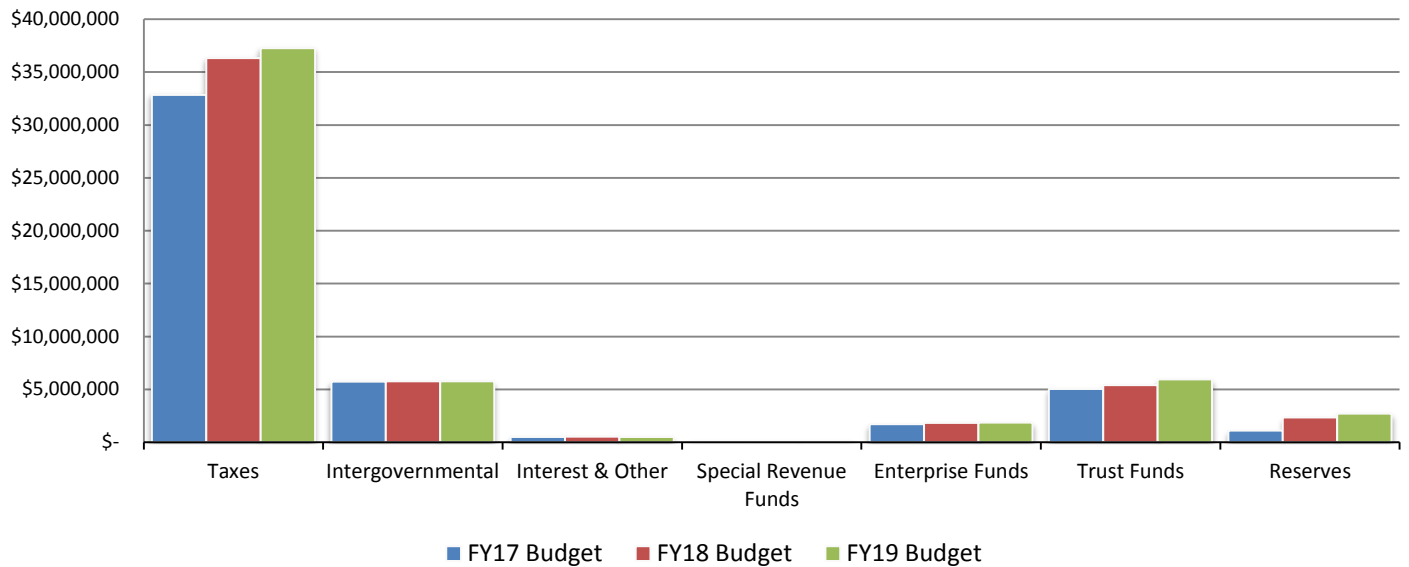
<b>Grand Total Other Requirements</b>	<b>\$ 49,342,620</b>	<b>\$ 52,275,231</b>	<b>\$ 50,348,533</b>	<b>\$ 54,108,774</b>	<b>\$ 1,833,543</b>	<b>3.51%</b>
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### Other Requirements Budget



Employee benefits and debt service comprise most of the spending in this category. Together they account for 81% of all spending in the fixed costs category.

### 3 Year Comparison of Funding Sources for Fixed Costs



Taxes have provided the additional funding for this category over the three-year period. An increase in the transfer from the Capital Trust Fund to pay for the increase in debt service and additional reserves has been used to balance this budget. The remaining revenue sources have remained level.

# General Fund Budget Summary

Source of Funding	Actual FY 2017	Approved FY 2018	Projected FY 2018	Proposed FY 2019	Change FY18 - 19	Percent Change
Taxes	\$ 122,812,815	\$ 126,620,256	\$ 127,823,284	\$ 130,971,898	\$ 4,351,642	3.44%
Intergovernmental	19,589,371	19,232,904	19,236,101	19,613,832	380,928	1.98%
Fines & Penalties	1,724,212	1,567,900	1,714,106	1,500,000	(67,900)	-4.33%
Fees, Licenses, Permits	3,471,604	3,225,000	3,714,511	3,316,100	91,100	2.82%
Charges for Services	2,201,219	2,100,000	2,050,694	2,247,582	147,582	7.03%
Interest and Other	1,535,041	1,176,000	1,494,439	1,193,500	17,500	1.49%
Special Revenue Funds	752,708	761,853	761,853	732,000	(29,853)	-3.92%
Enterprise Funds	2,542,986	2,770,524	2,770,524	2,766,218	(4,306)	-0.16%
Trust Funds	5,037,762	5,392,981	5,392,981	5,927,329	534,348	9.91%
<b>Total Sources</b>	<b>\$ 159,667,718</b>	<b>\$ 162,847,418</b>	<b>\$ 164,958,493</b>	<b>\$ 168,268,459</b>	<b>\$ 5,421,041</b>	<b>3.33%</b>

Expenditure Category	Actual FY 2017	Approved FY 2018	Projected FY 2018	Proposed FY 2019	Change FY18 - 19	Percent Change
Municipal Operations	\$ 36,369,259	\$ 37,589,207	\$ 37,960,103	\$ 39,025,268	\$ 1,436,061	3.82%
All Education Operatons	72,671,565	75,538,287	75,495,281	78,721,768	3,183,481	4.21%
Fixed Costs Excluding Transfers	36,685,161	41,491,766	39,565,068	43,425,185	1,933,419	4.66%
Transfers	12,657,459	10,783,465	10,783,465	10,683,589	(99,876)	-0.93%
<b>Total Appropriation</b>	<b>\$ 158,383,444</b>	<b>\$ 165,402,725</b>	<b>\$ 163,803,917</b>	<b>\$ 171,855,810</b>	<b>\$ 6,453,085</b>	<b>3.90%</b>

<b>Excess (Deficiency)</b>	<b>\$ 1,284,274</b>	<b>\$ (2,555,307)</b>	<b>\$ 1,154,576</b>	<b>\$ (3,587,351)</b>	<b>\$ (1,032,044)</b>
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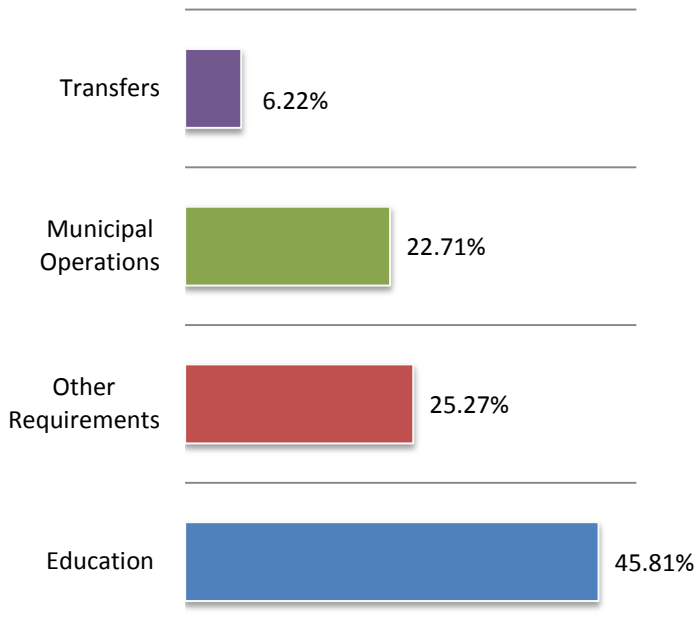
<b>Beginning Fund Balance</b>	<b>20,904,700</b>	<b>22,188,974</b>	<b>22,188,974</b>	<b>23,343,550</b>
<b>Ending Fund Balance (cash basis)</b>	<b>\$ 22,188,974</b>	<b>\$ 19,633,667</b>	<b>\$ 23,343,550</b>	<b>\$ 19,756,199</b>

<b>Full-time Equivalent Employees</b>	<b>1,198.85</b>	<b>1,211.70</b>	<b>1,222.75</b>	<b>11.05</b>
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The total General Fund budget for FY19 is increasing \$6.4 million over the FY18 amount, or 3.9%.

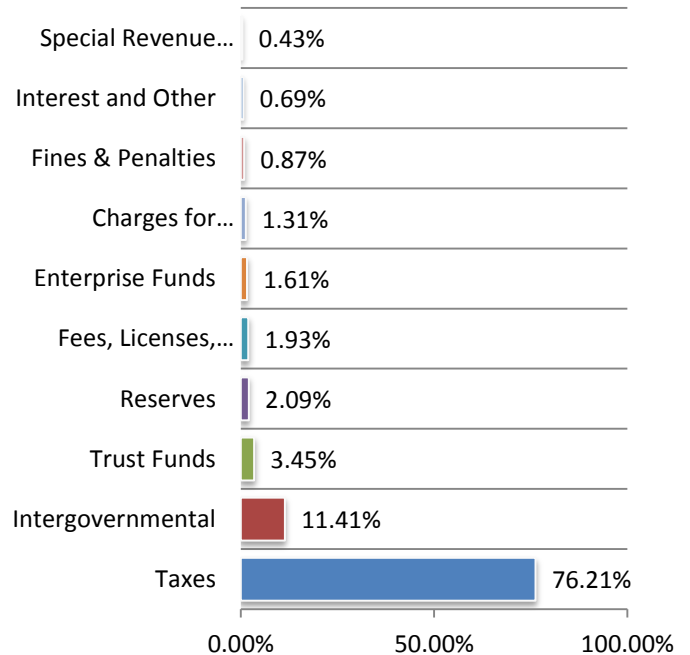
Total resources used to balance the budget are increasing \$5,421,041, which results in an increase of \$1,032,044 in reserves used to balance the budget. Intergovernmental aid is the second largest funding source and provides 11% of the total funding for the General Fund budget. All other sources, including reserves, comprise 13% of the total funding sources used to balance the budget.

Distribution of General Fund Expenditures By Major Area



Education is the largest cost area for the General Fund accounting for 46% of all expenditures. Other Requirements (fixed costs) are the second largest area at 25%. Transfers include amounts allocated to the Capital Trust Fund for future capital improvements and support provided to the Golf Course and HYCC Enterprise Funds.

General Fund Resources



Taxes include property, motor vehicle and boat excise and local hotel/motel rooms tax. These funding sources provide 76% of the funding for all of the General Fund operations. Intergovernmental revenue provides 11% of the funding.

## School Operation Changes:

SCHOOL			
Category	Amount	FTE	Description
Steps / COLA	1,710,048		Cost of negotiated step and COLA changes.
Retirements	(293,841)		Salary savings anticipated from 13 known retirements. Average \$24,486
New Positions –Contract Language +1.4FTE	91,755	1.40	1.4 FTE Art, Music, PE/Health
Reductions -1.7 FTE	(110,970)	(1.70)	1.0 Grade Teacher, 0.2 Music, 0.5 Admin Asst
Program Changes +7.5 FTE	358,368	7.50	1.0 SEAD Coach 0.5 Sped Teacher, 6.0 Sped Asst
Text / Software / Curriculum	87,250		Math curriculum, science consumables , ELL Software.
Contractual Needs	207,304		BCHMCPS Tuition, Unanticipated Expense, Bus contract, Photocopier Lease
Program Changes	132,000		Curriculum and Assessment needs. Small bus replacement
Barnstable Intermediate School (BIS)	31,920		Math Textbook / Online Program
Barnstable High School (BHS )	7,800		Carpet Removal / Tile Replacement - 1,300 sq.ft.
Barnstable High School (BHS )	12,000		Replace 40 Football Helmets
Barnstable High School (BHS )	14,000		19 Laptops for AP & CP courses
Barnstable High School (BHS )	37,000		Mac Lab Replacement (Rm 2731)
Barnstable High School (BHS )	8,800		1 AP (Politics & European History) Offerings
Barnstable High School (BHS )	5,500		4 Spin Bikes to replace 5 broken ones
Technology	305,810		35 Chrome Carts (33 BHS \$259,410, Grade 3 \$46,400)
Technology	63,800		Refresh/Roll for Tech Labs
Transportation	5,000		Student Transportation – Car Seats
Transportation	3,750		Student Data Connector & Mapnet (Tripspark & Aspen X2)
Asst. Superintendent	40,000		Elementary Writing Program: Structure, Content, & Fluency
Student Services	35,000		3 Day Responsive Classroom course for Elem. Teachers
<b>Increase in Local School Budget</b>	<b>2,752,294</b>	<b>7.20</b>	

## Municipal Operation Changes:

MUNICIPAL			
Category	Amount	FTE	Description
Personnel - Contractual Salary Obligations	943,740		Costs associated with employee collective bargaining agreements, net of retirements and resignations.
Personnel - New civilian dispatchers for Police Department	12,261		Additional cost for 12 months (FY18 included 6 months funding); net of grant offset and overtime reduction.
Personnel - Finance Department staff reductions	(98,368)	(2.00)	Elimination of Property Lister and Office Manager positions in Assessing operations
Personnel - Finance Department new position	66,888	1.00	Cost of new Purchasing Agent position associated with the FY19 reorganization as 2 full-time employees from the Finance Department that assisted in procurement will be transferred to Asset Management.
Personnel - Planning & Development new positions	198,134	2.50	New Economic Development Coordinator, Assistant Director of Planning & Development and a Division Assistant position.
Personnel - former Department of Regulatory Services	(99,979)	(0.85)	Elimination of the Director of Regulatory Services
Personnel - Department of Public Works	(37,601)	(0.80)	Eliminate Section foreman position converted to a Technical Apprentice and partial funding for a Special Project Manager on embayment.
Personnel - Marine & Environmental Affairs Department	3,396	0.05	Net changes in personnel due to reorganization.
Personnel - Community Services Department	(18,914)	(0.10)	Net changes in personnel due to reorganization.
Personnel and operating expenses - Police Department	173,582	3.00	3 new civilian dispatchers to cover Hyannis Fire District.
Personnel - Police Department	39,840		Wages for Community Service Officers program to continue program previously funded from a gift.
Personnel - Police Department	(5,212)		Reduction in overtime.
Personnel - Licensing Department	(2,000)		Reduction in seasonal wages.
Personnel - Community Services Department	19,838	0.95	Additional staff to run evening enrichment programs at the senior center.
Personnel - Inspectional Services Department	14,668	0.10	Increase in seasonal hours for Coastal Resource Coord. during summer months and wages for seasonal water quality specialists.
Personnel & operating expenses - Multiple departments	22,256		Increase in overtime and registration fees for employee training.

## Municipal Operation Changes (Continued):

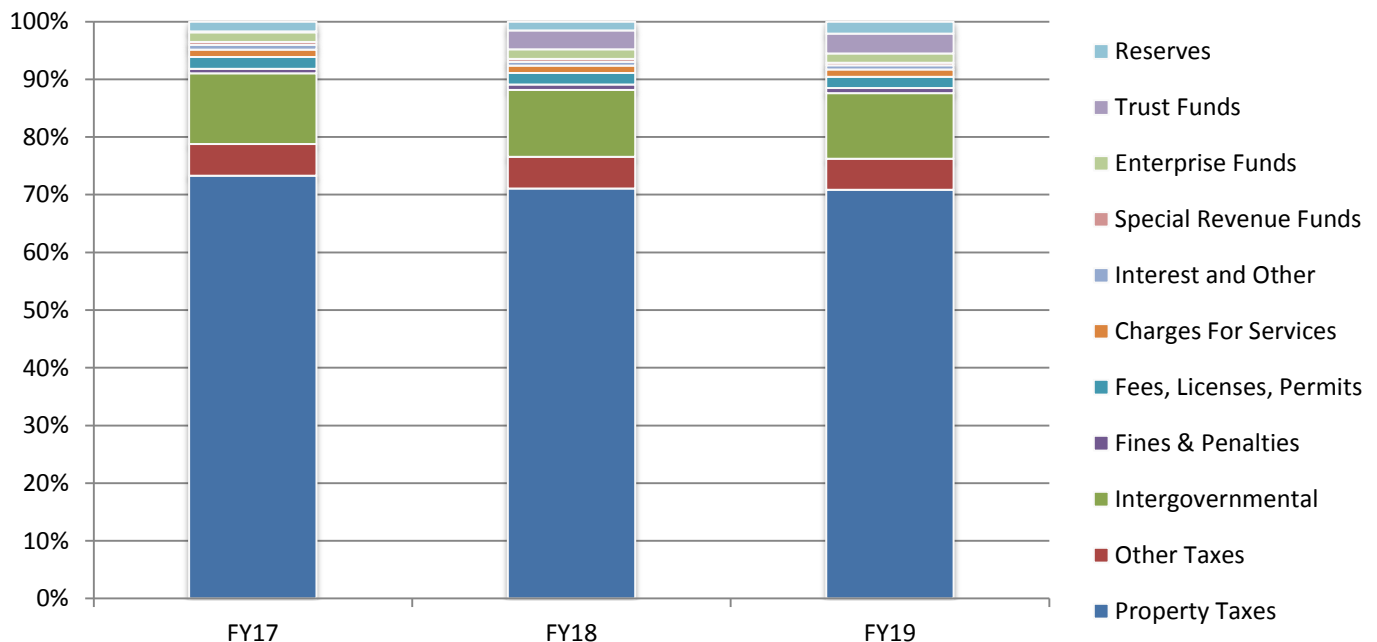
MUNICIPAL			
Category	Amount	FTE	Description
Operating Expenses - multiple departments	(81,856)		Reduction in expenses that won't be repeated in FY19.
Operating Expenses - Public Works	125,000		Increase the base budget to \$825,000 for Snow & Ice removal.
Operating Expenses - Administrative Services	28,000		Outside contract services in Assessing operations to offset reduction in staffing.
Operating Expenses - multiple departments	56,600		Price increase for gasoline and diesel fuel.
Operating Expenses - multiple departments	30,136		Software & hardware license increase.
Operating expenses - Police Department	69,252		Police academy costs for 5 new officers.
Operating Expenses - multiple departments	16,460		Uniforms
Operating expenses - Public Works	33,000		Increase in utility costs.
Operating Capital	(73,060)		Reduction in funds allocated to operating capital.
<b>Increase in Municipal Operations</b>	<b>1,436,061</b>	<b>3.85</b>	

## Fixed Cost Changes:

FIXED COSTS			
Category	Amount	FTE	Description
Employee benefits	1,251,125		Costs increases mainly due to retirement and health insurance.
Increase in debt service	495,667		Increase in annual debt service due to FY18 bond issue.
Increase in grant funding	54,790		FY19 budget includes a 3% increase in the library grant.
Property & casualty insurance	50,000		Increase costs associated with premiums.
Assessments & other fixed costs	13,051		Increase costs associated State, County & local assessments.
Snow & Ice Removal Deficit	(181,214)		decrease in snow removal costs.
Town Council Reserve Fund	250,000		Establish as reserve fund for extraordinary and unforeseen expenses.
<b>Increase in fixed costs</b>	<b>1,933,419</b>		

# General Fund Revenue Summary

	Actual FY 2017	Budget FY 2018	Budget FY 2019	Change FY18 - 19	Percent Change
<b>Property Taxes:</b>					
Tax Levy	\$ 114,243,675	\$ 118,531,665	\$ 122,663,711	\$ 4,132,046	3.49%
Reserved for Abatements and Exemptions	(819,966)	(1,005,652)	(915,000)	90,652	-9.01%
<b>Property Taxes Available for Operations</b>	<b>\$ 113,423,709</b>	<b>\$ 117,526,013</b>	<b>\$ 121,748,711</b>	<b>\$ 4,222,698</b>	<b>3.59%</b>
<b>Other Taxes:</b>					
Motor Vehicle Excise Tax	\$ 7,273,204	\$ 7,034,243	\$ 7,163,187	\$ 128,944	1.83%
Boat Excise Tax	132,590	130,000	130,000	-	0.00%
Motel/Hotel Excise Tax	1,951,070	1,900,000	1,900,000	-	0.00%
Payments in Lieu of Tax	32,242	30,000	30,000	-	0.00%
<b>Total Other Taxes</b>	<b>\$ 9,389,106</b>	<b>\$ 9,094,243</b>	<b>\$ 9,223,187</b>	<b>\$ 128,944</b>	<b>1.42%</b>
<b>Other Resources:</b>					
Intergovernmental	\$ 19,589,371	\$ 19,232,904	\$ 19,613,832	\$ 380,928	1.98%
Fines & Penalties	1,724,212	1,567,900	1,500,000	(67,900)	-4.33%
Fees, Licenses, Permits	3,471,604	3,225,000	3,316,100	91,100	2.82%
Charges For Services	2,201,219	2,100,000	2,247,582	147,582	7.03%
Interest and Other	1,535,041	1,176,000	1,193,500	17,500	1.49%
Special Revenue Funds	752,708	761,853	732,000	(29,853)	-3.92%
Enterprise Funds	2,542,986	2,770,524	2,766,218	(4,306)	-0.16%
Trust Funds	5,037,762	5,392,981	5,927,329	534,348	9.91%
Reserves	-	2,555,307	3,587,351	1,032,044	40.39%
<b>Total Other Resources</b>	<b>\$ 36,854,903</b>	<b>\$ 38,782,469</b>	<b>\$ 40,883,912</b>	<b>\$ 2,101,443</b>	<b>5.42%</b>
<b>Total General Fund Resources</b>	<b>\$ 159,667,718</b>	<b>\$ 165,402,725</b>	<b>\$ 171,855,810</b>	<b>\$ 6,453,085</b>	<b>3.90%</b>





General Fund Revenue Forecast Assumptions

Property Taxes

Property taxes are projected to grow consistent with the provisions of Proposition 2½ and the Town Council’s budget policy. No property tax overrides are proposed for FY18 to balance the operating or capital budgets. The formula used to calculate the projected tax levy for FY19 is as follows:

Base levy from FY18	\$116,900,171
Prop 2½ allowable increase	2,922,504 (2.5% of FY18 base)
Estimated new property tax growth	\$950,000
Cape Cod Commission environmental tax	\$590,770
Debt exclusions	\$1,300,266
Less reserve for abatements & exemptions	(\$915,000)
FY19 Tax Levy available for operations	\$121,748,711

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 so the tax is projected to grow by this percentage in FY19.

Debt exclusions are also voter approved initiatives that are added to the levy above the Proposition 2½ increase. These are equal to the debt service payments and they expire once the debt service expires.

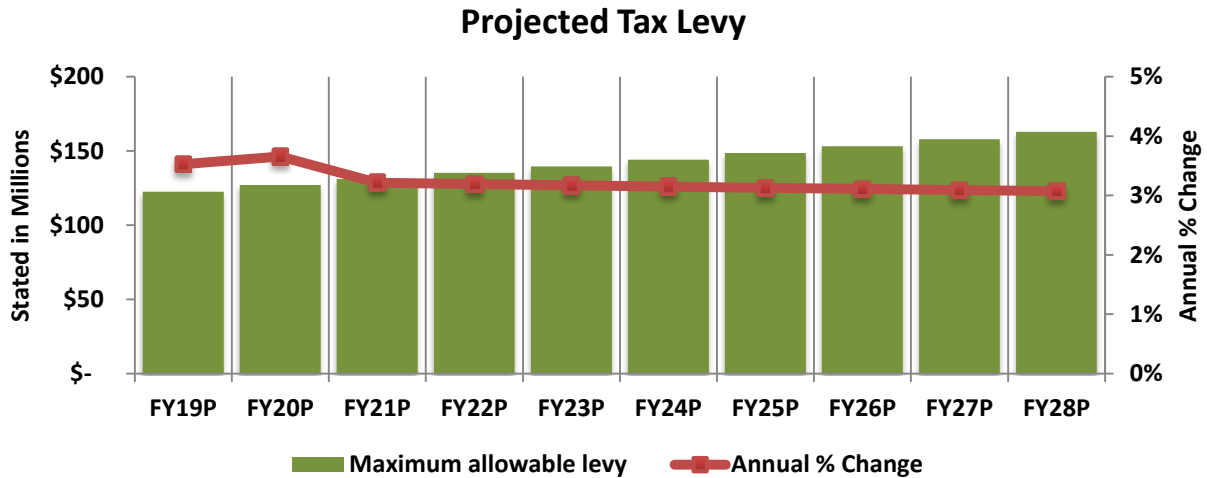
Every year a provision for abatements and property tax exemptions must be made as well. For FY19 a provision of \$915,000 is being set aside, reducing the available property taxes to fund operations by this amount.

	Projected Tax Levy - Stated in Millions									
	FY19P	FY20P	FY21P	FY22P	FY23P	FY24P	FY25P	FY26P	FY27P	FY28P
Base levy from prior year	\$116.90	\$120.77	\$124.74	\$128.81	\$132.98	\$137.26	\$141.64	\$146.13	\$150.73	\$155.45
Prop. 2½ increase	2.92	3.02	3.12	3.22	3.32	3.43	3.54	3.65	3.77	3.89
Estimated new growth	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95
New base	120.77	124.74	128.81	132.98	137.26	141.64	146.13	150.73	155.45	160.29
<u>Voter Approved Add-ons:</u>										
CCC Environmental Tax	0.59	0.61	0.62	0.64	0.65	0.67	0.69	0.70	0.72	0.74
Debt exclusions*	1.30	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80
Maximum allowable levy	\$122.66	\$127.15	\$131.23	\$135.42	\$139.71	\$144.11	\$148.61	\$153.23	\$157.97	\$162.82

Percentage increase 3.66% 3.21% 3.19% 3.17% 3.15% 3.13% 3.11% 3.09% 3.07%  
 \* All approved debt exclusions are for school construction projects.

The projected tax levy for the next ten years is estimated to grow from \$122 million to \$162 million. This represents about a 3.1 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 will add another 0.6 percent. New property tax growth is expected to average about \$950,000 per year, approximately, what it has averaged over the past ten years. The Cape Cod Commission assessment is projected to increase 2.5 percent per year and voter approved debt exclusions expire in FY

2020. A recently approved debt exclusion override for the Cape Cod Regional Technical High School is expected to impact the town’s tax levy beginning in FY20 estimated to be \$1.8 million.



The projected increase in the tax level will average approximately 3.23 percent over the ten-year period.

#### Motor Vehicle Excise Tax

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

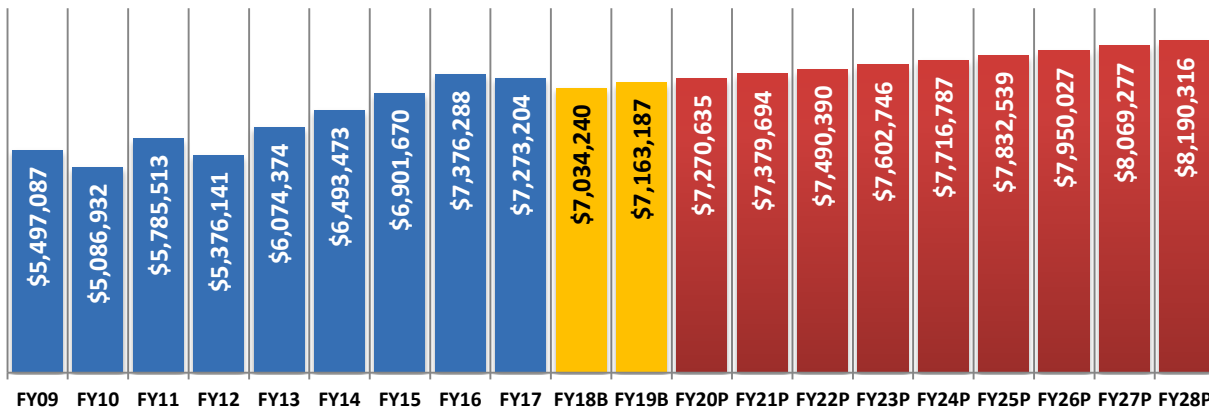
- 90% of MSRP for model year the same as the tax year
- 60% of MSRP for model 1 year old
- 40% of MSRP for model 2 years old
- 25% of MSRP for model 3 years old
- 10% of MSRP for model over 3 years old

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

- FY 2013 - \$4,578,757 – 9.4% increase
- FY 2014 - \$4,810,718 – 5.0% increase
- FY 2015 - \$5,066,021 – 5.3% increase
- FY 2016 - \$5,693,449 – 12.3% increase
- FY 2017 - \$5,860,158 -- 2.9 % increase
- FY 2018 - \$6,052,078 – 3.3% increase

The auto industry has recovered from the recessionary years. Locally, many dealerships have made significant investments in their properties signifying a recovery is in progress.

**Motor Vehicle Excise Tax - Actual and Projected**



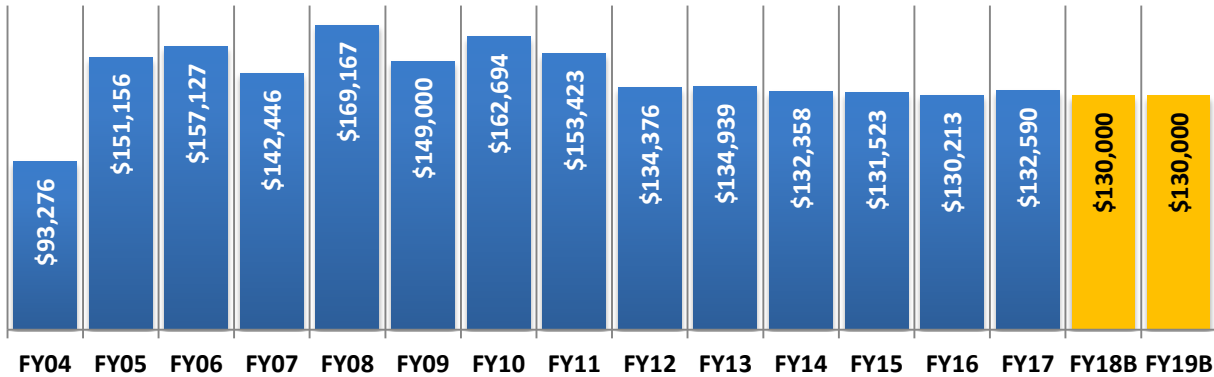
The blue bars represent the past nine years of actual revenue collections and yellow bars are FY 2018 and 2019 budgets. This area of revenue peaked in FY 2016 at \$7.3 million. FY 2009 and FY 2010 saw significant drops in revenue; close to \$1.5 million. The recovery began in FY 2013, which saw this area grow to over \$6 million after several years in decline. The FY 2019 budget is estimated at \$7.1 million. This category of revenue is projected to grow slightly over the next ten years, which is represented by the red bars.

**Boat Excise Tax**

The boat excise tax has always been a relatively small revenue source to the Town and is set at \$10 per \$1,000 of valuation by the state. Boat excise has not experienced the increases that motor vehicle excise has in recent years. The state imposes a maximum taxable value of \$50,000 on vessels. This category is projected to be level in FY19 based on prior year collections. The following table is used to calculate the tax:

Length of Vessel (overall centerline length excluding bowsprits, boomkins and similar extensions)	Valuation of Vessels (based on age of vessel)		
	Under 4 years of age	4 thru 6 years of age	7 or more years of age
Under 16'	\$1,000	\$700	\$400
16' but less than 17.5'	\$1,500	\$1,000	\$800
17.5' but less than 20'	\$3,000	\$2,000	\$1,500
20' but less than 22.5'	\$5,000	\$3,300	\$2,500
22.5' but less than 25'	\$7,500	\$5,000	\$3,800
25' but less than 27.5'	\$10,500	\$7,000	\$5,300
27.5' but less than 30'	\$14,000	\$9,300	\$7,000
30' but less than 35'	\$18,500	\$12,300	\$9,300
35' but less than 40'	\$24,000	\$16,000	\$12,000
40' but less than 50'	\$31,500	\$21,000	\$15,800
50' but less than 60'	\$41,000	\$27,300	\$20,500
60' or over	\$50,000	\$33,000	\$24,800

### History of Boat Excise Tax Revenue

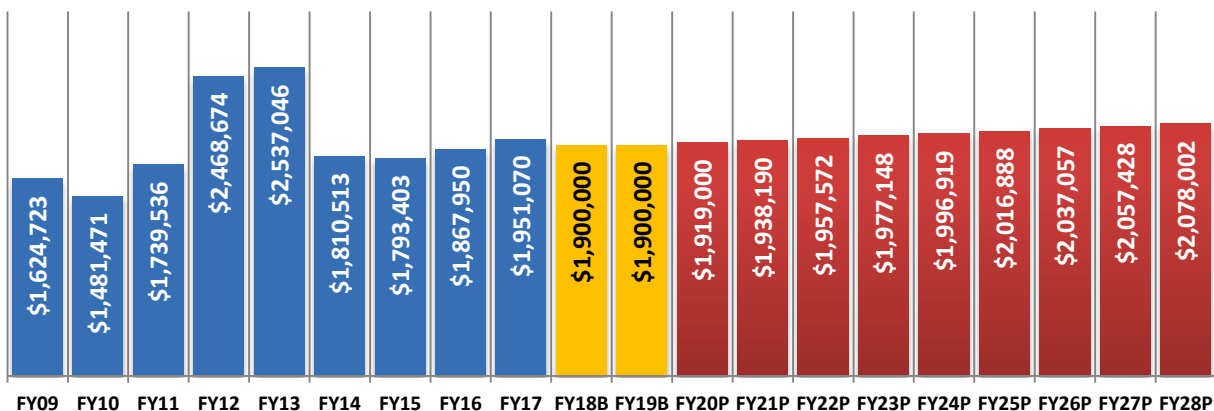


The blue bars represent the past fourteen years of actual revenue collections and yellow bars are FY 2018 and 2019 budgets. As illustrated by the chart above, actual collections have ranged between \$135,000 and \$170,000 over the past ten years. No growth is projected in this revenue category.

### Motel/Hotel Excise Tax

The Massachusetts Legislature enacted the Motel/Hotel Tax in 1985 as a local option excise tax on hotels, motels, and lodging houses (“bed and breakfasts”). The Commonwealth administers the tax by collecting the local option portion from business establishments and sending them back to the cities and towns on a quarterly basis. The local option tax was capped at 4% until recently. Cities and towns now have the option of increasing the local portion to 6%. The Town of Barnstable recently adopted this increase in July 2010. The revenue collected from the additional 2% has been dedicated for sewer expansion projects and certain qualifying private road improvements. Motel/Hotel tax revenues depend largely on room occupancy from year-to-year, the total number of room stock, as well as the base rates charged to consumers by hotels and motels. In better economic times, more rooms may be occupied during the Town’s tourist season, leading to potentially higher returns on the tax. The closure or conversion of rooms to condominiums reduces the number of room stock susceptible to the tax, leading to potentially lower returns on the tax.

### Rooms Excise Tax - Actual and Projected



The blue bars represent the past nine years of actual revenue collections and yellow bars are FY 2018 and 2019 budgets. The spikes in FY 2012 and FY 2013 are due to a 2% rate increase, which was subsequently dedicated to a new special revenue fund. The projected revenue in later years is very similar to the actual over the past ten years as the additional 2% increase has been dedicated to a Sewer Construction and Private Way Maintenance Special Revenue Fund and has been removed from the FY 2014 to FY 2028 amounts. History has illustrated this category of revenue’s resiliency. FY

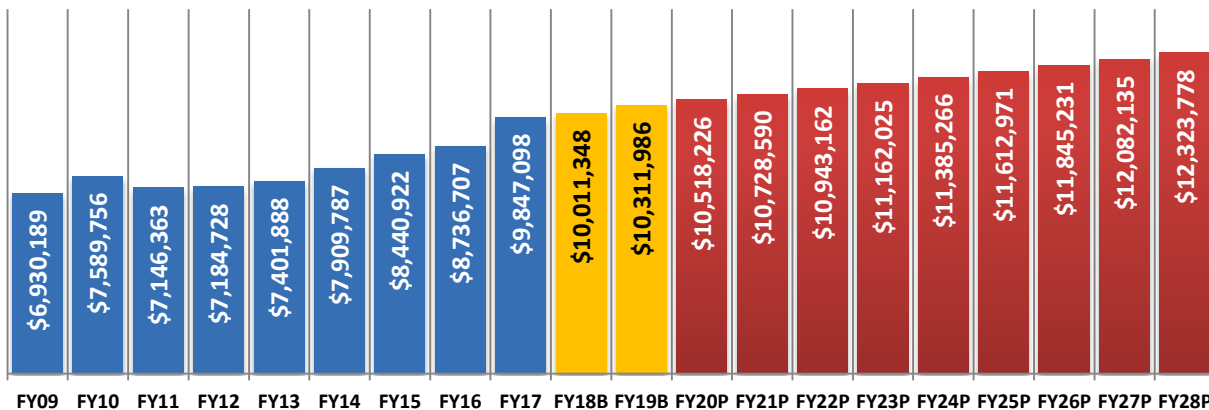
2010 was the only year the town realized a reduction in this category of revenue. There have been no significant changes due to the economy. Visitors continue to come to Cape Cod. They may be drawn from national, international and regional areas.

**Intergovernmental**

This category of revenue consists of several state aid classifications. Most notably are CH70 aid for education and unrestricted general government aid. The estimate used for the FY19 budget proposal is based on the Governor’s proposed budget for FY19, which was issued in January of 2018. 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. Late June or early July, after the Town has already approved its budget usually completes this process. As this is a political process, the Town has historically used the Governor’s proposal to develop its budget and make budget adjustments subsequent to the state budget passage if necessary.

The Department of Elementary and Secondary Education (ESE) administers the Chapter 70 formula. Before receiving any education aid, all districts are required to submit End-of-Year Pupil and Financial Reports to the Department. The data contained in these reports are used to demonstrate compliance with net school spending requirements. Net school spending is the sum of the required local contribution plus state aid. In many cases, this amount exceeds the foundation budget.

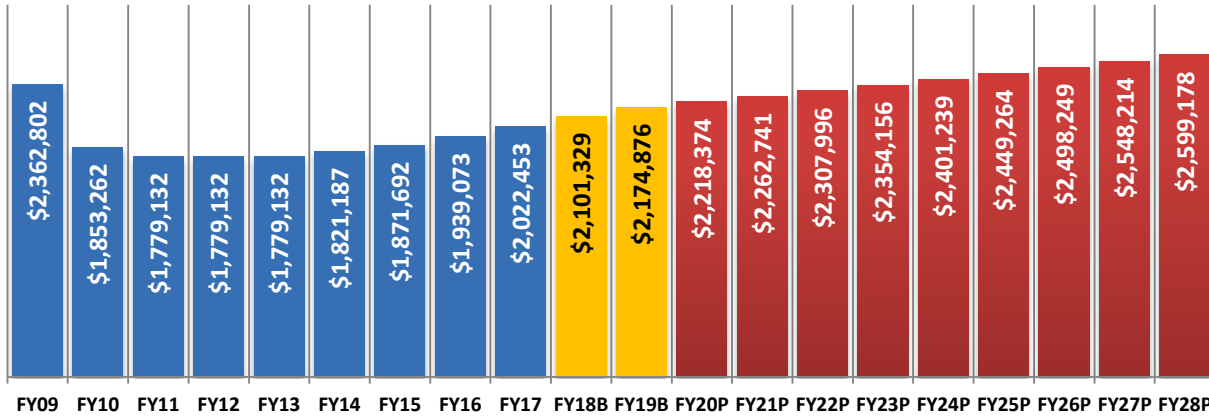
**Chapter 70 Aid for Education - Actual and Projected**



The blue bars represent the past nine years of actual revenue collections and yellow bars are FY 2018 and 2019 budgets. The town’s CH70 aid has increased nearly \$3 million over the past nine years going from \$6.9 million to \$9.9 million. Under the current formula, the town’s FY 2019 CH70 Aid would be approximately \$200,000 more if the State were in the financial position to fully fund its commitment. Projections for CH70 Aid include minimum increases for the next ten years.

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 and Projected

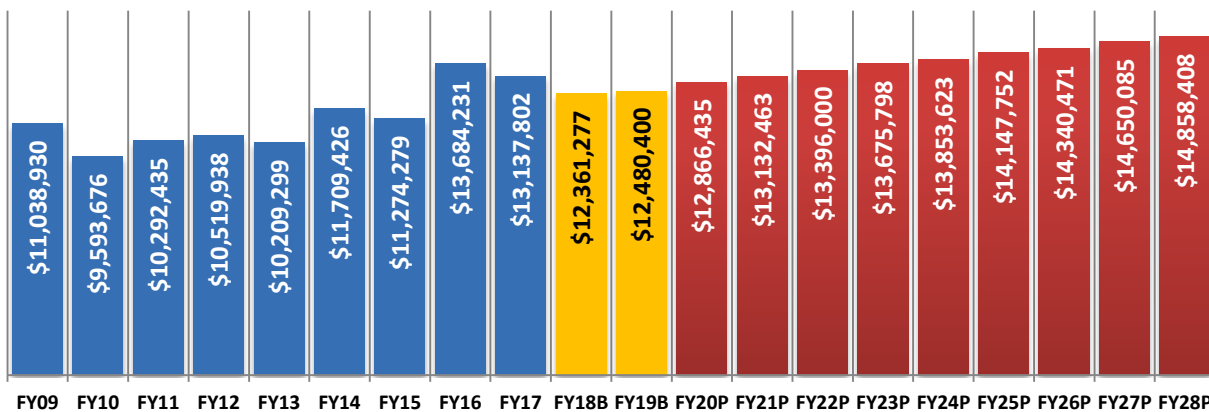


The blue bars represent the past nine years of actual revenue collections and yellow bars are FY 2018 and 2019 budgets. The town was experiencing a steady decline in this revenue category from FY 2010 to FY 2013. FY 2014 to FY 2017 saw slight increases and future projections include a 2 percent growth in this revenue category indicated by the red bars. Excess lottery distributions have been received in the past but are not included in this forecast. Additionally, casino gambling has been approved and it is projected that lottery sales will be negatively impacted. However, they could be offset by a new revenue sharing formula from casino gambling taxes imposed by the State.

### 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 are monitored and then projected. Any fee adjustments are also taken into consideration and projections for each area are then produced based on activity levels and rates. This area of revenue is projected to essentially be level with the FY19 amount as there are no significant changes proposed in fee rates and no significant changes projected in activity levels.

### Local Receipts- Actual and Projected



The blue bars represent actual receipts collected for FY 2009 through FY 2017 as well as the yellow bars for FY 2018 and 2019 budgets. The projected amounts for FY 2020 through FY 2028 are not expected to be significantly different from where it has been over the past few years.

### Trust Funds

The Town maintains a Pension Reserve Trust Fund, which it utilizes every year to offset the pension assessment received from the County Retirement System. The pension assessment is budgeted in the General Fund. \$250,000 will be used in FY19.

### General Fund Reserves

The Town will use \$3,587,351 in General Fund reserves to balance the FY19 operating budget. The Town has historically been able to generate more reserves than what it has used to balance the budget due to conservative revenue estimation and unexpended appropriations. In addition, most of the costs being paid for with surplus are not recurring operating costs. Following is a six-year history of General Fund reserves used and generated.

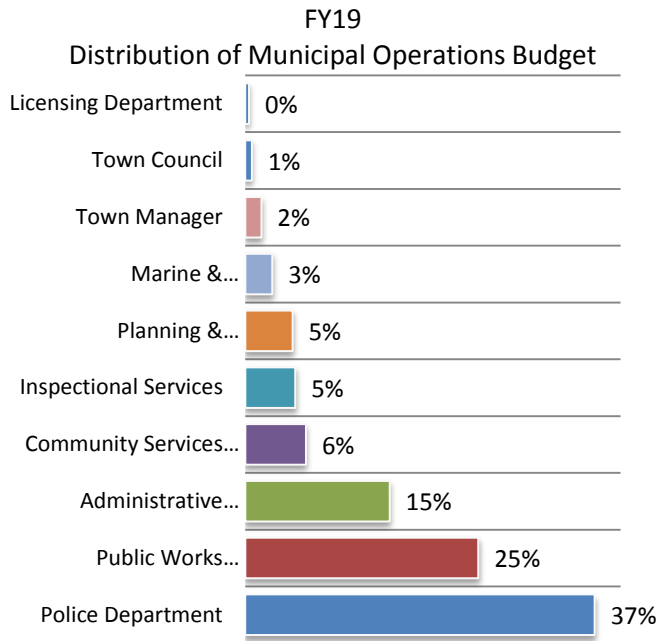
Certification Date:	Beginning Balance	Used For:		Generated	Ending Balance
		Operations	Capital		
July 1, 2011 (FY12)	12,320,185	(687,330)	-	5,639,538	17,272,393
July 1, 2012 (FY13)	17,272,393	(3,579,836)	(7,000,000)	4,403,107	11,095,664
July 1, 2013 (FY14)	11,095,664	(3,585,000)	(591,993)	6,451,368	13,370,039
July 1, 2014 (FY15)	13,370,039	(4,104,926)	(1,037,689)	5,721,779	13,949,203
July 1, 2015 (FY16)	13,949,203	(2,726,877)	(4,000,000)	5,908,772	13,131,098
July 1, 2016 (FY17)	13,131,098	(2,572,316)	(350,000)	5,988,373	16,197,155
<b>Totals</b>		<b>\$ (17,256,285)</b>	<b>\$ (12,979,682)</b>	<b>\$ 34,112,937</b>	

## General Fund Expenditure Summary

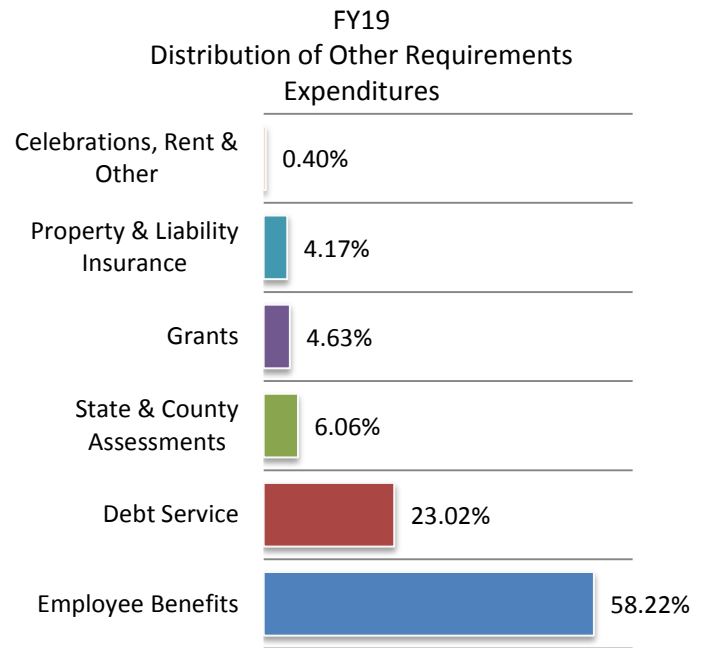
Municipal Operations:	Actual FY 2017	Approved FY 2018	Projected FY 2018	Proposed FY 2019	Change FY18 - 19	Percent Change
Police Department	\$ 13,354,483	\$ 13,835,845	\$ 13,799,326	\$ 14,532,512	\$ 696,667	5.04%
Public Works Department	9,956,612	9,437,141	10,142,104	9,691,760	254,619	2.70%
Administrative Services Department	5,719,360	5,872,596	5,806,332	6,008,108	135,512	2.31%
Marine & Environmental Affairs	978,543	1,139,996	1,101,452	1,121,341	(18,655)	-1.64%
Community Services Department	2,033,400	2,415,189	2,376,738	2,523,347	108,158	4.48%
Licensing Department	190,582	201,995	196,836	155,716	(46,279)	-22.91%
Inspectional Services	1,741,180	1,996,847	1,916,587	2,076,999	80,152	4.01%
Planning & Development	1,548,390	1,771,899	1,709,022	1,967,993	196,094	11.07%
Town Manager	589,639	650,014	647,000	671,810	21,796	3.35%
Town Council	257,070	267,685	264,706	275,682	7,997	2.99%
<b>Total Municipal Operations</b>	<b>\$ 36,369,259</b>	<b>\$ 37,589,207</b>	<b>\$ 37,960,103</b>	<b>\$ 39,025,268</b>	<b>\$ 1,436,061</b>	<b>3.82%</b>
<b>Education:</b>						
Local School System	\$ 65,474,956	\$ 67,884,706	\$ 67,841,700	\$ 70,637,000	\$ 2,752,294	4.05%
Regional School District	3,302,096	3,535,665	3,535,665	3,682,234	146,569	4.15%
Commonwealth Charter Schools	3,150,194	3,095,125	3,095,125	3,246,468	151,343	4.89%
School Choice	744,319	1,022,791	1,022,791	1,156,066	133,275	13.03%
<b>Total Education</b>	<b>\$ 72,671,565</b>	<b>\$ 75,538,287</b>	<b>\$ 75,495,281</b>	<b>\$ 78,721,768</b>	<b>\$ 3,183,481</b>	<b>4.21%</b>
<b>Fixed Costs:</b>						
Employee Benefits	\$ 21,298,203	\$ 24,031,654	\$ 23,650,250	\$ 25,282,779	\$ 1,251,125	5.21%
Debt Service	9,173,132	9,500,634	9,500,634	9,996,301	495,667	5.22%
State & County Assessments	2,497,534	2,612,054	2,552,438	2,630,105	18,051	0.69%
Grants	1,948,199	1,954,210	1,952,210	2,009,000	54,790	2.80%
Property & Liability Insurance	1,619,749	1,760,000	1,750,000	1,810,000	50,000	2.84%
Celebrations, Rent & Other	148,344	177,000	159,536	172,000	(5,000)	-2.82%
Reserve Funds & Prior Year Deficits	-	1,456,214	-	1,525,000	68,786	4.72%
<b>Total Other Requirements</b>	<b>\$ 36,685,161</b>	<b>\$ 41,491,766</b>	<b>\$ 39,565,068</b>	<b>\$ 43,425,185</b>	<b>\$ 1,933,419</b>	<b>4.66%</b>
<b>Total General Fund Before Transfers</b>	<b>\$ 145,725,985</b>	<b>\$ 154,619,260</b>	<b>\$ 153,020,452</b>	<b>\$ 161,172,221</b>	<b>\$ 6,552,961</b>	<b>4.24%</b>
Transfers to Other Funds	12,657,459	10,783,465	10,783,465	10,683,589	(99,876)	-0.93%
<b>Grand Total General Fund</b>	<b>\$ 158,383,444</b>	<b>\$ 165,402,725</b>	<b>\$ 163,803,917</b>	<b>\$ 171,855,810</b>	<b>\$ 6,453,085</b>	<b>3.90%</b>

The municipal operations budget is increasing \$1,436,061 or 3.82%. Total spending on education is increasing \$3,183,481 or 4.21%. Local school operations are increasing \$2,752,294 while assessments from other districts are increasing \$431,187 collectively. Fixed costs are increasing 4.66% or \$1,933,419. Most of the increase is in the employee benefits area. Health insurance premiums are rising 6% and the county retirement assessment increased 3.39%. Transfers to other funds are decreasing by \$99,876.

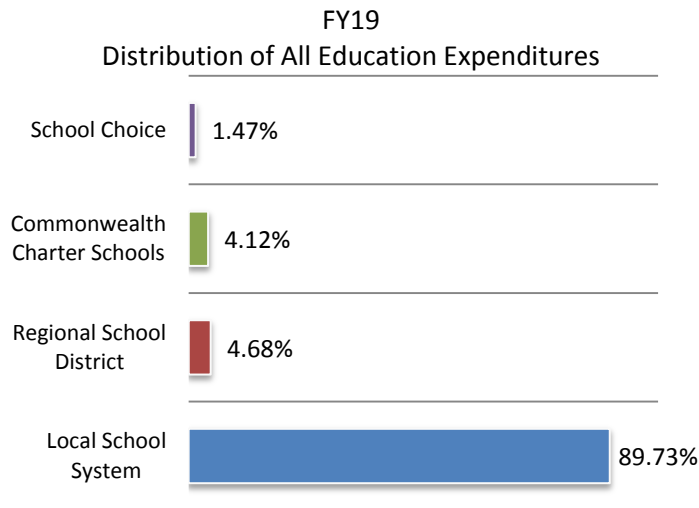




The two largest municipal operations; Police and Public Works, comprise 62% of all municipal spending. Administrative Services is the next largest area representing 15% and includes the Finance (including the two elected offices of Town Clerk and Town Collector), Legal, Human Resources and Information Technology divisions.



A majority of these expenditures are for debt service and employee benefits. They comprise 81% of all expenditures in this category.



The local K to 12 school system accounts for 90% of all expenditures on education. The other 10% of education expenditures are directed towards other districts in which Barnstable students attend.

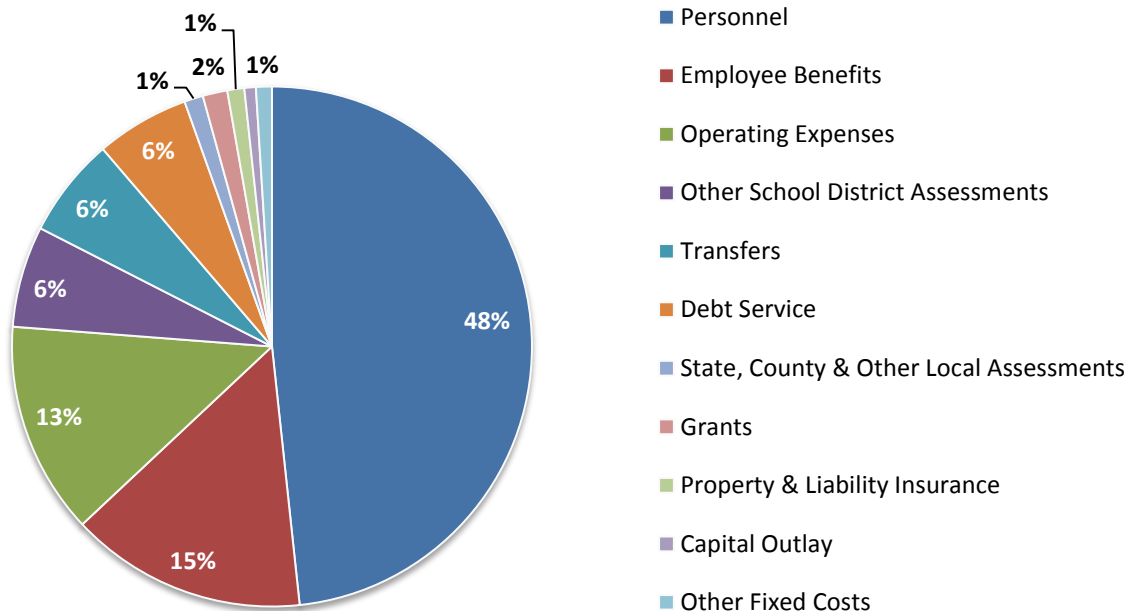
General Fund Budget by Major Expenditure Category

Expenditure Category	Actual FY 2017	Approved FY 2018	Projected FY 2018	Proposed FY 2019	Change FY18 - 19	Percent Change
Personnel	\$ 76,259,675	\$ 79,958,605	\$ 79,537,642	\$ 83,006,638	\$ 3,048,033	3.81%
Employee Benefits	21,298,203	24,031,654	23,650,250	25,282,779	1,251,125	5.21%
Operating Expenses	21,829,741	21,561,231	22,243,539	22,696,910	1,135,679	5.27%
Other School District Assessments	9,901,724	10,308,098	10,377,203	10,816,988	508,890	4.94%
Transfers	12,657,459	10,783,465	10,783,465	10,683,589	(99,876)	-0.93%
Debt Service	9,173,132	9,500,634	9,500,634	9,996,301	495,667	5.22%
State, County & Other Local Assessments	1,948,199	1,954,210	1,952,210	2,009,000	54,790	2.80%
Grants	2,497,534	2,612,054	2,552,438	2,630,105	18,051	0.69%
Property & Liability Insurance	1,619,749	1,760,000	1,750,000	1,810,000	50,000	2.84%
Capital Outlay	1,049,684	1,299,560	1,297,000	1,226,500	(73,060)	-5.62%
Other Fixed Costs	148,344	1,633,214	159,536	1,697,000	63,786	3.91%
<b>Total Expenditures</b>	<b>\$ 158,383,444</b>	<b>\$ 165,402,725</b>	<b>\$ 163,803,917</b>	<b>\$ 171,855,810</b>	<b>\$ 6,453,085</b>	<b>3.90%</b>

<b>Full-time Equivalent Employees</b>	<b>1,198.85</b>	<b>1,211.70</b>	<b>1,222.75</b>	<b>11.05</b>
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Personnel costs and the associated employee benefits account for \$4.2 million of the FY19 General Fund budget increase. This includes an increase of 11.05 full-time equivalents; 7.2 in the local school operations, and 3.85 in the municipal operations. Operating expenses are increasing \$1,135,679, which comprises 20% of the budget increase. Debt service and other school district assessments comprise 15% of the increase.

General Fund FY19 Budget By Major Expenditure Category



Salaries, wages and the associated benefits for all employees account for 63% of all General Fund expenditures. This is not unusual for local government as 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

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Additional taxes generated from new building growth are estimated to increase gradually over the next few years with the anticipation of an improving economy. With limited vacant building lots available, the Town will have to rely more upon targeting redevelopment of existing lots to achieve this goal.

### Chapter 70 Aid for Education

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A new formula was developed several years ago that provides for each community to receive no less than 17.5% of its foundation budget in the form of CH70 aid. Barnstable is considered a high effort community meaning that it falls into the group of communities that will not receive more than 17.5% of its foundation budget in the form of CH70 aid. The current state aid proposed for FY18 provides Barnstable with 17.23% of its foundation budget. As a result, future increases in this category of state aid will be of a similar percentage increase that occurs in the foundation budget.

### Unrestricted General Government Aid

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No significant increase in this category of aid is projected. Additionally, the recent passage of legislation allowing casinos in Massachusetts should have some impact on the distribution of aid in this category. Most of this aid is currently derived from lottery sales which could be negatively impacted by casinos. The revenue sharing formula for casino revenue was reported to be based on the CH90 distribution formula, which is more favorable to the Town of Barnstable than the lottery formula. No projections for casino revenue have been provided to cities and towns.

### Massachusetts School Building Assistance

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The Town currently receives about \$3 million annually from the Massachusetts School Building Authority (MSBA). The budget assumes this funding will continue as scheduled. In addition, school officials continue to submit "statements of interest" to the Massachusetts School Building Authority which describe the preliminary plans for renovations and expansions to the existing facilities. Funding for new projects under this program is very competitive. The new program for financing school construction is derived from the state sales tax which has seen some recent recovery.

### Investment Income

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Interest rates have fallen precipitously over the past several years and cash balances will continue to decline as we complete capital projects. It is projected that investment rates will improve in the future as the economy recovers allowing for some modest growth in this area.

## Salaries

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

## Health Insurance

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The Town of Barnstable belongs to a joint purchasing group (Cape Cod Municipal Health Group) for procuring health insurance for its employees. The group implemented plan design changes in FY13 and again for FY18 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 FY18. 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. For FY19, rates are increasing on average 6% across all plans.

## Pension Assessments

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The town belongs to the Barnstable County Retirement Association (BCRA). Each year, the County Retirement Board notifies each member town with the amount of its share of the county retirement pension expense. This assessment includes the normal costs for current retirees, an amount for the amortization of the unfunded liability of the system, and the expense of running the system. Pension assessments are expected to continue to rise in the neighborhood of 4.5% to 8% per year depending upon the investment performance of the system's assets. The county pension system conducts an actuarial calculation every other year of the unfunded liability for the system which will readjust the assessment levels. The assessments have increased more \$3.5 million over the past 10 years. The unfunded liability of the system is being amortized through fiscal year 2037 as allowed by State law.

## Other Post-Employment Benefits

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Similar to pensions, town employees can earn other post-employment benefits (OPEB) over their years of service that will not be received until after their employment with the town ends through retirement. In the Town of Barnstable, the OPEB consists principally in the form of health insurance. A new accounting rule requires that the town actuarially determine what its annual required contribution (ARC) would be to fully fund this benefit. The amount of the ARC that exceeds the town's actual health insurance expense for retirees in any one year gets added to the liability on the town's balance sheet. The ARC exceeded the town's actual expenses in fiscal year 2016 by an estimated \$4.5 million and the town's balance sheet liability grew to \$48 million. In essence, to fully fund health insurance for active and retired employees, the Town would have to budget \$4.5 million more per year for health insurance. A similar shortfall can be expected every subsequent year. If the Town elects not to fund all or part of this liability, it is expected that it will eventually lead to a bond rating downgrade as the rating agencies are watching very closely how governments across the country address, or don't address, this issue. It is expected that the Town will continue to cover fifty percent of the annual health insurance costs of eligible town retirees as this is the minimum required by state law. Eligible retired teachers enter the state's health insurance program managed through the Group Insurance Commission. The Town is assessed its share of the cost each year by the state for retired teachers. The town must pay 80% to 85% of retired teacher's health insurance premiums depending upon their retirement date. This charge is included on the Town's Cherry Sheet. The Town has created an OPEB Trust Fund and annually makes an appropriation into the fund; however, it is far below the ARC. The annual appropriation is projected to increase \$50,000 per year and is set at \$500,000 for FY19.

### Utilities and Fuel

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The FY19 budget across all Town budgets (General Fund and Enterprise Funds) for utilities and fuel is approximately \$5 million combined. The Town has installed co-generation equipment, photovoltaic solar panels and wind turbines and upgraded heating plants to make buildings more efficient. In addition, it has adopted a new fuel efficient vehicle policy and has 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 FY15 as well as a 5 megawatt solar array at the Barnstable Municipal Airport. Collectively, these systems are expected to generate over to \$1 million in additional revenue annually. This new revenue source is used to balance operating budgets as well as increase funding for the capital program.

### Private Roads

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

### Clean Water

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This challenge involves four major pieces: expanding and constructing sewer collection systems, upgrading and maintaining existing sewer collection systems, ensuring clean drinking water by removing any contaminants and addressing municipal separate storm sewer systems (MS4) regulations. Protecting the Town's water resources is one of the immediate issues facing the community. The Town has created a Water Resources Advisory Committee, which is charged with advising Barnstable officials on the completion and implementation of its Comprehensive Water Resource Management Planning Project. The goal is to protect and restore the Town's fresh and salt-water bodies and its drinking water supplies, in compliance with the Cape Cod Commission's Cape Cod Area Wide Water Quality Management Plan Update of 2015, ("The 208 Plan"). The Town Council has already adopted several measures in July 2010 to begin addressing this issue including: the establishment of a 50% betterment assessment, adoption of a local meals tax and an increase in the local room occupancy tax. This issue is also being examined on a county-wide basis to see where opportunities exist for Cape Cod communities to work collaboratively on addressing the topic. Concurrently, the Town has commissioned a sewer rate study, which will provide a roadmap for setting sewer utility rates at levels, which will allow for the continuous upgrade and maintenance of the Town's existing sewer treatment facilities.

### Capital Program

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The Town of Barnstable has an inventory of over \$400 million in fixed assets. This includes land, land improvements, buildings, equipment and machinery, furniture and fixtures, boats, vehicles, trailers, computers, roads, sidewalks, bridges, runways, marinas, parks, fresh water ponds and lakes, dredged waterways, beaches, water and sewer lines and other. This inventory of assets requires the Town to invest considerable funds to replace or improve the assets over time. Town departments have identified in excess of \$100 million dollars of general fund capital needs over the next 5 years not including a comprehensive sewer expansion or private road repair program. This is more than what the Town can provide. It is estimated that it will take 5 years to fund all of the projects submitted for FY19.

### Infrastructure Maintenance

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Town and school infrastructure is aging. Adequate funds need to be directed to the annual maintenance and improvement of these assets. When budgets are constricted, this is one of the first reductions made. The Town must continue to find ways to augment currently allocated funds to the maintenance of infrastructure as well as identify opportunities to close facilities no longer needed. Most notably are the Town's elementary school facilities that are in need of significant renovations. Declining enrollments have allowed for the reduction of the School Department's physical plant reducing the cost of this program. The former Grade 5 building was closed and sold for \$3 million. Osterville Bay Elementary School was closed at the end of the 2007-08 school years. Cotuit, Marstons Mills and Osterville Elementary schools were closed after the 2008-09 school year. Any lease income generated from these facilities can be used towards maintaining their condition. The \$3 million from the sale of the former Grade 5 building has been used for upgrading the HVAC system at the Barnstable Community Horace Mann Charter Public School (BCHMCPS - formerly known as Hyannis East), technology upgrades system-wide, and replacement of the track and field at the high school.

### Technology

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Updating technology is a main concern in the School Department. Past technology upgrades have traditionally been performed as the facility is renovated. In FY07, a one-time infusion of \$300,000 was made for technology upgrades system-wide and another \$337,000 in FY10. The capital programs for FY14 to FY16 included \$600,000 for the School Department's technology infrastructure. The FY18 and FY19 capital improvement programs include over \$600,000 for technology infrastructure. 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.

### Special Education

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The largest component within this section of the School Department budget is the cost for out-of-district residential placement services. These services can fluctuate enormously from year to year depending upon the number of students enrolled and the type of services required. One new student could easily add over \$100,000 of costs to the School Department's budget. The State Circuit Breaker Reimbursement Program provides for some financial relief. Subject to appropriation, the state's share shall equal a percentage of the prior year's approved instructional costs in excess of four times the full amount of the prior year's state average per pupil foundation budget as defined in MGL CH70 and in accordance with the Department of Elementary and Secondary Education. In recent years, the reimbursement rate was as high as 75%. For FY17, the rate is approximately 70%. Even with no changes in enrollment, a cut in the reimbursement rate can have a significant impact on a school district's budget.

### Net School Spending Requirements

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The Town is subject to one mandated spending requirement every year. The Commonwealth's school finance statute, Chapter 70 of the General Laws, establishes an annual "net school spending" requirement for each Massachusetts school district. Failure to comply with this requirement may result in non-approval of a municipality's tax rate, enforcement action by the Attorney General, or loss of state aid. The Town has consistently complied with the state mandated spending requirements. These are minimum spending requirements and each community determines its own level of spending so long as it meets these levels. The Town exceeded the minimum spending requirement in FY17 by nearly \$15 million and it is anticipated the FY18 and FY19 will have similar results.

### 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, also known as Free Cash, every year. From this reserve, the Town Council's policy is to set aside an amount equal to 4% of the Annual Operating Budget, net of transfers, for extraordinary and unforeseen events. Any balance remaining is distributed between the School Department and Municipal Departments in accordance with a revenue sharing agreement. The use of the reserves is subject to Town Council approval. It may be used to balance annual operating budgets, capital budgets or to fund one-time expenses. The Town has historically been able to generate more reserves than what it has spent with the exception of FY08. 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 of \$16.1 million in the savings account is distributed in accordance with the revenue sharing agreement as follows:

	Municipal Savings	School Savings	Town Council Reserve	Total
<b>Balance</b>	<b>\$ 3,371,341</b>	<b>\$ 6,848,249</b>	<b>\$ 5,977,565</b>	<b>\$ 16,197,155</b>
<b>Used for:</b>				
FY19 CIP		(4,000,000)		(4,000,000)
FY19 Operating Budget	(72,666)	(800,686)		(873,352)
FY19 Employee Benefits	(584,000)	(605,000)		(1,189,000)
Prior year snow removal deficit	(1,275,000)			(1,275,000)
FY19 Town Council reserve			(250,000)	(250,000)
<b>Balance remaining before closing FY18</b>	<b>\$ 1,439,675</b>	<b>\$ 1,442,563</b>	<b>\$ 5,727,565</b>	<b>\$ 8,609,803</b>

The FY19 budget reserves used are shown in the table above. Municipal operations will use a total of (\$1,931,666) in reserves. The school will use a total of (\$5,405,686) of reserves. The town will also transfer (\$250,000) of Town Council reserves into a separate account for unforeseen future budget request.

### Bond Ratings

The Town continues to manage its financial affairs in a prudent manner. In FY17, the Town's bond rating was reaffirmed at AAA by Standard and Poor's and recently the town received a two-step upgrade from Moody's; Aa3 to Aa1. These excellent bond ratings should contribute to more favorable borrowing costs for the Town.

### Borrowing Rates

Borrowing rates are at an all-time low for the municipal bond market. This has created an opportunity for the Town to "refund" or "refinance" most of its older bond issues. All bonds eligible for refunding have been refunded. The Town's last bond issue of \$10.6 million in February 2017 resulted in a net interest cost of 2.74% over the life of the bond. The town could seize this opportunity, coupled with its excellent bond rating, and implement an aggressive capital improvement program that could save millions in borrowing costs but it would require a revenue source to repay the bonds such as an increase in taxes or the elimination of services.

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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 costs of projects submitted exceed the Town's ability to finance them over the next five years so projects must be prioritized and opportunities for grants and other resources are constantly evaluated to assist in addressing this area of the budget. During this process, the town will also review the status of prior capital appropriations to see if there are any remaining funds available due to project savings that could be reauthorized for another purpose.

### Submission Cost and Fiscal Year Summary

The capital projects identified by the Town departments in this year's CIP process represent a total of \$33,929,936 in requests for FY 2019, and a combined total of \$249,453,672 over a five-year period. Of the \$249 million, approximately \$67 million represents Enterprise Funds, \$141 million are General Fund requests and \$40 million are Sewer Construction Fund requests.

### Enterprise Fund projects are distributed by fund as follows:

Fund	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Totals
Airport	\$1,420,000	\$3,285,000	\$6,500,000	\$12,200,000	\$4,075,000	\$27,480,000
Golf	\$4,293,478	\$380,000	\$690,000	\$1,150,000	\$1,500,000	\$8,013,478
Water Pollution	\$1,046,000	\$2,805,000	\$4,325,000	\$5,220,000	\$750,000	\$14,146,000
Water Supply	\$1,970,000	\$3,282,745	\$1,283,406	\$3,284,067	\$1,284,728	\$11,104,946
Sandy Neck	\$376,000	-	-	-	-	\$376,000
Marina	-	-	\$5,047,250	-	-	\$5,047,250
HYCC	\$195,668	\$298,156	\$634,100	\$246,000	-	\$1,373,924
<b>Totals</b>	<b>\$9,301,146</b>	<b>\$10,050,901</b>	<b>\$18,479,756</b>	<b>\$22,100,067</b>	<b>\$7,609,728</b>	<b>\$67,541,598</b>

### General Fund projects are distributed as follows:

Department	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Totals
Police Dept.	-	-	\$846,600	-	-	\$846,600
Admin. Services	-	\$501,669	-	-	-	\$501,669
Comm. Services	\$6,271,797	\$12,626,830	\$7,501,824	\$8,803,200	\$3,975,400	\$39,179,051
Public Works	\$7,464,993	\$26,950,979	\$18,880,322	\$13,640,860	\$8,047,600	\$74,984,754
Schools	\$5,925,000	\$10,250,000	\$3,600,000	\$3,100,000	\$3,050,000	\$25,925,000
<b>Totals</b>	<b>\$19,661,790</b>	<b>\$50,329,478</b>	<b>\$30,828,746</b>	<b>\$25,544,060</b>	<b>\$15,073,000</b>	<b>\$141,437,074</b>

## Five Year Funding Plan

A total of 132 projects amounting to \$249 million were submitted for requests over the next 5 years. This includes General Fund and all Enterprise Funds. The town has several funding sources to finance its capital program; the Capital Trust Fund which is used to finance General Fund capital, each individual enterprise fund and the Sewer Construction and Private Way Maintenance & Improvement Special Revenue Fund.

The Capital Trust Fund is a mechanism that allows the town to accumulate funds from various sources to finance its General Fund capital program. These resources include property taxes, fees, rental income, investment income, free cash reserves and excess overlay reserves. The largest source of funding is a transfer from the General Fund every year. The proposed transfer for FY19 is \$9.5 million. This amount represents the minimum annual General Fund resources dedicated to the town's capital program. This amount is enhanced every year with a minimum of 2.5% growth.

A newer funding tool in the form of the Sewer Construction and Private Way Maintenance & Improvement Special Revenue Fund was created in FY11. 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 rooms tax to this fund for the purposes stated in the funds title. A recent home rule petition that was signed by the Governor allows this fund to also be used for "other means of comprehensive wastewater management".

A majority of the Enterprise Fund capital improvements are financed by the respective enterprise fund operation through a combination of user fees and grant funding. The town also seeks out grant funding for the General Fund capital program.

The schedules on the following pages illustrate what a 5 year Capital Improvements Plan might look like. Most of the 40 projects that went through the evaluation processes in the development of this year's Capital Improvements Plan can be funded over the next 5 years. The projects listed under FY 2019 are recommended for funding in this year's plan while the outer years of 2020 to 2023 are shown for illustrative purposes. It is anticipated many of these projects will come forward for funding in the respective year shown, however, some may be bumped due to shifting priorities, anticipated grant funding materializing and several other assumptions holding true. The projects in the outer years will be subjected once again to the evaluation process they went through this year.

Over the next 5 years, the town can anticipate funding \$174 million in capital projects. Enterprise funds total \$66 million, the Sewer Construction Fund totals \$21 million and the General Fund totals \$87 million. This includes 81 projects; 40 for the Enterprise funds and 41 for the Sewer Construction and General funds. The recommended Capital Program for FY 2019 includes 36 projects totaling \$18.4 million.

Enterprise Fund Five Year Capital Improvements Plan

DEPARTMENT	PRIORITY	DEPT	PROJECT TITLE	FIVE YEAR COSTS					TOTALS
				2019	2020	2021	2022	2023	2019-2023
	1	BMA	Comprehensive Airport Layout Plan/FAA Master Plan Update	300,000	-	-	-	-	300,000
	2	BMA	Replace Snow Removal Equipment (SRE) (Heavy Duty Carrier Vehicle with Plow and Sander)	175,000	-	-	-	-	175,000
	3	BMA	Replace Snow Removal Equipment (SRE) (Kodiak Snow Blower)	800,000	-	-	-	-	800,000
	4	BMA	Replace Aircraft Rescue and Fire Fighting (ARFF) Equipment (Rapid Response Vehicle)	145,000	-	-	-	-	145,000
	5	BMA	Terminal Upgrades (baggage belt extension and Café window/door installation)	-	-	400,000	-	-	400,000
	6	BMA	Runway 15-33 - Apply P-608 Surface Treatment and Repaint	-	475,000	-	-	-	475,000
	7	BMA	Easements for Runway 15 Approach	-	300,000	-	-	-	300,000
	8	BMA	Repair Mary Dunn Way from Steamship Authority Parking Area to Gate Mike	-	1,000,000	1,000,000	-	-	2,000,000
	9	BMA	Main Terminal Ramp Hardstands for Heavy Aircraft Parking	-	185,000	-	-	-	185,000
	10	BMA	ARFF Upgrades - building roof repairs to repair water infiltration	-	100,000	-	-	-	100,000
	11	BMA	Environmental Assessment for Airport Master Plan Projects & (Phase 1) Permitting & Design	-	925,000	-	-	-	925,000
	12	BMA	Permitting & Design for Airport Tree Clearing & Obstruction Removal	-	300,000	-	-	-	300,000
	13	BMA	Replace Runway 24 Departure End Safety Area (EMAS or Runway SAFE System)	-	-	5,000,000	-	-	5,000,000
	14	BMA	Replace SRE/ARFF Equipment (ASV Skid Steer Plow for EMAS)	-	-	100,000	-	-	100,000
	15	BMA	Reconstruct RWY 6-24 (Approx. 4,700ft x 150ft.)	-	-	-	11,000,000	-	11,000,000
	16	BMA	Design & Construct SRE Vehicle Storage Building (Deferred from FY2018)	-	-	-	400,000	-	400,000
	17	BMA	Replace Circa 1997 Mo-Gas and Diesel Fuel Con-Vault, Gas Boy & Alarm (Deferred from FY2018)	-	-	-	150,000	-	150,000
	18	BMA	Design and Construct New T-Hangar (Deferred from FY2018)	-	-	-	650,000	-	650,000
	19	BMA	Replace 1992 SRE/ARFF Equipment - Airport #820 (ARFF Truck and Equipment)	-	-	-	-	800,000	800,000
	20	BMA	Reconstruct and Re-Align Taxiways Delta and Echo at Runway 15 (includes Run-Up Pit)	-	-	-	-	3,000,000	3,000,000
	21	BMA	Replace SRE Equipment 10-wheeler - Airport #47 (Carrier Vehicle with plow and sander)	-	-	-	-	275,000	275,000
			<b>TOTAL AIRPORT</b>	<b>1,420,000</b>	<b>3,285,000</b>	<b>6,500,000</b>	<b>12,200,000</b>	<b>4,075,000</b>	<b>27,480,000</b>
	1	CSD	Hyannis Golf Course Restoration Project	-	216,494	3,960,699	-	-	4,177,193
	2	CSD	Hyannis Golf Course - Improvements - Maintenance Building	58,511	180,000	500,000	400,000	-	1,138,511
	3	CSD	Olde Barnstable Fairgrounds Golf Club Facility Improvements.	57,774	200,000	190,000	750,000	1,500,000	2,697,774
			<b>TOTAL COMMUNITY SERVICES GOLF</b>	<b>116,285</b>	<b>596,494</b>	<b>4,650,699</b>	<b>1,150,000</b>	<b>1,500,000</b>	<b>8,013,478</b>
	1	CSD	Beach Park Coastline Stabilization	-	376,000	-	-	-	376,000
			<b>TOTAL COMMUNITY SERVICES SANDY NECK</b>	<b>-</b>	<b>376,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>376,000</b>
	1	CSD	Bismore Park Bulkhead Improvement Design	-	175,000	4,872,250	-	-	5,047,250
			<b>TOTAL COMMUNITY SERVICES MARINAS</b>	<b>-</b>	<b>175,000</b>	<b>4,872,250</b>	<b>-</b>	<b>-</b>	<b>5,047,250</b>

Enterprise Fund Five Year Capital Improvements Plan (Continued)

DEPARTMENT			FIVE YEAR COSTS					TOTALS
PRIORITY	DEPT	PROJECT TITLE	2019	2020	2021	2022	2023	2019-2023
1	DPW	Effluent Disposal Capacity Study & Design	195,000	-	-	-	-	195,000
2	DPW	Pleasant Street Utility and Road Upgrade	701,000	-	-	-	-	701,000
3	DPW	Effluent Discharge Location Evaluations	150,000	-	-	-	-	150,000
4	DPW	Pump Station Rehabilitation Design & Construction	-	400,000	-	4,000,000	-	4,400,000
5	DPW	Sewer Rehabilitation Program	-	750,000	750,000	750,000	750,000	3,000,000
6	DPW	South Street Sewer Rehabilitation	-	800,000	-	-	-	800,000
7	DPW	Barnstable Road Sewer Evaluation Design and Construction	-	855,000	-	-	-	855,000
8	DPW	Septage Building Construction	-	-	3,500,000	-	-	3,500,000
9	DPW	Denitrification Sand Filter Replacement Marstons Mills Wastewater Treatment	-	-	75,000	-	-	75,000
10	DPW	MSB Generator Design and Construction	-	-	-	470,000	-	470,000
<b>TOTAL PUBLIC WORKS WATER POLLUTION CONTROL</b>			<b>1,046,000</b>	<b>2,805,000</b>	<b>4,325,000</b>	<b>5,220,000</b>	<b>750,000</b>	<b>14,146,000</b>
1	DPW	Pipe Replacement and Upgrade Program	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	5,250,000
2	DPW	Wells, Pump Stations, Treatment Plant Repair & Upgrade Program	200,000	200,000	200,000	200,000	200,000	1,000,000
3	DPW	New Well Exploration Program	555,000	2,032,745	33,406	2,034,067	34,728	4,689,946
4	DPW	Permanent Interconnection with COMM water system	165,000	-	-	-	-	165,000
<b>TOTAL PUBLIC WORKS WATER SUPPLY</b>			<b>1,970,000</b>	<b>3,282,745</b>	<b>1,283,406</b>	<b>3,284,067</b>	<b>1,284,728</b>	<b>11,104,946</b>
<b>TOTAL ENTERPRISE FUNDS</b>			<b>4,552,285</b>	<b>10,520,239</b>	<b>21,631,355</b>	<b>21,854,067</b>	<b>7,609,728</b>	<b>66,167,674</b>

Sewer Construction And Private Way Maintenance & Improvement Fund Five Year Capital Improvements Plan

DEPARTMENT			FIVE YEAR COSTS					TOTALS
PRIORITY	DEPT	PROJECT TITLE	2019	2020	2021	2022	2023	2019-2023
2	DPW	Marstons Mills River Treatment System	-	612,000	TBD	TBD	TBD	612,000
51	DPW	Old Kings Rd Improvements	154,000	-	-	-	-	154,000
14	DPW	Attucks Lane Pumps Station Area Sewer Expansion Design & Construction	100,000	1,191,000	-	-	-	1,291,000
16	DPW	Long Pond Area Sewer Expansion Design & Construction	402,000	938,000	-	16,386,000	-	17,726,000
15	DPW	Phinney's Sewer Expansion Design (Construction in FY24)	315,000	735,000	-	-	-	1,050,000
<b>SEWER CONSTRUCTION AND PRIVATE WAY IMPROVEMENTS FUND</b>			<b>971,000</b>	<b>3,476,000</b>	<b>-</b>	<b>16,386,000</b>	<b>-</b>	<b>20,833,000</b>

General Fund Five Year Capital Improvements Plan

DEPARTMENT PRIORITY	DEPT	PROJECT TITLE	FIVE YEAR COSTS					TOTALS
			2019	2020	2021	2022	2023	2019-2023
1	BPD	Barnstable Police Department Window Replacement	-	-	846,600	-	-	846,600
		<b>TOTAL POLICE DEPARTMENT</b>	-	-	846,600	-	-	846,600
1	ASD	Unified Communications - VOIP (Voice Over Internet Protocol)	-	501,669	-	-	-	501,669
		<b>TOTAL ADMINISTRATIVE SERVICES DEPARTMENT</b>	-	501,669	-	-	-	501,669
1	CSD	Channel Dredging Program	1,000,000	1,774,240	2,334,120	3,450,600	3,975,400	12,534,360
2	CSD	Craigville Bathhouse Handicap Accessibility Upgrades & Site Work	315,116	655,720	-	-	-	970,836
3	CSD	Barnstable Senior Center Renovations Sprinkler Kitchen Rear Deck	727,247	-	-	-	-	727,247
1	CSD	Hyannis Youth & Community Center Roof Replacement	195,668	298,156	634,100	246,000	-	1,373,924
4	CSD	Beach Parking Lot Rehabilitation - Covell's Beach	-	432,500	-	-	-	432,500
5	CSD	Osterville Recreation Building Design & Construction	-	-	2,714,669	5,327,000	-	8,041,669
6	CSD	Kennedy Memorial Renovation Construction	-	-	-	1,828,881	-	1,828,881
7	CSD	Blish Point Design for Long Term Solutions	-	196,500	1,600,000	-	-	1,796,500
8	CSD	MEA Interior Project Phase III	-	263,538	-	-	-	263,538
9	CSD	Veterans Park Improvements	-	-	-	334,360	3,325,704	3,660,064
10	CSD	Hyannis Breakwater Study Preliminary Design	-	-	-	-	167,000	167,000
11	CSD	Centerville Recreation Building Site Design & Construction	-	-	-	176,147	895,951	1,072,098
12	CSD	Centerville Recreation Interior Improvements	-	-	292,432	75,000	25,000	392,432
13	CSD	Mill Pond & Long Pond Fish Ways	-	-	-	75,000	910,000	985,000
14	CSD	West Bay Breakwater	-	-	-	5,047,250	-	5,047,250
15	CSD	MEA Building Site Work Construction	-	-	-	-	774,439	774,439
16	CSD	Beach Parking Lot Rehabilitation – Keyes Memorial Beach	-	-	-	-	485,000	485,000
		<b>TOTAL COMMUNITY SERVICES DEPARTMENT</b>	2,238,031	3,620,654	7,282,889	11,186,841	7,301,104	31,629,519
1	DPW	Public Roads Maintenance	3,412,500	3,450,000	3,550,000	3,650,000	3,750,000	17,812,500
3	DPW	DPW Offices Phase III Construction	103,500	-	982,825	-	-	1,086,325
4	DPW	Town Hall Security Improvements	-	480,000	250,000	-	-	730,000
5	DPW	Cape Cod Airfield (Marstons Mills) Fuel Tank Replacement	300,000	-	-	-	-	300,000
6	DPW	School Administration Building Mechanical Cooling Upgrades	285,000	1,971,473	-	-	-	2,256,473
7	DPW	Armory Building Envelope, Electrical, and Mechanical Improvements	667,000	1,835,000	-	-	2,925,000	5,427,000
9	DPW	Bumps River Bridge Repairs	100,000	900,000	-	-	-	1,000,000
10	DPW	Town Hall Building Mechanical Cooling	-	72,228	358,112	-	-	430,340
11	DPW	Cape Cod Rail Trail Ext. Shared Use Path from Yarmouth Town Line to Sandwich Town Line	-	50,000	250,000	250,000	250,000	800,000
12	DPW	Sidewalk Overlay & Guardrails	-	330,000	346,000	364,000	382,000	1,422,000
20	DPW	West Barnstable Railroad Depot Restoration / Repair	-	-	91,386	335,671	-	427,057
24	DPW	Marstons Mills School Demolition	253,740	-	995,096	-	-	1,248,836
26	DPW	West Barnstable Shooting Range Comprehensive Site Assessment	-	350,000	-	-	-	350,000
37	DPW	Sidewalks on Pitchers Way (Bears's Way to Route 28) Design & Construction	-	-	595,000	-	-	595,000
44	DPW	Sidewalk Installation: Bumps River Rd Centerville, Main St Cotuit, South St Hyannis	-	-	-	797,160	-	797,160
50	DPW	Sidewalks on Ocean Street from Gosnold Street to Kalmus Beach	45,000	585,000	-	-	-	630,000

General Fund Five Year Capital Improvements Plan (Continued)

DEPARTMENT			FIVE YEAR COSTS					TOTALS
PRIORITY	DEPT	PROJECT TITLE	2019	2020	2021	2022	2023	2019-2023
28	DPW	Utility Capacity Limitations within the Growth Incentive Zone (GIZ)	-	TBD	TBD	TBD	TBD	-
13	DPW	Hyannis Main Street West End Rotary Study Design and Construction	230,000	2,375,404	-	-	-	2,605,404
17	DPW	200 Main Street Mansard Roof Replacement	340,139	-	-	-	-	340,139
18	DPW	Town Hall Complex Improvements-Parking Lot	125,000	827,000	-	-	-	952,000
19	DPW	Roads Tree Trimming Project	100,000	105,000	110,250	115,762	121,550	552,562
21	DPW	Horizontal Assets - Inventory & Preliminary Assessment	500,000	-	-	-	-	500,000
22	DPW	Town Hall Interior Renovations	-	562,000	256,000	-	-	818,000
23	DPW	Joshua's Pond - Handicap Accessibility to the Beach	72,000	792,000	-	-	-	864,000
25	DPW	Coastal Resiliency Master Plan Development	-	225,000	TBD	TBD	TBD	225,000
27	DPW	MS4 Municipal Separate Storm Sewer System Program	-	250,000	-	-	-	250,000
29	DPW	Highway Truck Storage Facilities- Design & Construction	-	410,256	4,299,900	-	-	4,710,156
30	DPW	U.S. Custom House Interior Work	-	367,943	-	-	-	367,943
31	DPW	Cape Cod Airfield Hangar Repair	-	341,120	-	-	-	341,120
32	DPW	Millway Beach ADA Access	-	-	304,920	-	-	304,920
33	DPW	Old Jail Repairs	-	-	-	320,316	-	320,316
34	DPW	Burgess Barn Interior	-	-	46,856	334,734	-	381,590
35	DPW	DPW Salt Storage Facility	-	2,038,000	-	-	-	2,038,000
36	DPW	Signalized Intersection at Osterville West Barnstable Road and Race Lane	-	75,000	400,000	-	-	475,000
38	DPW	Private Road Repair	-	750,000	750,000	750,000	-	2,250,000
39	DPW	Scudder's Lane Boat Ramp Design & Construction	-	255,500	-	-	-	255,500
40	DPW	Parking Lots Maintenance	-	500,000	500,000	500,000	500,000	2,000,000
41	DPW	Huckin's Neck Road Reconstruction	-	3,566,500	-	-	-	3,566,500
42	DPW	Snows Creek Culvert Construction	-	1,430,000	-	-	-	1,430,000
43	DPW	Bearse's Way Bike Path Construction	-	100,000	900,000	-	-	1,000,000
45	DPW	South Street Improvements Design and Construction	-	290,000	3,527,500	-	-	3,817,500
46	DPW	Barnstable Road Reconstruction Design and Construction	-	225,000	-	2,660,000	-	2,885,000
47	DPW	Craigville Beach Road Pump Station and Force Main	-	-	577,500	3,623,000	-	4,200,500
48	DPW	Bay Shore Road Boat Ramp-Design and Construction	-	-	50,000	450,000	-	500,000
49	DPW	DPW 382 Falmouth Rd Facility Parking Lot Repairs	-	-	-	264,000	-	264,000
51	DPW	U.S. Custom House Site Improvements	-	-	26,565	194,810	-	221,375
<b>TOTAL PUBLIC WORKS DEPARTMENT</b>			<b>5,166,740</b>	<b>10,023,701</b>	<b>7,418,419</b>	<b>5,396,831</b>	<b>7,307,000</b>	<b>35,312,691</b>

General Fund Five Year Capital Improvements Plan (Continued)

DEPARTMENT PRIORITY	DEPT	PROJECT TITLE	FIVE YEAR COSTS					TOTALS 2019-2023
			2019	2020	2021	2022	2023	
1	SCH	Barnstable High School Sports Fields Upgrades	4,600,000	-	2,500,000	-	2,500,000	9,600,000
2	SCH	District Wide Communication, Video Surveillance And Entry Improvements	250,000	500,000	500,000	-	-	1,250,000
3	SCH	Barnstable High School & Barnstable Intermediate School Roof Top Unit Ventilator Replacement	100,000	1,000,000	1,000,000	2,000,000	2,600,000	6,700,000
4	SCH	Unit Ventilator Upgrades, Phase III	250,000	250,000	-	-	-	500,000
5	SCH	Hyannis West Walk-In Cooler & Freezer Upgrades	125,000	-	-	-	-	125,000
6	SCH	West Villages Elementary Emergency Generator Replacement	100,000	-	-	-	-	100,000
7	SCH	School Facilities Maintenance Operations Building Roof Replacement	75,000	-	-	-	-	75,000
18	SCH	Synthetic Turf Replacement	-	1,000,000	-	-	-	1,000,000
8	SCH	Building Interior & Exterior Painting Improvements	100,000	100,000	100,000	100,000	100,000	500,000
9	SCH	Flooring Replacement and Upgrades	100,000	100,000	100,000	100,000	100,000	500,000
10	SCH	Barnstable Intermediate School Walk-In Freezer	-	75,000	-	-	-	75,000
11	SCH	Hyannis West Interior/Exterior Door Replacement	-	100,000	100,000	-	-	200,000
12	SCH	BHS Gym and Field House Improvements	-	250,000	250,000	250,000	-	750,000
13	SCH	Barnstable United Courtyard Improvements	-	100,000	-	-	-	100,000
14	SCH	Campus Wide Mechanical Upgrades ( Burners, Boilers, HVAC & Pumps )	-	250,000	250,000	250,000	250,000	1,000,000
15	SCH	Hyannis West Elementary Roof Replacement	-	350,000	-	-	-	350,000
16	SCH	Centerville Elementary Roof Replacement	-	200,000	-	-	-	200,000
17	SCH	BPS Campus Wide Paving	225,000	250,000	300,000	400,000	-	1,175,000
19	SCH	Electric Utility Transformer Upgrade	-	300,000	-	-	-	300,000
20	SCH	Bubbler and water cooler replacement	-	75,000	-	-	-	75,000
21	SCH	Centerville School Window Replacement	-	100,000	1,000,000	-	-	1,100,000
22	SCH	Centerville Elementary School Elevator Project	-	250,000	-	-	-	250,000
<b>TOTAL SCHOOL DEPARTMENT</b>			<b>5,500,000</b>	<b>2,750,000</b>	<b>4,000,000</b>	<b>2,000,000</b>	<b>5,100,000</b>	<b>19,350,000</b>
<b>TOTAL GENERAL FUND</b>			<b>12,904,771</b>	<b>16,896,024</b>	<b>19,547,908</b>	<b>18,583,672</b>	<b>19,708,104</b>	<b>87,640,479</b>
<b>TOTAL CAPITAL IMPROVEMENTS PROGRAM</b>			<b>18,428,056</b>	<b>30,892,263</b>	<b>41,179,263</b>	<b>56,823,739</b>	<b>27,317,832</b>	<b>174,641,153</b>

# FY19 Capital Improvements Plan Budget

## Recommended Projects for Fiscal Year 2019

Several factors were taken into consideration when determining which projects to recommend for funding in Fiscal Year 2019. In addition to the scoring by the senior staff, specific consideration went to projects that had received previous funding and are ready for the next stage of their 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 \$18,428,056. The General and Sewer Construction Funds program totals \$13,875,771 and the Enterprise Funds total \$4,552,285. Funding for the General Fund portion of the program consists of \$4,056,668 in Capital Trust Fund (CTF) reserves, \$8,264,740 in new borrowing authorizations and \$583,363 in transfers from closed appropriations and school revolving funds.

Funding for the Enterprise Fund programs consists of using \$837,531 of Enterprise Fund reserves, \$2,306,000 in new borrowing authorizations, \$59,754 in transfers from closed appropriations and \$1,349,000 is anticipated in federal and state grants for the Airport projects. The grant funds received will reduce the amount of any bonds issued or the reserves used to finance the Airport Enterprise Fund’s capital program. The bonds issued for the Enterprise Fund projects are expected to be paid back with Enterprise Fund revenues.

### Enterprise Funds:

Project Name and Council Order Number	Funding Source				
	Enterprise Fund Reserves	Transfers	Grants	Bond Issue	Total
<b>AIRPORT:</b>					
Comprehensive Airport Layout Plan/FAA Master Plan Update <b>2018-069</b>	\$15,000	-	\$285,000	-	\$300,000
<b>Budget Impact:</b> None					
Replace Snow Removal Equipment <b>2018-070</b>	\$48,750	-	\$926,250	-	\$975,000
<b>Budget Impact:</b> Any savings derived by new equipment would be available to maintain remainder of deteriorating SRE vehicles.					
Replace Aircraft Rescue and Fire Fighting Equipment <b>2018-071</b>	\$7,250	-	\$137,750	-	\$145,000
<b>Budget Impact:</b> Any savings derived by new equipment would be available to maintain remainder of deteriorating ARFF and SRE vehicles.					
<b>Total Airport Enterprise Fund</b>	<b>\$71,000</b>	<b>-</b>	<b>\$1,349,000</b>	<b>-</b>	<b>\$1,420,000</b>



Enterprise Funds Continued:

Project Name and Council Order Number	Funding Source				
	Enterprise Fund Reserves	Transfers	Grants	Bond Issue	Total
<b>GOLF:</b>					
Hyannis Golf Course Maintenance Building Improvements <b>2018-072</b>	\$51,364	\$7,147	-	-	\$58,511
<b>Budget Impact:</b> As the facility is renovated, potential customers will find it much more appealing and conducive for their banquet functions and large golf outings. The lessee will be able to reach revenue thresholds triggering additional monies to the golf division. The golf course will attract more large golf tournaments and outings, which will also increase revenues.					
Olde Barnstable Fairgrounds Golf Club Facility Improvements <b>2018-073</b>	\$5,167	\$52,607	-	-	\$57,774
<b>Budget Impact:</b> There should be no impact on the operating budget as far as expenses are concerned.					
<b>Total Golf Course Enterprise Fund</b>	<b>\$56,531</b>	<b>\$59,754</b>	<b>-</b>	<b>-</b>	<b>\$116,285</b>
<b>WATER POLLUTION CONTROL:</b>					
Effluent Disposal Capacity Study & Design <b>2018-078</b>	\$195,000	-	-	-	\$195,000
<b>Budget Impact:</b> This project will have no immediate impact on the WPCD operating budget. However, once completed, the WPCD will be able to accommodate new connections. This will result in an increase in revenue and expenses.					
Effluent Discharge Location Evaluations <b>2018-079</b>	\$150,000	-	-	-	\$150,000
<b>Budget Impact:</b> This project will have no immediate impact on the WPCD operating budget. However, once completed, the WPCD will be able to accommodate new connections. This will result in an increase in revenue and expenses.					
Pleasant Street Sewer Line Upgrade <b>2018-080</b>	-	-	-	\$701,000	\$701,000
<b>Budget Impact:</b> This work replaces an existing sewer pipe, with a new sewer pipe. It is expected it will result in minimal operational impact.					
<b>Total Water Pollution Control Enterprise Fund</b>	<b>\$345,000</b>	<b>-</b>	<b>-</b>	<b>\$701,000</b>	<b>\$1,046,000</b>
<b>WATER SUPPLY:</b>					
Pipe Replacement and Upgrade <b>2018-081</b>	-	-	-	\$1,050,000	\$1,050,000
<b>Budget Impact:</b> The upgrades will be to the existing distribution piping which are already maintained by DPW. Replacing these pipes will likely result in less maintenance cost and should not result in the need for additional personnel (The project manager, which is funded by this project, is an existing capitolly funded position).					

**Enterprise Funds Continued:**

Project Name and Council Order Number	Funding Source				
	Enterprise Fund Reserves	Transfers	Grants	Bond Issue	Total
Wells, Pump Stations, Treatment Plant Repair & Upgrade <b>2018-082</b>	\$200,000	-	-	-	\$200,000
<b>Budget Impact:</b> The upgrades will be to the existing well buildings, treatment and other facilities, which are currently maintained by DPW. Some operating budget savings may be realized by replacing existing equipment with more energy efficient equipment, and a reduction in maintenance cost.					
New Well Exploration <b>2018-083</b>	-	-	-	\$555,000	\$555,000
<b>Budget Impact:</b> It is expected that some moderate financial impact on the operating contract will occur after FY 2020 due to slight increases in utility and maintenance costs. The dollar amount will be determined in FY 2019.					
Permanent Interconnection with COMM water system <b>2018-084</b>	\$165,000	-	-	-	\$165,000
<b>Budget Impact:</b> The impact on the operating budget was part of the FY18 Suez contractual increase dealing with all newly built structures, including the temporary interconnecting building. Since the proposal is to move the building to its permanent location, expenditures will be similar. The water purchase impact is handled via the FY19 Operating budget evaluation process.					
<b>Total Water Supply Enterprise Fund</b>	<b>\$365,000</b>	<b>-</b>	<b>-</b>	<b>\$1,605,000</b>	<b>\$1,970,000</b>
<b>Total All Enterprise Funds</b>	<b>\$837,531</b>	<b>\$59,754</b>	<b>\$1,349,000</b>	<b>\$2,306,000</b>	<b>\$4,552,285</b>

**General Fund:**

Project Name and Council Order Number	Funding Source				
	Capital Trust Fund Reserves	Bond Issue	Sewer Construction Private Way Fund	Transfers	Total
<b>INFRASTRUCTURE:</b>					
Attucks Lane Pump Station Area Sewer Expansion <b>2018-085</b>	-	-	\$100,000	-	\$100,000
<b>Budget Impact:</b> When construction is completed in the outer years this project will require a Grade 8 position operator.					
Long Pond Area Sewer Expansion Preliminary Design <b>2018-086</b>	-	-	\$402,000	-	\$402,000
<b>Budget Impact:</b> When construction is completed in the outer years this project will require a Grade 8 position operator.					

General Fund Continued:

Project Name and Council Order Number	Funding Source				
	Capital Trust Fund Reserves	Bond Issue	Sewer Construction Private Way Fund	Transfers	Total
<b>INFRASTRUCTURE:</b>					
Phinney’s Sewer Expansion Preliminary Design <b>2018-087</b>	-	-	\$315,000	-	\$315,000
<b>Budget Impact:</b> When construction is completed in the outer years this project will require a Grade 8 position operator.					
Old King’s Road Improvements <b>2018-088</b>	-	-	\$154,000	-	\$154,000
<b>Budget Impact:</b> Repairs should result in a decrease of emergency repairs to private roads required.					
Public Roads Improvements <b>2018-089</b>	\$3,412,500	-	-	-	\$3,412,500
<b>Budget Impact:</b> The purpose of this project is primarily to maintain the existing roadway network and reduce the impacts of deferred maintenance on operating and capital budgets.					
Design Bumps River Bridge Repairs <b>2018-093</b>	\$100,000	-	-	-	\$100,000
<b>Budget Impact:</b> Not applicable – proposing repairs.					
Design of the Sidewalk on Ocean St. <b>2018-095</b>	\$45,000	-	-	-	\$45,000
<b>Budget Impact:</b> Normal maintenance requirements will be expanded to this section of sidewalk including snow removal and the additional electrical cost for the decorative lighting.					
<b>Total</b>	<b>\$3,557,500</b>	<b>-</b>	<b>\$971,000</b>	<b>-</b>	<b>\$4,528,500</b>
<b>MUNICIPAL FACILITIES:</b>					
Craigville Bathhouse Site Improvements <b>2018-075</b>	-	-	-	\$315,116	\$315,116
<b>Budget Impact:</b> There is no operating budget impact for Recreation.					
Senior Center Renovations <b>2018-076</b>	-	\$659,000	-	\$68,247	\$727,247
<b>Budget Impact:</b> This project will alleviate use of operating capital to chase building system repairs. Some savings will be realized from the installation of energy efficient kitchen equipment.					
HYCC Roof Replacement <b>2018-077</b>	\$195,668	-	-	-	\$195,668
<b>Budget Impact:</b> None, this work will replace systems already in place.					

General Fund Continued:

Project Name and Council Order Number	Funding Source				
	Capital Trust Fund Reserves	Bond Issue	Sewer Construction Private Way Fund	Transfers	Total
Design and Permitting of Phase III of the Department of Public Works Offices <b>2018-090</b>	\$103,500	-	-	-	\$103,500
<b>Budget Impact:</b> Phase III should have a negligible impact on the Operating Budget. Utility costs for the new spaces will be offset by elimination of the utilities on the existing, inefficient, temporary trailers that currently house employees.					
Cape Cod Airfield Fuel Tank Replacement <b>2018-091</b>	-	\$300,000	-	-	\$300,000
<b>Budget Impact:</b> These renovations are not expected to have a measurable impact on the Operating Budget.					
School Administration Building Mechanical Cooling Upgrades <b>2018-092</b>	-	\$285,000	-	-	\$285,000
<b>Budget Impact:</b> Project would Improve energy efficiency for Air Conditioning. We are expecting a 15% reduction in cooling costs, which would result in an electric system cost savings of around \$450 per season. There will also be savings by not having to maintain an outdated system with parts that are no longer available.					
Demolition of Portable Structures and Hazmat Evaluation <b>2018-094</b>	-	\$253,740	-	-	\$253,740
<b>Budget Impact:</b> Electric Utility Savings from discontinued use of about \$20 per month.					
Armory Building Envelope, Electrical, and Mechanical Improvements <b>2018-096</b>	-	\$667,000	-	-	\$667,000
<b>Budget Impact:</b> Though an existing building, it currently is a cold storage facility. Custodial staff (assumed one full-time Grade 4) will be needed to clean the building and preform light maintenance.					
<b>Total</b>	<b>\$299,168</b>	<b>\$2,164,740</b>	<b>-</b>	<b>\$383,363</b>	<b>\$2,847,271</b>
<b>WATERWAYS:</b>					
Channel Dredging <b>2018-074</b>	-	\$1,000,000	-	-	\$1,000,000
<b>Budget Impact:</b> Not applicable – this is ongoing maintenance dredging of existing facilities. Performing the maintenance dredging in a systematic, planned manner is expected to reduce expenses by avoiding expediting costs and reducing mobilization costs where possible.					
<b>Total</b>	<b>-</b>	<b>\$1,000,000</b>	<b>-</b>	<b>-</b>	<b>\$1,000,000</b>

General Fund Continued:

<b>SCHOOL FACILITIES:</b>					
Barnstable High School Sports Fields Upgrades <b>2018-064</b>	-	\$4,600,000	-	-	\$4,600,000
<b>Budget Impact:</b> Revenue projections for new field rentals outside of school activities are initially estimated at \$20K per year. New equipment and labor costs estimated at \$45K/yr.					
District Wide Communication, Video Surveillance & Entry Improvements <b>2018-065</b>	-	\$250,000	-	-	\$250,000
<b>Budget Impact:</b> None					
BHS & BIS Roof Top Unit Ventilator Replacement <b>2018-066</b>	\$100,000	-	-	-	\$100,000
<b>Budget Impact:</b> Can expect a minimum of 10% energy savings attributable to motor, VFD and control upgrades and minimum annual maintenance savings cost of \$10,000. We will apply for any applicable utility rebates and incentives.					
Elementary School Unit Ventilator Upgrades <b>2018-067</b>	-	\$250,000	-	-	\$250,000
<b>Budget Impact:</b> Could expect 10 - 15 % savings on energy costs.					
West Villages Elementary Emergency Generator Replacement <b>2018-068</b>	\$100,000	-	-	-	\$100,000
<b>Budget Impact:</b> The replacement of this unit will reduce increasing maintenance and operating costs.					
School Maintenance Operations Building Roof Replacement	-	-	-	\$75,000	\$75,000
Hyannis West Walk-in Cooler & Freezer Upgrades	-	-	-	\$125,000	\$125,000
<b>Total</b>	<b>\$200,000</b>	<b>\$5,100,000</b>	<b>-</b>	<b>\$200,000</b>	<b>\$5,500,000</b>
<b>Grand totals</b>	<b>\$4,056,668</b>	<b>\$8,264,740</b>	<b>\$971,000</b>	<b>\$583,363</b>	<b>\$13,875,771</b>

## Capital Trust Fund Analysis

The Capital Trust Fund (CTF) is used as a mechanism to finance the Town's General Fund Capital Improvements Program within the limitations of Proposition 2½. Annually, the Town transfers a sum of money from the General Fund into the CTF. The resources within the CTF are then used to make the annual loan payments on the bonds issued to finance the Town's capital program. The CTF operates essentially as a debt service fund. Some of the Town's capital appropriations are financed using the reserves within the CTF as opposed to bond issues. Annually, the Town reviews the projected cash flows of the CTF for the prospective 20-year period in order to measure the level of additional capital appropriations the fund can absorb.

For the most part, this fund is not the funding source for Enterprise Fund capital improvements. Most Enterprise Funds pay 100% of their capital cost, which is recovered through their respective user fees. Enterprise Fund capital improvements may be funded from the CTF, which is a policy decision. The two current exceptions are the bond issues for the construction of the Hyannis Youth & Community Center (HYCC) and the bond issue for the Barnstable Harbor Marina bulkhead replacement.

The FY19 General Fund Capital Improvements Program includes a combination of "pay-as-you-go" or cash financing and new bond issues. The cash-financing portion of the program is funded from the Capital Trust Fund reserves and balances remaining in appropriations from completed projects. This "pay-as-you-go" financing approach saves the Town thousands of dollars in the form of bond issuance and interest cost. It also provides the opportunity to have some capital program on an annual basis, and provides flexibility within the budget. With just a debt service program, the CTF can become saturated with loan payments and prohibit the approval of any new projects until the debt service from other projects expire. This would also reduce the Town's flexibility in its resource allocation as future cash flows are committed to fixed annual loan payments.

In the event of absolute necessity, the cash portion of the program could be converted to a debt program to allow for a larger capital program up front. For example, the Town could allocate \$1 million in cash per year for capital improvements or allocate \$1 million per year towards new debt service. \$1 million in new debt service could pay for a bond issue of approximately \$8 million in interest with an amortization period of 10-years.

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

The annual contribution to the CTF has grown to \$9.5 million in FY19. This amount is projected to increase by 2.5 percent per year in order to allocate more funds to the capital program. Even as more funds are allocated to the capital program, the Town's capital needs require a higher contribution level. Opportunities to increase this contribution are examined every year. In FY18, an additional \$1 million was transferred from the General Fund reserves to provide for a greater level of capital funding over the next five years and another \$4 million is anticipated for FY19.

Table A below illustrates the CTF cash flow for the next 10-years incorporating all existing loan payments and the FY19 proposed Capital Improvements Program (CIP). Table B illustrates the CIP Five-Year Plan within the CTF over the next 10-years, and Table C provides the detailed amortization of all existing loans to be paid out of the CTF.

Major Assumptions Used In Table A:

- Investment earnings will average 1.1% per year;
- The base transfer from the General Fund will increase 2.5% per year; plus additional \$300,000 for new growth;
- Loan amortization on the FY18 & FY19 bond issues will include:
  - \$314,000 and \$1,705,740 over 5-years;
  - \$900,000 and \$300,000 over 10-years;
  - \$1,730,000 and \$1,000,000 over 15-years; and
  - \$4,143,000 and \$5,259,000 over 20-years.
- The net interest cost on the bonds are estimated to be 3.5%;
- The FY18 bonds will be issued at a time so that the first loan payments will not be made until FY19 and the first payment on the FY19 bond issue will be in FY20;
- There are no estimated savings from bond refinancing included in the projection;
- The Federal government will not make any changes and the tax advantages of municipal bonds will remain intact;
- No other major changes will take place in the municipal bond market; and
- The cash funded portion of the capital program will average total \$4.6 million per year.

Major Assumptions Used In Table B:

In addition to all of the assumptions in Table A, bond issues for the next four years are included for the FY20 through FY28 capital programs with the following amortization amounts:

FY20: Total Bond Issue \$11,822,076

- \$796,500 annually over 5-years
- \$4,748,707 annually over 10-years
- \$3,674,240 annually over 15-years
- \$2,602,629 annually over 20-years

FY21: Total Bond Issue \$13,191,853

- \$1,346,000 annually over 10-years
- \$6,882,328 annually over 15-years
- \$4,963,525 annually over 20-years

FY23: Total Bond Issue \$17,423,001

- \$334,360 annually over 5-years
- \$614,000 annually over 10-years
- \$6,247,760 annually over 15-years
- \$10,26,881 annually over 20-years

FY23: Total Bond Issue \$13,033,104

- \$632,000 annually over 10-years
- \$6,575,400 annually over 15-years
- \$5,825,704 annually over 20-years

TABLE A – Capital Trust Fund Estimated Cash Flow FY 2019 – FY 2028

ESTIMATED CAPITAL TRUST FUND CASH FLOW FY 2019 - FY 2028										
	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
<b>1</b> Beginning Trust Fund Balance	\$ 14,729,735	\$ 17,809,971	\$ 17,557,905	\$ 19,532,187	\$ 21,214,120	\$ 22,502,683	\$ 24,903,949	\$ 29,610,994	\$ 33,777,764	\$ 38,735,782
<b>Resources:</b>										
<b>2</b> Investment Earnings	162,027	195,910	193,137	214,854	233,355	247,530	273,943	325,721	371,555	426,094
<b>3</b> Private Road Betterments Collected	65,000	60,000	55,000	50,000	45,000	40,000	35,000	30,000	25,000	20,000
<b>4</b> Transfer From General Fund	9,517,045	10,039,157	10,574,305	11,122,815	11,685,020	12,261,263	12,551,895	12,849,774	13,155,082	13,468,005
<b>5</b> Additional Contribution From General Fund	4,000,000	-	-	1,000,000	-	-	1,000,000	-	-	1,000,000
<b>6</b> Other Resources	583,000	1,600,000	2,714,669	335,000	-	-	-	-	-	-
<b>7</b> Total Current Year Resources	14,327,072	11,895,067	13,537,111	12,722,669	11,963,375	12,548,793	13,860,838	13,205,495	13,551,637	14,914,099
<b>8</b> Total Available Resources	29,056,807	29,705,037	31,095,016	32,254,856	33,177,495	35,051,476	38,764,787	42,816,489	47,329,401	53,649,880
<b>Commitments:</b>										
<b>9</b> Existing Debt Service Payments	(6,094,100)	(5,708,820)	(5,111,232)	(4,575,855)	(4,196,046)	(3,655,618)	(2,988,990)	(2,847,030)	(2,374,106)	(1,611,856)
<b>10a</b> Estimated Debt Service on FY18 CIP (\$7.1M)	(777,737)	(760,747)	(743,758)	(726,768)	(709,778)	(692,789)	(675,799)	(658,810)	(641,820)	(624,830)
<b>10b</b> Authorized Unissued Debt Prior Years CIP (\$2.9m)	-	(252,535)	(247,336)	(242,137)	(236,937)	(231,738)	(226,539)	(221,340)	(216,140)	(210,941)
<b>10c</b> Estimated Debt Service on FY19 CIP (\$8.2m)	-	(990,031)	(965,504)	(940,977)	(916,450)	(891,924)	(526,249)	(513,662)	(501,076)	(488,489)
<b>11</b> Public Roads Program	(3,750,000)	(3,810,000)	(3,870,000)	(3,930,000)	(3,990,600)	(4,050,459)	(4,111,216)	(4,172,884)	(4,235,477)	(4,299,010)
<b>12</b> Other Cash Program	(625,000)	(625,000)	(625,000)	(625,000)	(625,000)	(625,000)	(625,000)	(625,000)	(625,000)	(625,000)
<b>13</b> Total Current Year Commitments	(11,246,836)	(12,147,132)	(11,562,829)	(11,040,736)	(10,674,812)	(10,147,527)	(9,153,793)	(9,038,725)	(8,593,620)	(7,860,126)
<b>14</b> Increase (Decrease) in Trust Fund	3,080,236	(252,066)	1,974,282	1,681,933	1,288,563	2,401,266	4,707,046	4,166,769	4,958,018	7,053,972
<b>15</b> Ending Trust Fund Balance	\$ 17,809,971	\$ 17,557,905	\$ 19,532,187	\$ 21,214,120	\$ 22,502,683	\$ 24,903,949	\$ 29,610,994	\$ 33,777,764	\$ 38,735,782	\$ 45,789,754
<b>16</b> % of trust fund resources committed in CY (max = 80%)	39%	41%	37%	34%	32%	29%	24%	21%	18%	15%

This table illustrates the Capital Trust Fund’s (CTF) cash flow incorporating all existing loan payments on previously authorized projects, authorized but unissued debt on approved projects, FY18 estimated loan payments and the recommended projects for FY19. Cash funded projects in FY19 total \$4,375,000 and bond funded projects total \$8.264 million. The bonds will be issued in FY19 and the first estimated loan payment of \$990,031 is anticipated to be made in FY20 as illustrated above on line 10c. Line 9 in the table above includes all existing loan payments. Line 10a illustrates the estimate debt service payment on the Town’s FY18 bond issue, which has not been sold at the time of writing this report. Lines 11 and 12 include estimates on future cash appropriations for capital to be financed from the trust fund’s reserves. One-time additional resources to be added to the fund in FY19, FY22, FY25, and FY28 are included on line 5 and 6. The percentage of the trust fund’s current year resources that are committed in any year are less than the Administrative Code limit of 80% (line 16) indicating that the fund has the capacity to absorb more debt financed projects in future years.



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

		ESTIMATED CAPITAL TRUST FUND CASH FLOW 10 Year Plan Projection									
		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
1	Beginning Trust Fund Balance	\$ 14,729,735	\$ 17,544,940	\$ 16,552,730	\$ 15,231,876	\$ 14,744,822	\$12,535,651	\$10,213,307	\$10,235,034	\$ 9,915,408	\$10,424,193
<b>Resources:</b>											
2	Investment Earnings	162,027	192,994	182,080	167,551	162,193	137,892	112,346	112,585	109,069	114,666
3	Private Road Betterments Collected	65,000	60,000	55,000	50,000	45,000	40,000	35,000	30,000	25,000	20,000
4	Transfer From General Fund	9,517,045	10,039,157	10,574,305	11,122,815	11,685,020	12,261,263	12,551,895	12,849,774	13,155,082	13,468,005
5	Additional Contribution From General Fund	4,000,000	-	-	1,000,000	-	-	1,000,000	-	-	1,000,000
6	Other Resources	583,000	1,600,000	2,714,669	335,000	-	-	-	-	-	-
7	Total Current Year Resources	14,327,072	11,892,151	13,526,054	12,675,366	11,892,213	12,439,155	13,699,241	12,992,359	13,289,151	14,602,671
8	Total Available Resources	29,056,807	29,437,091	30,078,784	27,907,242	26,637,035	24,974,806	23,912,548	23,227,393	23,204,560	25,026,864
<b>Commitments:</b>											
9	Existing Debt Service Payments	(6,094,100)	(5,708,820)	(5,111,232)	(4,575,855)	(4,196,046)	(3,655,618)	(2,988,990)	(2,847,030)	(2,374,106)	(1,611,856)
10a	Estimated Debt Service on FY18 CIP (\$7.1M)	(777,737)	(760,747)	(743,758)	(726,768)	(709,778)	(692,789)	(675,799)	(658,810)	(641,820)	(624,830)
10b	Authorized Unissued Debt Prior Years CIP (\$2.9m)	-	(252,535)	(247,336)	(242,137)	(236,937)	(231,738)	(226,539)	(221,340)	(216,140)	(210,941)
10c	Estimated Debt Service on FY19 CIP (\$8.2m)	-	(990,031)	(965,504)	(940,977)	(916,450)	(891,924)	(526,249)	(513,662)	(501,076)	(488,489)
10d	Estimated Debt Service on FY20 CIP (\$11.8m)	-	-	(1,423,024)	(1,387,700)	(1,352,377)	(1,317,053)	(1,281,729)	(1,087,105)	(1,057,357)	(1,027,609)
10e	Estimated Debt Service on FY21 CIP (\$13.1m)	-	-	-	(1,303,313)	(1,273,857)	(1,244,401)	(1,214,945)	(1,185,489)	(1,156,033)	(1,126,577)
10f	Estimated Debt Service on FY22 CIP (\$17.4m)	-	-	-	-	(1,665,938)	(1,628,974)	(1,592,009)	(1,555,044)	(1,518,080)	(1,414,243)
10g	Estimated Debt Service on FY23 CIP (\$13m)	-	-	-	-	-	(1,249,004)	(1,221,254)	(1,193,505)	(1,165,755)	(1,138,006)
11	Public Roads Program	(3,412,500)	(3,450,000)	(3,550,000)	(3,650,000)	(3,750,000)	(3,850,000)	(3,950,000)	(4,050,000)	(4,150,000)	(4,250,000)
12	Other Cash Program	(1,227,531)	(1,722,228)	(2,806,055)	(335,671)	-	-	-	-	-	-
13	Total Current Year Commitments	(11,511,867)	(12,884,360)	(14,846,908)	(13,162,420)	(14,101,384)	(14,761,499)	(13,677,514)	(13,311,985)	(12,780,367)	(11,892,551)
14	Increase (Decrease) in Trust Fund	2,815,205	(992,209)	(1,320,854)	(487,055)	(2,209,171)	(2,322,344)	21,727	(319,625)	508,784	2,710,120
15	Ending Trust Fund Balance	\$ 17,544,940	\$ 16,552,730	\$ 15,231,876	\$ 14,744,822	\$ 12,535,651	\$10,213,307	\$10,235,034	\$ 9,915,408	\$10,424,193	\$13,134,312
16	% of trust fund resources committed in CY (max = 80%)	40%	44%	49%	47%	53%	59%	57%	57%	55%	48%

Including the proposed FY19 capital program, it is estimated the Capital Trust Fund can absorb approximately \$133 million in projects over the next 10-years and stay within the maximum allowable commitment of 80% as shown on line 16. Cash financed capital is estimated at \$44 million and bond financed capital is estimated at \$88.7 million through FY28. The estimated annual loan payments on the bonds are illustrated on lines 10a through 10g.





TABLE C – Capital Trust Fund Amortization Schedule as of June 30, 2017 (Continued)

DEBT SERVICE PROGRAM		Issued	Maturity	Principal	P&I Payments	P&I Payments	P&I Payments	P&I Payments	P&I Payments	P&I Payments	P&I Payments	P&I Payments	P&I Payments	P&I Payments
Purpose		Date	Date	Amount	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
CTF Pleasant St. Dock - 1 \$350,000 Refunded	I	06/21/16	06/30/23	109,500	27,380	25,960	24,560	22,680	21,840	-	-	-	-	-
CTF Pleasant St. Dock - 2 \$350,000 Refunded	I	06/21/16	06/30/23	110,000	27,400	26,480	24,560	22,680	21,840	-	-	-	-	-
CTF Private Road Repairs \$1,607,900	I	06/21/16	06/30/23	509,000	125,360	120,160	112,000	108,000	104,000	-	-	-	-	-
CTF Municipal Building Improvements \$297,000 Refunded	I	06/21/16	06/30/28	49,300	6,572	5,672	6,200	6,000	5,800	5,600	5,400	5,300	5,200	5,100
CTF School Facility Improvements 1 (I) \$916,600 Refunded	I	06/21/16	06/30/28	295,700	39,428	36,928	34,080	36,000	34,800	33,600	32,400	31,800	31,200	30,600
CTF IT Hardware and Software Upgrade (I) (#2016-086)	I	02/23/17	06/30/22	342,000	80,800	78,000	70,200	67,600	-	-	-	-	-	-
CTF Marstons Mills Parking Lot (I) (#2016-087)	I	02/23/17	06/30/22	246,450	57,800	55,800	53,800	46,800	-	-	-	-	-	-
CTF Beach Facility Improvement (I) (#2016-110)	I	02/23/17	06/30/27	438,000	60,600	58,800	57,000	55,200	53,400	51,600	44,800	43,200	41,600	-
CTF School Parking Lot Light Pole Replacement (I) (#2016-082)	I	02/23/17	06/30/27	435,000	60,600	58,800	57,000	55,200	53,400	51,600	44,800	43,200	41,600	-
CTF School Unit Ventilator Upgrade (I) (#2016-083)	I	02/23/17	06/30/27	230,000	33,200	32,200	31,200	30,200	29,200	23,200	22,400	21,600	20,800	-
CTF Private Roads Repairs (I) \$167,300	I	02/23/17	06/30/31	167,300	20,800	20,200	19,600	19,000	13,400	13,000	12,600	12,200	11,800	11,400
CTF Guardrail & Sidewalk Improvement Program (I) (#2016-103)	I	02/23/17	06/30/32	680,750	68,850	67,050	65,250	63,450	61,650	59,850	58,050	56,250	54,450	52,650
CTF Blish Point Boat Access Channel Dredging (I) (#2016-111)	I	02/23/17	06/30/37	943,900	82,506	80,506	78,506	76,506	74,506	72,506	70,506	63,506	61,706	59,906
CTF Lombard Field Improvements (I) (#2016-113)	I	02/23/17	06/30/37	895,000	75,938	74,138	72,338	70,538	68,738	66,938	65,138	63,338	61,538	59,738
CTF Osterville Bay Elem School Improvements (I) (#2016-112)	I	02/23/17	06/30/37	724,300	64,794	63,194	61,594	54,994	53,594	52,194	50,794	49,394	47,994	46,594
CTF CW-04-31-R Mass Clean Water Trust (#2002-081)		04/13/17	07/15/20	255,941	88,750	88,898	-	-	-	-	-	-	-	-
<b>TOTAL GENERAL FUND DEBT SERVICE</b>					<b>4,876,568</b>	<b>4,538,639</b>	<b>3,976,491</b>	<b>3,479,553</b>	<b>3,142,065</b>	<b>2,641,676</b>	<b>2,012,670</b>	<b>1,910,555</b>	<b>1,472,324</b>	<b>1,231,456</b>
CTF HYCC 1 (I) \$1,000,000 Refunded	I	02/17/15	02/15/27	474,900	64,390	62,230	60,310	58,390	56,470	53,550	51,670	49,790	47,380	-
CTF HYCC 2 (I) \$8,000,000 Refunded	I	02/17/15	02/15/27	3,794,400	515,775	495,450	480,170	463,890	447,650	430,450	413,330	396,290	380,070	-
CTF HYCC 3 (I) \$1,600,000 Refunded	I	02/17/15	02/15/27	759,000	103,135	98,670	95,630	92,590	89,550	86,510	82,470	79,470	76,220	-
CTF HYCC 4 (I) \$6,765,000 Refunded	I	06/21/16	06/30/28	3,320,000	452,000	433,200	419,600	404,000	384,480	374,200	360,800	344,100	332,600	316,200
CTF Marina Bulkhead Repair I	I	06/14/11	06/15/30	725,000	57,231	55,631	54,031	52,431	50,831	44,231	43,050	41,825	40,513	39,200
<b>TOTAL ENTERPRISE FUND DEBT SERVICE</b>					<b>1,192,531</b>	<b>1,145,181</b>	<b>1,109,741</b>	<b>1,071,301</b>	<b>1,028,981</b>	<b>988,941</b>	<b>951,320</b>	<b>911,475</b>	<b>876,783</b>	<b>355,400</b>
Temporary interest on bond anticipation notes					25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
<b>GRAND TOTAL ALL DEBT SERVICE</b>					<b>6,094,100</b>	<b>5,708,820</b>	<b>5,111,232</b>	<b>4,575,855</b>	<b>4,196,046</b>	<b>3,655,618</b>	<b>2,988,990</b>	<b>2,847,030</b>	<b>2,374,106</b>	<b>1,611,856</b>

## Sewer Construction and Private Way Maintenance and Improvements Fund

Chapter 355 of the Acts of 2014 enacted by the General Court allows the Town of Barnstable to establish a special fund that may be used for the construction of sewers; and the maintenance and improvements of private ways. Legislation has recently passed that allows the town to expand the use of this fund to include any costs associated with planning and designing of sewers and other means of comprehensive wastewater management.

Dedicated revenue sources for this fund include 100% of the local meals excise tax and one-third of the local rooms excise tax. In addition, any betterment assessed to property abutters on sewer construction and private way improvements will be credited to this fund if the fund is used to finance the improvements.

The Stewart's Creek sewer construction, West Main Street Pump Station and FY16 private way improvement projects are the only projects to date that have been accounted for within this special fund. The Town borrowed money from the Massachusetts Clean Water Trust to finance the construction of the sewer projects. The Town received low interest loans and principal subsidies on the loans. The loans will be paid back from the resources credited to this special fund. Betterments on the Stewarts Creek project were assessed to property abutters in the amount of 50% of the project costs. The betterments collected are credited to this fund.

### Major Assumptions Used In Table A:

- Rooms and meals tax revenue will grow 1% per year;
- Investment earnings will average 0.75 % per year;
- Existing sewer betterments collected will average \$46,000 per year;
- Long Pond Area Sewer Expansion assessments will average \$409,650 per year starting in FY23;
- Loan amortization on bond issues will be 20 years;
- The net interest cost on the bonds are estimated to be 3.5%;
- The FY20 bonds will be issued at a time so that the first loan payments will not be made until FY21 and the first payment on the FY22 bond issue will be in FY23;
- The Federal government will not make any changes and the tax advantages of municipal bonds will remain intact;
- No other major changes will take place in the municipal bond market; and
- The cash funded portion will be \$971,000 in FY19.

TABLE A – Sewer Construction And Private Way Maintenance & Improvements Fund Estimated Cash Flow FY 2019 –FY 2028

SEWER CONSTRUCTION & PRIVATE WAY MAINTENANCE AND IMPROVEMENTS FUND CASH FLOW ANALYSIS 10-Year Projection										
	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Beginning Trust Fund Balance	\$ 16,100,649	\$ 17,319,868	\$ 19,543,994	\$ 21,514,350	\$ 23,529,064	\$ 24,617,555	\$ 25,768,724	\$ 26,989,292	\$ 28,279,409	\$ 29,640,481
<b>Resources:</b>										
1 Hotel/Motel Rooms Tax 1/3	995,143	1,005,095	1,015,146	1,025,297	1,035,550	1,045,906	1,056,365	1,066,928	1,077,598	1,088,374
2 Meals Tax	1,515,450	1,530,604	1,545,910	1,561,369	1,576,983	1,592,753	1,608,680	1,624,767	1,641,015	1,657,425
3 Earning on Investment	120,755	129,899	146,580	161,358	176,468	184,632	193,265	202,420	212,096	222,304
4 Assessments	60,106	60,106	60,106	58,349	478,241	472,244	472,244	471,619	471,619	471,619
5 Total Current Year Resources	2,691,454	2,725,704	2,767,742	2,806,374	3,267,242	3,295,534	3,330,554	3,365,734	3,402,327	3,439,721
6 Total Available Resources	18,792,103	20,045,572	22,311,736	24,320,723	26,796,305	27,913,089	29,099,279	30,355,026	31,681,736	33,080,202
<b>Commitments:</b>										
7 Existing Debt Service Payments	(501,235)	(501,578)	(501,926)	(502,283)	(502,647)	(503,019)	(503,400)	(503,788)	(504,185)	(504,591)
8a Estimated Debt Service on FY20 CIP (\$3.4m)	-	-	(295,460)	(289,377)	(283,294)	(277,211)	(271,128)	(265,045)	(258,962)	(252,879)
8b Estimated Debt Service on FY22 CIP (\$16.3m)	-	-	-	-	(1,392,810)	(1,364,135)	(1,335,459)	(1,306,784)	(1,278,108)	(1,249,433)
9 Other Cash Program	(971,000)	-	-	-	-	-	-	-	-	-
10 Total Current Year Commitments	(1,472,235)	(501,578)	(797,386)	(791,660)	(2,178,751)	(2,144,365)	(2,109,987)	(2,075,617)	(2,041,255)	(2,006,902)
11 Increase (Decrease) in Trust Fund	1,219,219	2,224,126	1,970,356	2,014,714	1,088,491	1,151,169	1,220,567	1,290,117	1,361,072	1,432,819
12 Ending Trust Fund Balance	\$ 17,319,868	\$ 19,543,994	\$ 21,514,350	\$ 23,529,064	\$ 24,617,555	\$ 25,768,724	\$ 26,989,292	\$ 28,279,409	\$ 29,640,481	\$ 31,073,300

This table illustrates the Sewer Construction And Private Way Maintenance And Improvements Fund cash flow incorporating all existing loan payments on previously authorized projects as well as future recommended projects. Cash funded projects in FY19 total \$971,000 and bond funded projects over the ten-year analysis include all submissions provided in the five-year plan. Line 7 in the table above illustrates all existing loan payments. Lines 8a and 8b illustrate the estimated debt service payments on new projects included in the five-year plan. Line 10 includes all existing as well as estimated commitments to the fund.

## 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 (G.O.B) have been sold to fund capital improvements managed by various municipal operations such as schools, public works, recreation, conservation, and the Town's Enterprise Fund operations. General Obligation Debt, (G.O.D), is supported by the full faith and credit of the Town and is repaid from property taxes collected from both current and future property owners throughout the term of the debt, except for the bonds issued to fund most capital improvements for Enterprise Fund operations. Although property taxes are pledged as collateral for Enterprise Fund GOB's, most of the bonds are repaid with revenue generated by the Enterprise Funds and not property taxes. This arrangement provides for more favorable borrowing rate for Enterprise Fund debt and is required by Massachusetts General Laws. Alternatively, Enterprise Funds would have to issue what are referred to as "Revenue Bonds", which would typically carry much higher interest rates, as 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 4% range. Rates remain low in FY18 as the economy is making municipal bonds more attractive for highly rated communities. When netted out against inflation, municipal borrowing costs, especially for strong credit worthy Towns such as Barnstable is enviable.

The Town operates several Enterprise Funds including the airport, two golf courses, a wastewater treatment facility, a solid waste transfer station, water supply operations, four marinas, Sandy Neck Beach Park, and the Hyannis Youth & Community Center. These funds are expected to repay their debt from the revenues that 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) that 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 three percent surtax on each real estate tax bill. The Commonwealth provides a partial matching program for the surtax billed from a state trust account, which is funded by real estate transfer taxes. The matching program is expected to decline as more communities adopt the CPF, real estate transactions declining, as well as a decline in the State's trust fund balance.

### Current Debt Position

As of June 30, 2017, the Town of Barnstable had \$107 million of outstanding long-term debt. New debt issued in FY17 was \$12.5 million and existing debt retired was \$14.2 million, representing a \$1.8 million net decrease in the outstanding long-term debt level from June 30, 2016. These debt figures include all debt incurred on behalf of the governmental funds and enterprise funds.

### Projected Debt Payments by Project and Fund

The following four tables set forth the projected General Obligation Debt (G.O.D.) payments by issue for both the Town's governmental funds and the enterprise funds. It is significant to note the State reimburses for school construction projects at the rate of 64% including interest costs incurred, as well as several Massachusetts Clean Water Trust (MCWT) loans for sewer construction, water system improvements and landfill capping loans.

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

Projects	Maturities Through	Original Loan Amount	Coupon Rate (%)	Outstanding at June 30, 2016	Issued	Redeemed	Outstanding at June 30, 2017
MCWT Title V Bond of 1997.....	2021	\$ 200,000	0.00	\$ 51,800	\$ -	\$ (10,400)	\$ 41,400
MCWT Title V Bond of 2002.....	2023	200,000	0.00	70,268	-	(9,972)	60,296
MCWT Title V Bonds of 2006.....	2026	400,000	0.00	200,000	-	(20,000)	180,000
MCWT Title V Bond of 2007.....	2027	200,000	0.00	110,000	-	(10,000)	100,000
Municipal Purpose Bonds of 2007.....	2027	43,910,388	3.38 - 4.75	13,235,000	-	(4,335,000)	8,900,000
MCWT Bond of 2008 (CW-04-31).....	2021	389,216	2.00	161,778	-	(31,075)	130,703
Municipal Purpose Bonds of 2008.....	2028	5,928,700	3.75 - 4.50	726,000	-	(363,000)	363,000
MCWT Bond of 2009.....	2021	887,454	2.00	243,678	-	(46,728)	196,950
Municipal Purpose Bonds of 2010.....	2030	3,873,270	2.00 - 5.00	2,350,000	-	(195,000)	2,155,000
Municipal Purpose Bonds of 2011.....	2031	13,584,000	2.00 - 4.00	7,595,000	-	(1,325,000)	6,270,000
Municipal Purpose Refunding of 2012.....	2023	10,037,900	2.00 - 4.00	5,969,500	-	(900,000)	5,069,500
Municipal Purpose Bonds of 2014.....	2024	6,248,000	2.00 - 3.00	4,705,000	-	(725,000)	3,980,000
Municipal Purpose Refunding of 2015.....	2027	5,265,500	2.00 - 4.50	4,966,400	-	(290,000)	4,676,400
Municipal Purpose Bonds of 2015.....	2035	3,930,000	2.00 - 4.50	3,575,000	-	(345,000)	3,230,000
Municipal Purpose Bonds of 2016.....	2036	12,113,000	2.00 - 4.00	12,113,000	-	(768,000)	11,345,000
Municipal Purpose Refunding of 2016.....	2028	1,674,000	2.00 - 4.00	1,674,000	-	-	1,674,000
Municipal Purpose Bonds of 2017.....	2037	5,105,700	3.00 - 4.00	-	5,105,700	-	5,105,700
MCWT Bond of 2017.....	2020	255,941	2.00	-	255,941	-	255,941
<b>Total Bonds Payable.....</b>				<b>57,746,424</b>	<b>5,361,641</b>	<b>(9,374,175)</b>	<b>53,733,890</b>
Add: unamortized premium.....				<b>1,704,559</b>	<b>316,300</b>	<b>(579,598)</b>	<b>1,441,261</b>
<b>Total Bonds Payable, net.....</b>				<b>\$ 59,450,983</b>	<b>\$ 5,677,941</b>	<b>\$ (9,953,773)</b>	<b>\$ 55,175,151</b>



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

Year	Principal	Interest	Total
2018.....	\$ 9,808,370	\$ 2,090,205	\$ 11,898,575
2019.....	9,764,731	1,679,394	11,444,125
2020.....	6,164,263	1,252,125	7,416,388
2021.....	4,893,618	1,011,358	5,904,976
2022.....	4,413,204	816,544	5,229,748
2023.....	3,667,704	634,732	4,302,436
2024.....	2,573,000	499,356	3,072,356
2025.....	2,015,000	410,093	2,425,093
2026.....	1,718,000	329,951	2,047,951
2027.....	1,296,000	264,664	1,560,664
2028.....	1,080,000	225,666	1,305,666
2029.....	1,045,000	192,216	1,237,216
2030.....	1,025,000	162,438	1,187,438
2031.....	860,000	129,944	989,944
2032.....	725,000	103,688	828,688
2033.....	670,000	81,938	751,938
2034.....	670,000	61,838	731,838
2035.....	670,000	41,426	711,426
2036.....	555,000	21,012	576,012
2037.....	120,000	4,050	124,050
Total.....	\$ 53,733,890	\$ 10,012,638	\$ 63,746,528

The Commonwealth of Massachusetts has approved school construction assistance to the Town. The assistance program, which is administered by the Massachusetts School Building Authority, provides resources for construction costs and debt service interest of general obligation bonds outstanding. The Town is currently receiving annual payments for 64% of eligible costs in relation to the construction of the new Middle School and the renovation and addition to the High School. During 2017, approximately \$3,019,000 of such assistance was received. Approximately \$6,897,000 will be received in future years. Of this amount, \$403,000 represents reimbursement of future long-term interest costs and \$6,494,000 represents reimbursement of approved construction cost and interest costs previously paid.

Bonds Payable Schedule – Enterprise Funds

Projects	Maturities Through	Original Loan Amount	Coupon Rate (%)	Outstanding at June 30, 2016	Issued	Redeemed	Outstanding at June 30, 2017
Golf Course.....	2026	\$ 7,453,200	2.00 - 5.00	\$ 2,705,000	\$ 537,700	\$ (344,000)	\$ 2,898,700
Add: unamortized premium.....				260,547	-	(50,074)	210,473
Total Golf Course Bonds Payable, net.....				2,965,547	537,700	(394,074)	3,109,173
Wastewater.....	2036	30,614,319	0.00 - 4.75	16,069,591	2,008,000	(1,471,010)	16,606,581
Water.....	2037	28,092,611	2.00 - 5.00	14,952,654	2,325,739	(1,065,962)	16,212,431
Add: unamortized premium.....				850,553	-	(127,001)	723,552
Total Water Bonds Payable, net.....				15,803,207	2,325,739	(1,192,963)	16,935,983
Solid Waste Transfer Station.....	2027	8,145,600	0.00 - 4.50	1,805,100	-	(483,500)	1,321,600
Sandy Neck.....	2031	1,265,000	4.00	1,010,000	-	(55,000)	955,000
Marinas.....	2036	3,598,500	3.00 - 5.00	2,607,000	476,500	(263,000)	2,820,500
Add: unamortized premium.....				90,143	-	(12,550)	77,593
Total Marinas Bonds Payable, net.....				2,697,143	476,500	(275,550)	2,898,093
Hyannis Youth and Community Center.....	2028	25,713,300	3.375 - 5.00	9,553,900	-	(868,000)	8,685,900
Add: unamortized premium.....				952,666	-	(102,726)	849,940
Total Hyannis Youth and Community Center Bonds Payable, net.....				10,506,566	-	(970,726)	9,535,840
Airport.....	2031	2,433,700	2.00 - 4.12	590,000	1,703,700	(30,000)	2,263,700
Total Bonds Payable, net.....				\$ 51,447,154	\$ 7,051,639	\$ (4,872,823)	\$ 53,625,970

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

Year	Principal	Interest	Total
2018.....	\$ 4,600,619	\$ 1,770,301	\$ 6,370,920
2019.....	4,679,143	1,528,618	6,207,761
2020.....	4,283,261	1,351,798	5,635,059
2021.....	4,137,773	1,195,718	5,333,491
2022.....	3,883,905	1,044,482	4,928,387
2023.....	3,945,059	902,265	4,847,324
2024.....	3,875,750	760,989	4,636,739
2025.....	3,775,488	628,031	4,403,519
2026.....	3,544,784	501,551	4,046,335
2027.....	3,519,648	395,937	3,915,585
2028.....	2,354,090	294,542	2,648,632
2029.....	1,614,901	228,156	1,843,057
2030.....	1,593,650	186,292	1,779,942
2031.....	1,539,045	145,930	1,684,975
2032.....	1,057,648	111,707	1,169,355
2033.....	1,071,400	86,233	1,157,633
2034.....	649,729	63,954	713,683
2035.....	654,612	45,998	700,610
2036.....	644,602	27,940	672,542
2037.....	339,305	10,224	349,529
Total.....	\$ 51,764,412	\$ 11,280,664	\$ 63,045,076

The Town is scheduled to be subsidized by the MCWT on a periodic basis for principal in the amount of \$697,433 and interest costs for \$213,043 for a portion of the Enterprise Fund debt. The principal subsidies are guaranteed.

The Town issued \$5,245,000 in General Obligation Refunding Bonds on June 21, 2016, for an advance debt refunding of \$5,375,000 in outstanding General Obligation Bonds originally issued in 2008. The \$5,375,000 of General Obligation Bonds was refunded by placing the proceeds of the refunding bonds plus a net bond premium for a total of \$5,740,080 in an irrevocable trust to refund the outstanding debt when they are callable on June 15, 2018. As a result, the refunded bonds are considered defeased and the liability has been removed from the statement of net position. The reacquisition price exceeded the net carrying amount of the old debt by \$2,454,045. This refunding was undertaken to reduce total debt service payments by \$536,776 and resulted in an economic gain of \$588,662.

The Town is subject to various debt limits by statute and may issue additional general obligation debt under the normal debt limit. At June 30, 2017, the Town had the following authorized and unissued debt:

Purpose	Amount
Sewer projects.....	\$ 9,088,246
Water projects.....	9,638,483
Airport projects.....	26,529,006
Fish run reconstruction.....	500
School improvements.....	4,236,000
Parking lot improvements.....	25,000
Landfill projects.....	2,000,000
<b>Total.....</b>	<b>\$ 51,517,235</b>

**General Obligation Debt – Credit Ratings**

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

In February 2017, the Town Treasurer conducted an \$11.259 million bond sale, which required a rating to be assigned to it prior to the sale. In their most recent bond rating analysis dated February 7, 2017 Standard & Poor’s (S&P) affirmed the 'AAA' rating on the Town's outstanding debt with a stable outlook. S&P cited the following reasons for their rating and stable outlook:

- Very strong economy, with access to a broad and diverse metropolitan statistical area (MSA);
- Very strong management, with "strong" financial policies and practices under our Financial Management Assessment methodology;
- Strong budgetary performance, with a slight operating surplus in the general fund and an operating surplus at the total governmental fund level in fiscal 2016;
- Very strong budgetary flexibility, with an available fund balance in fiscal 2016 of 23% of operating expenditures;
- Very strong liquidity, with total government available cash at 24.0% of total governmental fund expenditures and 3.7x governmental debt service, and access to external liquidity we consider strong;
- Strong debt and contingent liability profile, with debt service carrying charges at 6.4% of expenditures and net direct debt that is 48.9% of total governmental fund revenue, as well as low overall net debt at less than 3% of market

value and rapid amortization, with 78.1% of debt scheduled to be retired in 10 years, but a large pension and other postemployment benefit (OPEB) obligation and the lack of a plan to sufficiently address the obligation; and

- Strong institutional framework score.

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. In August 2007, Moody’s Rating Services upgraded its bond rating for the Town from Aa3 to Aa1, a two-step increase.

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

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

#### [Extract from Standard & Poor’s Credit Profile of Barnstable Printed November 8, 2013](#)

“The stable outlook reflects S&P Global Ratings’ opinion of the town’s very strong economy and budgetary flexibility, supported by strong budgetary performance. We believe the town’s very strong management and liquidity further support the rating. Although the town has large long-term liabilities and increasing retirement costs, we believe management will likely make the necessary budgetary adjustments to maintain balanced financial operations. Therefore, we do not expect to change the rating within the two-year outlook period. However, while unlikely, we could lower the rating if a prolonged period of structural imbalance were to result in significant available reserve deterioration.”

#### [General Obligation Debt - Limitations](#)

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There are legal limitations that govern the issuance of municipal debt. Under Massachusetts statutes, the debt limit of the Town of Barnstable is 5 percent of the valuation of taxable property as last equalized by the State Department of Revenue. The Town can authorize debt up to this amount without State approval. The current debt limitation for the Town of Barnstable is close to \$683 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.

**FISCAL YEAR 2019 BUDGET**

**CAPITAL BUDGET AND DEBT SUMMARY**

Town’s Equalized Valuation (EQV)	<u>\$13,665,091,900</u>
Debt Limit – 5% of EQV	\$683,254,595
Less:	
Outstanding Debt Applicable to Limit	\$71,103,125
Authorized and Unissued Debt	<u>\$46,073,235</u>
Legal Debt Margin	<u>\$566,078,235</u>

**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. There are a number of factors not directly under the control of the Town that 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 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.

**As of June 30, 2017**

<u>Town of Barnstable, Massachusetts</u>	<u>Debt Outstanding</u>	<u>Percentage Applicable (1), (2)</u>	<u>Share of Overlapping Debt</u>
<b>Debt repaid with property taxes and user charges:</b>			
Barnstable County.....	\$ 22,114,734	17.40%	\$ 3,847,964
Barnstable Fire District.....	873,888	100.00%	873,888
Centerville-Osterville-Marston Mills Fire District.....	1,765,757	100.00%	1,765,757
Cotuit Fire District.....	1,300,000	100.00%	1,300,000
Hyannis Fire District.....	2,576,000	100.00%	<u>2,576,000</u>
Subtotal, overlapping debt.....			10,363,609
Town direct debt.....			<u>55,175,148</u>
Total direct and overlapping debt.....			<u>\$ 65,538,757</u>

*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**

**Criteria**

0.1085%

Direct Debt - General Fund Debt Service as a % of the Town’s FY17 Equalized Property Valuation as calculated by the state.  
 Formula – Overall General Fund Debt Service ÷ Equalized Valuation

**Standard & Poor’s rates this as low (favorable)**

6.9%

Municipal Debt Burden – Current Year  
 Definition - Town’s General Fund Debt Service ÷ Total General Fund Expenditures

**Standard & Poor’s rates this as moderate**

\$1,691

Net Direct Debt Per Capita  
 Definition – Governmental Fund Net Debt (Short + Long Term Debt – Cash) ÷ Town population

**Standard & Poor’s rates this as low (favorable)**

\$ 307,170

Per Capita Market Value  
 Definition – Equalized Valuation ÷ Population  
**Standard & Poor’s rates this as very high (favorable)**

**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**

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, continually monitors 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 0.82%.**

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 6.9%.**

5. The Town shall target a Standard and Poor's (S&P) debt to income ratio of 8%. The S&P ratio is calculated by dividing Overall Net Debt per Capita by Income per Capita.

**The Town's debt-to-income per capita ratio is 6.70%.**

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 \$19 million in the next five years as "pay-as-you-go" financing and anticipates financing about \$35 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.**

### **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 2019 is approximately \$9.2 million. This is expected to be repeated for the next 5 years.
2. The Capital Trust Fund shall not be utilized for any purpose other than that stated herein.
3. The criteria for reviewing capital project eligibility for Capital Trust Fund borrowing include the following:
  - a. The capital project shall have a financing term of 20 years or less,
  - b. The capital project shall have a minimum project cost of \$250,000,
  - c. The capital project is approved by the Town Council for funding through an appropriation and loan order submitted by the Town Manager.
4. The Capital Trust Fund will have a debt service restriction on the fund, such that debt service estimates from authorized loan orders shall not exceed, at any one time, more than 80% of the amount in the fund as of the close of the fiscal year prior to the next debt service authorization, unless recommended by the Town Manager.

5. The Capital Trust Fund shall otherwise function in accordance with related financial policies of the Town.

### Debt Summarized

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A responsible debt management program is an integral part of municipal finance. A Town's debt must be structured to reflect the underlying, long-term economic prospects of the community. There are statutory requirements and market forces at work to regulate a community's ability to borrow. Continuing disclosure, as required on an annual basis to the bond markets, provides a powerful incentive for a municipality to keep its financial house in order. This analysis has emphasized the importance of credit ratings because, in effect, these are municipal finance report cards. A good credit rating should be guarded jealously, since it is not easily obtained, but can be lost quickly without vigilance and sound financial management.





FISCAL YEAR 2019 BUDGET

CAPITAL BUDGET AND DEBT SUMMARY

Purpose	Debt Limit	Levy Limit	Issue Date	Maturity Date	Original Amount	Payments FY2029	Payments FY2030	Payments FY2031	Payments FY2032	Payments FY2033	Payments FY2034	Payments FY2035	Payments FY2036	Payments FY2037	Payments FY2038	Balance
CTF Land Acquisition (I) - Hyannis Golf Course \$748,000 Refunded	I	I	02/17/15	02/15/26	325,200	-	-	-	-	-	-	-	-	-	-	333,310
CTF Land Acquisition - CAP \$365,200 Refunded	I	I	06/21/16	06/30/23	115,000	-	-	-	-	-	-	-	-	-	-	128,480
CTF Advance Refund 6/15/2002 Land Acquisitions BUTAPS	I	I	06/14/11	06/15/20	1,102,000	-	-	-	-	-	-	-	-	-	-	275,600
Total Land Acquisition Interest & Principal						-	-	-	-	-	-	-	-	-	-	737,390
High School Construction - Refunded	O	O	02/15/07	02/15/19	27,486,190	-	-	-	-	-	-	-	-	-	-	3,433,500
Barnstable Middle School - Refunded 2	O	O	02/15/07	02/15/20	1,548,520	-	-	-	-	-	-	-	-	-	-	308,850
Barnstable Middle School - Refunded 1	O	O	02/15/07	02/15/20	7,071,300	-	-	-	-	-	-	-	-	-	-	1,400,400
CTF School Upgrades 1 (I) \$360,000 Refunded	I	I	02/17/15	02/15/22	104,700	-	-	-	-	-	-	-	-	-	-	88,920
CTF School Facilities Repair & Improvement (I) \$660,000 Refunded	I	I	02/17/15	02/15/22	199,700	-	-	-	-	-	-	-	-	-	-	171,455
CTF School Health & Safety Improvements \$478,000 Refunded	I	I	02/17/15	02/15/26	193,400	-	-	-	-	-	-	-	-	-	-	196,200
CTF MME Roof Replacement (I) \$750,000 Refunded	I	I	02/17/15	02/15/26	329,800	-	-	-	-	-	-	-	-	-	-	339,510
CTF School Upgrades 2 (I) \$150,000 Refunded	I	I	02/17/15	02/15/27	47,400	-	-	-	-	-	-	-	-	-	-	50,025
CTF BHMPCS Roof (I) \$910,000 Refunded	I	I	02/17/15	02/15/27	426,900	-	-	-	-	-	-	-	-	-	-	452,245
CTF School Facility Improvements 1 (I) \$916,600 Refunded	I	I	06/21/16	06/30/28	295,700	-	-	-	-	-	-	-	-	-	-	340,836
CTF School Building Improvements	I	I	06/16/10	06/15/30	936,000	48,600	46,800	-	-	-	-	-	-	-	-	670,163
CTF School Facilities Upgrades/Repairs V (I)	I	I	06/14/11	06/15/31	884,000	44,850	43,250	41,650	-	-	-	-	-	-	-	715,075
CTF School Parking Lot (I)	I	I	06/14/11	06/15/21	250,000	-	-	-	-	-	-	-	-	-	-	81,000
CTF School Facilities Upgrades/Repairs IV	I	I	06/14/11	06/15/21	332,000	-	-	-	-	-	-	-	-	-	-	97,200
CTF School Remolding - Asbestos 00-110 Refunded	I	I	06/14/11	06/15/22	50,000	-	-	-	-	-	-	-	-	-	-	22,000
CTF School Facilities Upgrades/Repairs II	I	I	06/14/11	06/15/26	179,000	-	-	-	-	-	-	-	-	-	-	93,475
CTF School Facilities Upgrades/Repairs III	I	I	06/14/11	06/15/26	190,000	-	-	-	-	-	-	-	-	-	-	98,675
CTF School Improvement (I)	I	I	06/14/11	06/15/26	487,000	-	-	-	-	-	-	-	-	-	-	280,425
HS Addition & Renovation Advance Refund 6/15/2003	O	O	04/18/12	09/15/18	58,100	-	-	-	-	-	-	-	-	-	-	8,222
CTF Advance Refund 6/15/2003 School Remodel II	I	I	04/18/12	09/15/22	193,400	-	-	-	-	-	-	-	-	-	-	99,780
CTF Advance Refund 6/15/2003 School Remodel I	I	I	04/18/12	09/15/22	242,700	-	-	-	-	-	-	-	-	-	-	122,192
CTF School Roof Repairs	I	I	11/22/13	11/15/23	600,000	-	-	-	-	-	-	-	-	-	-	389,100
CTF HS Library AC Units	I	I	11/22/13	11/15/23	450,000	-	-	-	-	-	-	-	-	-	-	291,825
CTF School Fire & Communications System	I	I	11/22/13	11/15/23	200,000	-	-	-	-	-	-	-	-	-	-	129,700
CTF School Computer Network Infrastructure	I	I	11/22/13	11/15/23	189,000	-	-	-	-	-	-	-	-	-	-	112,925
CTF Intermediate School Roof & Façade Design	I	I	11/22/13	11/15/18	100,000	-	-	-	-	-	-	-	-	-	-	20,200
CTF School Hot Water Pump Replacement	I	I	11/22/13	11/15/18	85,000	-	-	-	-	-	-	-	-	-	-	15,150
CTF School Gym Bleacher Upgrades	I	I	11/22/13	11/15/18	55,000	-	-	-	-	-	-	-	-	-	-	10,100
CTF School Grounds Maintenance Equipment	I	I	11/22/13	11/15/18	150,000	-	-	-	-	-	-	-	-	-	-	30,300
CTF School Kitchen Equipment	I	I	11/22/13	11/15/18	110,000	-	-	-	-	-	-	-	-	-	-	20,200
CTF Early Learning Center Modular Facility	I	I	02/17/15	02/15/35	2,000,000	120,625	118,000	115,000	112,000	109,000	106,000	103,000	-	-	-	2,178,375
CTF Elementary School Modular Classroom (#2015-115)	I	I	02/25/16	06/30/36	3,720,000	227,781	223,850	218,300	212,750	207,200	201,650	196,100	190,550	-	-	4,312,544
CTF BIS Façade & Roof Improvements (#2015-116)	I	I	02/25/16	06/30/36	3,353,000	203,156	199,650	194,700	189,750	184,800	179,850	174,900	169,950	-	-	3,884,069
CTF BCHMPCS Façade & Roof Improvements (#2015-117)	I	I	02/25/16	06/30/26	260,000	-	-	-	-	-	-	-	-	-	-	236,000
CTF High School & Middle School Boiler Upgrades (#2015-119)	I	I	02/25/16	06/30/26	350,000	-	-	-	-	-	-	-	-	-	-	330,400
CTF W Village Elementary A/C Replacement (#2015-120)	I	I	02/25/16	06/30/26	250,000	-	-	-	-	-	-	-	-	-	-	236,000
CTF School Parking Lot Light Pole Replacement (I) (#2016-082)	I	I	02/23/17	06/30/27	435,000	-	-	-	-	-	-	-	-	-	-	466,200
CTF School Unit Ventilator Upgrade (I) (#2016-083)	I	I	02/23/17	06/30/27	230,000	-	-	-	-	-	-	-	-	-	-	244,000
CTF Horace Mann Roof (I) (#2016-081)	I	I	02/27/18	06/30/38	2,350,000	152,519	147,919	143,319	139,869	136,419	132,969	129,519	126,069	122,475	118,738	3,235,150
CTF Barnstable Public Schools Unit Ventilator (I) (#2017-062)	I	I	02/27/18	06/30/28	225,000	-	-	-	-	-	-	-	-	-	-	279,917





FISCAL YEAR 2019 BUDGET

CAPITAL BUDGET AND DEBT SUMMARY

Purpose	Debt Limit	Levy Limit	Issue Date	Maturity Date	Original Amount	Payments FY 2019	Payments FY 2020	Payments FY 2021	Payments FY 2022	Payments FY 2023	Payments FY 2024	Payments FY 2025	Payments FY 2026	Payments FY 2027	Payments FY 2028
CTF Centerville Recreation Building	I	I	02/17/15	02/15/35	185,000	15,313	14,863	14,463	14,063	13,663	13,263	12,863	12,463	12,163	11,863
CTF Senior Center - Parking Lot Expansion	I	I	02/17/15	02/15/30	290,000	28,225	27,325	26,525	25,725	24,925	24,125	23,325	22,525	21,925	21,325
CTF Police Facilities	I	I	02/17/15	02/15/35	288,000	23,194	22,519	21,919	21,319	20,719	20,119	19,519	18,919	18,469	18,019
CTF Police Station Remodeling (#2015-100)	I	I	02/25/16	06/30/36	355,000	30,644	29,844	29,044	28,244	27,444	26,644	25,844	25,044	24,244	18,844
CTF Town Hall Remodeling (#2015-101)	I	I	02/25/16	06/30/36	939,000	77,831	75,831	73,831	71,831	69,831	67,831	65,831	63,831	61,831	59,831
CTF Joshua's Pond Recreational Facility (#2015-111)	I	I	02/25/16	06/30/31	282,000	28,394	27,594	26,794	25,994	25,194	24,394	23,594	22,794	21,994	16,594
CTF Craigville Beach Bathhouse (#2016-031)	I	I	02/25/16	06/30/36	450,000	38,525	37,525	36,525	35,525	34,525	33,525	32,525	31,525	25,525	25,125
CTF IT Hardware and Software Upgrade (I) (#2016-086)	I	I	02/23/17	06/30/22	342,000	80,800	78,000	70,200	67,600	-	-	-	-	-	-
CTF Marstons Mills Parking Lot (I) (#2016-087)	I	I	02/23/17	06/30/22	246,450	57,800	55,800	53,800	46,800	-	-	-	-	-	-
CTF Beach Facility Improvement (I) (#2016-110)	I	I	02/23/17	06/30/27	438,000	60,600	58,800	57,000	55,200	53,400	51,600	44,800	43,200	41,600	-
CTF Osterville Bay Elem School Improvements (I) (#2016-112)	I	I	02/23/17	06/30/37	724,300	64,794	63,194	61,594	54,994	53,594	52,194	50,794	49,394	47,994	46,594
CTF Lombard Field Improvements (I) (#2016-113)	I	I	02/23/17	06/30/37	895,000	75,938	74,138	72,338	70,538	68,738	66,938	65,138	63,338	61,538	59,738
CTF West Barnstable Shooting Range (I) (#2017-074)	I	I	02/27/18	06/30/28	314,000	52,504	47,800	41,400	39,900	38,400	37,500	36,000	34,500	33,000	31,500
<b>Total Public Facilities Interest &amp; Principal</b>						<b>1,269,658</b>	<b>1,162,340</b>	<b>1,113,753</b>	<b>1,017,783</b>	<b>849,986</b>	<b>711,821</b>	<b>507,884</b>	<b>473,634</b>	<b>452,986</b>	<b>344,556</b>
CTF Pleasant St. Dock - 1 \$350,000 Refunded	I	I	06/21/16	06/30/23	109,500	27,380	25,960	24,560	22,680	21,840	-	-	-	-	-
CTF Pleasant St. Dock - 2 \$350,000 Refunded	I	I	06/21/16	06/30/23	110,000	27,400	26,480	24,560	22,680	21,840	-	-	-	-	-
CTF Boat Ramps - CAP \$927,000 Refunded	I	I	06/23/16	06/30/23	290,000	66,600	69,400	67,000	64,600	57,200	-	-	-	-	-
CTF Dredging	I	I	06/16/10	06/15/24	419,250	36,125	34,625	33,725	32,825	31,850	25,875	-	-	-	-
CTF Boat Ramp Renovations	I	I	06/14/11	06/15/21	250,000	28,000	27,000	26,000	-	-	-	-	-	-	-
CTF Dredging East Bay & Blish Point	I	I	06/14/11	06/15/21	665,000	72,800	70,200	67,600	-	-	-	-	-	-	-
CTF Prince Cove/Hayward Rd. Boat Ramp	I	I	06/14/11	06/15/26	600,000	52,250	50,650	49,050	47,450	45,850	44,250	42,900	41,500	-	-
CTF East Bay Dredging	I	I	11/22/13	11/15/23	600,000	69,000	67,500	65,700	63,900	62,250	60,750	-	-	-	-
CTF Hyannis Harbor Bulkhead Construction	I	I	11/22/13	11/15/23	142,000	16,850	16,475	16,025	10,650	10,375	10,125	-	-	-	-
CTF Millway Boat Ramp & Dock Upgrades	I	I	11/22/13	11/15/23	133,000	16,700	16,325	10,950	10,650	10,375	10,125	-	-	-	-
CTF Blish Point Sand Management	I	I	02/17/15	02/15/20	215,000	43,400	41,600	-	-	-	-	-	-	-	-
CTF Dredge Permitting/Planning	I	I	02/17/15	02/15/20	341,000	70,525	67,600	-	-	-	-	-	-	-	-
CTF Marstons Mills Fish Run Reconstruction	I	I	02/17/15	02/15/30	326,000	33,750	27,625	26,825	26,025	25,225	24,425	23,625	22,825	22,225	21,625
CTF Paving: Bay Street Boat Ramp (#2015-099)	I	I	02/25/16	06/30/26	142,000	19,400	18,800	18,200	17,600	17,000	16,400	10,800	10,400	-	-
CTF Channel Dredging- Barnstable Harbor (#2016-035)	I	I	02/25/16	06/30/26	490,000	65,600	63,600	61,600	59,600	57,600	55,600	48,600	46,800	-	-
CTF Blish Point Boat Access Channel Dredging (I) (#2016-111)	I	I	02/23/17	06/30/37	943,900	82,506	80,506	78,506	76,506	74,506	72,506	70,506	63,506	61,706	59,906
<b>Total Waterways Interest &amp; Principal</b>						<b>728,286</b>	<b>704,346</b>	<b>570,301</b>	<b>455,166</b>	<b>435,911</b>	<b>320,056</b>	<b>196,431</b>	<b>185,031</b>	<b>83,931</b>	<b>81,531</b>
CTF MWPAT CW-04-31 Pool 11	I	I	11/09/07	07/15/20	389,216	33,999	33,999	33,999	-	-	-	-	-	-	-
CTF Lake Treatment	I	I	06/16/10	06/15/25	275,000	24,075	23,075	17,475	17,025	16,538	16,050	15,525	-	-	-
CTF Nitrogen Management CW-04-31-A	I	I	03/15/11	07/15/20	211,460	23,330	23,330	23,330	-	-	-	-	-	-	-
CTF Advance Refund 6/15/2003 Drainage 2 (I)	I	I	04/18/12	09/15/22	96,700	11,418	11,118	10,818	10,468	6,834	-	-	-	-	-
CTF Nitrogen Management CW-04-31-B Series 16	I	I	05/14/15	07/15/20	157,531	27,882	27,922	27,963	-	-	-	-	-	-	-
CTF Water Quality Evaluation	I	I	11/22/13	11/15/23	230,000	28,200	27,575	21,900	21,300	20,750	20,250	-	-	-	-
CTF Sewer Expansion Analysis	I	I	11/22/13	11/15/18	70,000	10,100	-	-	-	-	-	-	-	-	-
CTF Hamblin Pond Alum Treatment (#2015-112)	I	I	02/25/16	06/30/31	300,000	28,925	28,125	27,325	26,525	25,725	24,925	24,125	23,325	22,525	22,125
CTF CW-04-31-R Mass Clean Water Trust (#2002-081)	I	I	04/13/17	07/15/20	255,941	88,750	88,898	-	-	-	-	-	-	-	-
<b>Total Water Quality Interest &amp; Principal</b>						<b>276,680</b>	<b>264,043</b>	<b>162,810</b>	<b>75,318</b>	<b>69,847</b>	<b>61,225</b>	<b>39,650</b>	<b>23,325</b>	<b>22,525</b>	<b>22,125</b>
<b>TOTAL GENERAL FUND BOND OBLIGATIONS</b>						<b>9,971,301</b>	<b>6,131,988</b>	<b>4,714,241</b>	<b>4,194,303</b>	<b>3,828,815</b>	<b>3,309,776</b>	<b>2,658,270</b>	<b>2,533,655</b>	<b>2,072,924</b>	<b>1,809,556</b>

FISCAL YEAR 2019 BUDGET

CAPITAL BUDGET AND DEBT SUMMARY

Purpose	Debt Limit	Levy Limit	Issue Date	Maturity Date	Original Amount	Payments FY2029	Payments FY2030	Payments FY2031	Payments FY2032	Payments FY2033	Payments FY2034	Payments FY2035	Payments FY2036	Payments FY2037	Payments FY2038	Balance
CTF Centerville Recreation Building	I	I	02/17/15	02/15/35	185,000	11,613	11,350	11,050	10,750	5,450	5,300	5,150	-	-	-	195,638
CTF Senior Center - Parking Lot Expansion	I	I	02/17/15	02/15/30	290,000	20,825	10,300	-	-	-	-	-	-	-	-	277,075
CTF Police Facilities	I	I	02/17/15	02/15/35	288,000	17,644	17,250	16,800	16,350	10,900	10,600	10,300	-	-	-	304,556
CTF Police Station Remodeling (#2015-100)	I	I	02/25/16	06/30/36	355,000	18,469	18,150	17,700	17,250	16,800	16,350	15,900	15,450	-	-	401,906
CTF Town Hall Remodeling (#2015-101)	I	I	02/25/16	06/30/36	939,000	55,406	54,450	53,100	51,750	50,400	49,050	47,700	46,350	-	-	1,074,419
CTF Joshua's Pond Recreational Facility (#2015-111)	I	I	02/25/16	06/30/31	282,000	16,219	15,900	15,450	-	-	-	-	-	-	-	290,906
CTF Craigville Beach Bathhouse (#2016-031)	I	I	02/25/16	06/30/36	450,000	24,625	24,200	23,600	23,000	22,400	21,800	21,200	20,600	-	-	512,275
CTF IT Hardware and Software Upgrade (I) (#2016-086)	I	I	02/23/17	06/30/22	342,000	-	-	-	-	-	-	-	-	-	-	296,600
CTF Marstons Mills Parking Lot (I) (#2016-087)	I	I	02/23/17	06/30/22	246,450	-	-	-	-	-	-	-	-	-	-	214,200
CTF Beach Facility Improvement (I) (#2016-110)	I	I	02/23/17	06/30/27	438,000	-	-	-	-	-	-	-	-	-	-	466,200
CTF Osterville Bay Elem School Improvements (I) (#2016-112)	I	I	02/23/17	06/30/37	724,300	45,194	43,794	42,744	41,694	40,644	39,594	38,456	37,319	36,181	-	910,756
CTF Lombard Field Improvements (I) (#2016-113)	I	I	02/23/17	06/30/37	895,000	57,938	56,138	54,788	53,438	52,088	50,738	49,275	47,813	46,350	-	1,141,938
CTF West Barnstable Shooting Range (I) (#2017-074)	I	I	02/27/18	06/30/28	314,000	-	-	-	-	-	-	-	-	-	-	392,504
<b>Total Public Facilities Interest &amp; Principal</b>						<b>300,131</b>	<b>277,531</b>	<b>235,231</b>	<b>214,231</b>	<b>198,681</b>	<b>193,431</b>	<b>187,981</b>	<b>167,531</b>	<b>77,531</b>	<b>-</b>	<b>9,756,682</b>
CTF Pleasant St. Dock - 1 \$350,000 Refunded	I	I	06/21/16	06/30/23	109,500	-	-	-	-	-	-	-	-	-	-	122,420
CTF Pleasant St. Dock - 2 \$350,000 Refunded	I	I	06/21/16	06/30/23	110,000	-	-	-	-	-	-	-	-	-	-	122,960
CTF Boat Ramps - CAP \$927,000 Refunded	I	I	06/21/16	06/30/23	290,000	-	-	-	-	-	-	-	-	-	-	324,800
CTF Dredging	I	I	06/16/10	06/15/24	419,250	-	-	-	-	-	-	-	-	-	-	195,025
CTF Boat Ramp Renovations	I	I	06/14/11	06/15/21	250,000	-	-	-	-	-	-	-	-	-	-	81,000
CTF Dredging East Bay & Blish Point	I	I	06/14/11	06/15/21	665,000	-	-	-	-	-	-	-	-	-	-	210,600
CTF Prince Cove/Hayward Rd. Boat Ramp	I	I	06/14/11	06/15/26	600,000	-	-	-	-	-	-	-	-	-	-	373,900
CTF East Bay Dredging	I	I	11/22/13	11/15/23	600,000	-	-	-	-	-	-	-	-	-	-	389,100
CTF Hyannis Harbor Bulkhead Construction	I	I	11/22/13	11/15/23	142,000	-	-	-	-	-	-	-	-	-	-	80,500
CTF Millway Boat Ramp & Dock Upgrades	I	I	11/22/13	11/15/23	133,000	-	-	-	-	-	-	-	-	-	-	75,125
CTF Blish Point Sand Management	I	I	02/17/15	02/15/20	215,000	-	-	-	-	-	-	-	-	-	-	85,000
CTF Dredge Permitting/Planning	I	I	02/17/15	02/15/20	341,000	-	-	-	-	-	-	-	-	-	-	138,125
CTF Marstons Mills Fish Run Reconstruction	I	I	02/17/15	02/15/30	326,000	21,125	20,600	-	-	-	-	-	-	-	-	295,900
CTF Paving: Bay Street Boat Ramp (#2015-099)	I	I	02/25/16	06/30/26	142,000	-	-	-	-	-	-	-	-	-	-	128,600
CTF Channel Dredging- Barnstable Harbor (#2016-035)	I	I	02/25/16	06/30/26	490,000	-	-	-	-	-	-	-	-	-	-	459,000
CTF Blish Point Boat Access Channel Dredging (I) (#2016-111)	I	I	02/23/17	06/30/37	943,900	58,106	56,306	54,956	53,606	52,256	50,906	49,444	47,981	46,519	-	1,190,744
<b>Total Waterways Interest &amp; Principal</b>						<b>79,231</b>	<b>76,906</b>	<b>54,956</b>	<b>53,606</b>	<b>52,256</b>	<b>50,906</b>	<b>49,444</b>	<b>47,981</b>	<b>46,519</b>	<b>-</b>	<b>4,272,799</b>
CTF MWPAT CW-04-31 Pool 11	I	I	11/09/07	07/15/20	389,216	-	-	-	-	-	-	-	-	-	-	101,998
CTF Lake Treatment	I	I	06/16/10	06/15/25	275,000	-	-	-	-	-	-	-	-	-	-	129,763
CTF Nitrogen Management CW-04-31-A	I	I	03/15/11	07/15/20	211,460	-	-	-	-	-	-	-	-	-	-	69,991
CTF Advance Refund 6/15/2003 Drainage 2 (I)	I	I	04/18/12	09/15/22	96,700	-	-	-	-	-	-	-	-	-	-	50,656
CTF Nitrogen Management CW-04-31-B Series 16	I	I	05/14/15	07/15/20	157,531	-	-	-	-	-	-	-	-	-	-	83,767
CTF Water Quality Evaluation	I	I	11/22/13	11/15/23	230,000	-	-	-	-	-	-	-	-	-	-	139,975
CTF Sewer Expansion Analysis	I	I	11/22/13	11/15/18	70,000	-	-	-	-	-	-	-	-	-	-	10,100
CTF Hamblin Pond Alum Treatment (#2015-112)	I	I	02/25/16	06/30/31	300,000	21,625	21,200	20,600	-	-	-	-	-	-	-	317,075
CTF CW-04-31-R Mass Clean Water Trust (#2002-081)	I	I	04/13/17	07/15/20	255,941	-	-	-	-	-	-	-	-	-	-	177,648
<b>Total Water Quality Interest &amp; Principal</b>						<b>21,625</b>	<b>21,200</b>	<b>20,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,080,972</b>
<b>TOTAL GENERAL FUND BOND OBLIGATIONS</b>						<b>1,642,619</b>	<b>1,580,638</b>	<b>1,430,938</b>	<b>1,248,738</b>	<b>1,161,338</b>	<b>1,055,588</b>	<b>1,026,775</b>	<b>882,963</b>	<b>422,250</b>	<b>289,100</b>	<b>51,965,775</b>







FISCAL YEAR 2019 BUDGET

CAPITAL BUDGET AND DEBT SUMMARY

Purpose	Debt Limit	Levy Limit	Issue Date	Maturity Date	Original Amount	Payments FY 2019	Payments FY 2020	Payments FY 2021	Payments FY 2022	Payments FY 2023	Payments FY 2024	Payments FY 2025	Payments FY 2026	Payments FY 2027	Payments FY 2028
Water Main Loop	I	I	02/17/15	02/15/35	540,000	45,488	44,138	42,938	41,738	40,538	39,338	38,138	36,938	36,038	35,138
MCWT Series 19 DWP-13-01	O	I	02/11/16	06/30/36	2,418,547	146,546	146,723	146,904	147,089	147,278	147,471	147,668	147,870	148,076	148,286
Water Main Replacement (#2010-097)	O	I	02/25/16	06/30/21	380,000	84,000	81,000	78,000	-	-	-	-	-	-	-
Pipe Replacement Upgrade FY17 (#2015-085)	O	I	02/25/16	06/30/36	900,000	71,831	70,031	68,231	66,431	64,631	62,831	61,031	59,231	57,431	56,531
Paint/Repair Mary Dunn 2 (#2015-087)	I	I	02/25/16	06/30/21	615,000	139,600	129,600	124,800	-	-	-	-	-	-	-
Hyannis Water System Pipe Replacement (O) (#2016-093)	O	I	02/23/17	06/30/37	858,400	74,650	72,850	71,050	69,250	67,450	65,650	63,850	62,050	60,250	58,450
DWP-14-09 Mass Clean Water Trust (#2014-071, 2013-085, 2013-088)	O	O	04/13/17	07/15/37	1,467,339	88,805	88,910	89,017	89,127	89,240	89,354	89,471	89,591	89,713	89,838
Well Reactivation (O) (#2017-080)	O	O	02/27/18	06/30/38	276,000	26,529	25,413	24,813	24,063	23,313	22,863	22,113	21,363	20,613	19,863
Water Pipe Replacement (O) (#2017-081)	O	O	02/27/18	06/30/38	468,000	45,801	42,575	41,575	40,325	39,075	38,325	37,075	35,825	34,575	33,325
Mary Dunn Water Storage Tank Site Work (O) (#2017-083)	O	O	02/27/18	06/30/38	600,500	53,026	52,388	51,188	49,688	48,188	47,288	45,788	44,288	42,788	41,288
Water Carbon Filter Units (O) (#2017-079)	O	O	02/27/18	06/30/18	440,000	64,092	63,400	61,600	59,350	57,100	55,750	53,500	51,250	44,000	42,000
<b>Total Water Enterprise Fund</b>						<b>1,822,872</b>	<b>1,798,498</b>	<b>1,785,180</b>	<b>1,569,763</b>	<b>1,560,395</b>	<b>1,552,416</b>	<b>1,540,229</b>	<b>1,533,173</b>	<b>1,517,835</b>	<b>817,089</b>
CTF Marina Bulkhead Repair I	I	I	06/14/11	06/15/30	725,000	57,231	55,631	54,031	52,431	50,831	44,231	43,050	41,825	40,513	39,200
Marina Bulkhead Repair II	I	I	06/14/11	06/15/30	525,000	39,300	38,300	37,300	41,300	40,100	38,900	37,888	36,838	40,713	39,400
Advance Refund 6/14/2004 Prince Cove Marina Acquisition	I	I	04/18/12	09/15/22	864,000	109,145	105,310	98,550	95,400	91,800	-	-	-	-	-
Gateway Marina Dredging (#2015-108)	I	I	02/25/16	06/30/26	280,000	38,800	37,600	36,400	35,200	29,000	28,000	27,000	26,000	-	-
Prince Cover Marina Bulkhead (#2015-109)	I	I	02/25/16	06/30/36	570,000	46,988	45,788	44,588	43,388	42,188	40,988	39,788	38,588	37,388	36,788
Hyannis Harbor Bulkhead (#2015-110)	I	I	02/25/16	06/30/21	158,000	33,600	32,400	31,200	-	-	-	-	-	-	-
Gateway Marina Maintenance Dredging (I) (#2016-109)	I	I	02/23/17	06/30/37	476,500	41,475	40,475	39,475	38,475	37,475	36,475	35,475	34,475	33,475	32,475
<b>Total Marina Enterprise Fund</b>						<b>366,539</b>	<b>355,504</b>	<b>341,544</b>	<b>306,194</b>	<b>291,394</b>	<b>188,594</b>	<b>183,200</b>	<b>177,725</b>	<b>152,088</b>	<b>147,863</b>
Sandy Neck Beach House II	I	I	06/14/11	06/15/26	81,000	6,719	6,519	6,319	6,119	5,919	5,719	5,550	10,375	-	-
Sandy Neck Beach House I	I	I	06/14/11	06/15/31	966,491	72,406	70,606	68,806	72,006	70,006	68,006	71,319	69,394	72,331	70,081
Sandy Neck Beach House III	I	I	06/14/11	06/15/31	217,509	15,856	15,456	15,056	14,656	14,256	13,856	13,519	13,169	12,794	17,419
<b>Total Sandy Neck Enterprise Fund</b>						<b>94,981</b>	<b>92,581</b>	<b>90,181</b>	<b>92,781</b>	<b>90,181</b>	<b>87,581</b>	<b>90,388</b>	<b>92,938</b>	<b>85,125</b>	<b>87,500</b>
CTF HYCC 1 (I) \$1,000,000 Refunded	I	I	02/17/15	02/15/27	474,900	64,390	62,230	60,310	58,390	56,470	53,550	51,670	49,790	47,380	-
CTF HYCC 2 (I) \$8,000,000 Refunded	I	I	02/17/15	02/15/27	3,794,400	515,775	495,450	480,170	463,890	447,650	430,450	413,330	396,290	380,070	-
CTF HYCC 3 (I) \$1,600,000 Refunded	I	I	02/17/15	02/15/27	759,000	103,135	98,670	95,630	92,590	89,550	86,510	82,470	79,470	76,220	-
CTF HYCC 4 (I) \$6,765,000 Refunded	I	I	06/21/16	06/30/28	3,320,000	452,000	433,200	419,600	404,000	384,480	374,200	360,800	344,100	332,600	316,200
<b>Total HYCC Enterprise Fund</b>						<b>1,135,300</b>	<b>1,089,550</b>	<b>1,055,710</b>	<b>1,018,870</b>	<b>978,150</b>	<b>944,710</b>	<b>908,270</b>	<b>869,650</b>	<b>836,270</b>	<b>316,200</b>
Land Acquisition - 2004-105 Bone Hill \$200k Refunded	I	I	02/17/15	02/15/25	90,850	11,565	11,160	10,800	10,440	10,080	9,720	9,360	-	-	-
Land Acquisition - 06-15-05 - 2004-106 \$180k Refunded	I	I	02/17/15	02/15/25	73,600	10,845	11,440	11,040	4,640	4,480	4,320	4,160	-	-	-
Land Acquisition - Hyannis Golf \$5,500,000 Refunded	I	I	02/17/15	02/15/25	2,496,300	321,835	308,540	301,580	286,500	277,620	266,700	255,320	-	-	-
Land Acquisition - Archibald \$500,000 Refunded	I	I	02/17/15	02/15/26	212,100	31,410	30,330	29,370	28,410	26,450	25,530	24,610	23,690	-	-
Town Hall Renovations	I	I	06/16/10	06/15/30	1,332,520	93,519	90,269	88,319	86,369	84,256	82,144	79,869	77,594	75,238	72,638
Land Acquisition 1 Adv Ref 6/15/2002	I	I	06/14/11	06/15/22	7,065,000	817,960	684,120	624,480	526,240	-	-	-	-	-	-
Advance Refund 6/15/2003 Landbank Acquisitions	I	I	04/18/12	09/15/22	964,600	109,709	106,859	104,009	100,684	96,492	-	-	-	-	-
Advance Refund 6/15/2004 Landbank Acquisitions 3	I	I	04/18/12	09/15/22	5,385,600	682,234	650,624	623,374	597,544	567,732	-	-	-	-	-
Advance Refund 6/15/2004 Landbank Acquisitions 2	I	I	04/18/12	09/15/22	227,300	28,875	28,125	27,375	26,500	25,500	-	-	-	-	-
<b>Total Community Preservation Fund</b>						<b>2,107,952</b>	<b>1,921,467</b>	<b>1,820,347</b>	<b>1,667,327</b>	<b>1,092,610</b>	<b>388,414</b>	<b>373,319</b>	<b>101,284</b>	<b>75,238</b>	<b>72,638</b>

FISCAL YEAR 2019 BUDGET

CAPITAL BUDGET AND DEBT SUMMARY

Purpose	Debt Limit	Levy Limit	Issue Date	Maturity Date	Original Amount	Payments FY2029	Payments FY2030	Payments FY2031	Payments FY2032	Payments FY2033	Payments FY2034	Payments FY2035	Payments FY2036	Payments FY2037	Payments FY2038	Balance
Water Main Loop	I	I	02/17/15	02/15/35	540,000	34,388	23,600	23,000	22,400	21,800	21,200	20,600	-	-	-	567,413
MCWT Series 19 DWP-13-01	O	I	02/11/16	06/30/36	2,418,547	148,501	148,720	148,945	149,174	149,408	149,647	149,891	150,141	-	-	2,668,339
Water Main Replacement (#2010-097)	O	I	02/25/16	06/30/21	380,000	-	-	-	-	-	-	-	-	-	-	243,000
Pipe Replacement Upgrade FY17 (#2015-085)	O	I	02/25/16	06/30/36	900,000	55,406	54,450	53,100	51,750	50,400	49,050	47,700	46,350	-	-	1,046,419
Paint/Repair Mary Dunn 2 (#2015-087)	I	I	02/25/16	06/30/21	615,000	-	-	-	-	-	-	-	-	-	-	394,000
Hyannis Water System Pipe Replacement (O) (#2016-093)	O	I	02/23/17	06/30/37	858,400	51,650	50,050	48,850	47,650	46,450	45,250	43,950	42,650	41,350	-	1,083,350
DWP-14-09 Mass Clean Water Trust (#2014-071, 2013-085, 2013-088)	O	O	04/13/17	07/15/37	1,467,339	89,966	90,096	90,229	90,366	90,505	90,647	90,791	90,939	91,091	-	1,707,695
Well Reactivation (O) (#2017-080)	O	O	02/27/18	06/30/38	276,000	19,113	18,513	17,913	17,463	17,013	11,563	11,263	10,963	10,650	10,325	375,717
Water Pipe Replacement (O) (#2017-081)	O	O	02/27/18	06/30/38	468,000	32,075	31,075	30,075	24,325	23,725	23,125	22,525	21,925	21,300	20,650	639,276
Mary Dunn Water Storage Tank Site Work (O) (#2017-083)	O	O	02/27/18	06/30/38	600,500	39,788	38,588	37,388	36,488	35,588	34,688	33,788	32,888	31,950	30,975	828,038
Water Carbon Filter Units (O) (#2017-079)	O	O	02/27/18	06/30/18	440,000	-	-	-	-	-	-	-	-	-	-	552,042
<b>Total Water Enterprise Fund</b>						<b>763,441</b>	<b>747,833</b>	<b>742,431</b>	<b>563,558</b>	<b>559,032</b>	<b>425,169</b>	<b>420,507</b>	<b>395,855</b>	<b>196,341</b>	<b>61,950</b>	<b>20,373,568</b>
CTF Marina Bulkhead Repair I	I	I	06/14/11	06/15/30	725,000	37,800	36,400	-	-	-	-	-	-	-	-	553,175
Marina Bulkhead Repair II	I	I	06/14/11	06/15/30	525,000	38,000	41,600	-	-	-	-	-	-	-	-	469,638
Advance Refund 6/14/2004 Prince Cove Marina Acquisition	I	I	04/18/12	09/15/22	864,000	-	-	-	-	-	-	-	-	-	-	500,205
Gateway Marina Dredging (#2015-108)	I	I	02/25/16	06/30/26	280,000	-	-	-	-	-	-	-	-	-	-	258,000
Prince Cover Marina Bulkhead (#2015-109)	I	I	02/25/16	06/30/36	570,000	36,038	35,400	29,500	28,750	28,000	27,250	26,500	25,750	-	-	653,663
Hyannis Harbor Bulkhead (#2015-110)	I	I	02/27/18	06/30/38	158,000	-	-	-	-	-	-	-	-	-	-	97,200
Gateway Marina Maintenance Dredging (I) (#2016-109)	I	I	02/23/17	06/30/37	476,500	31,475	30,475	29,725	28,975	23,225	22,625	21,975	21,325	20,675	-	600,225
<b>Total Marina Enterprise Fund</b>						<b>143,313</b>	<b>143,875</b>	<b>59,225</b>	<b>57,725</b>	<b>51,225</b>	<b>49,875</b>	<b>48,475</b>	<b>47,075</b>	<b>20,675</b>	<b>-</b>	<b>3,132,105</b>
Sandy Neck Beach House II	I	I	06/14/11	06/15/26	81,000	-	-	-	-	-	-	-	-	-	-	53,238
Sandy Neck Beach House I	I	I	06/14/11	06/15/31	966,491	67,681	70,281	67,681	-	-	-	-	-	-	-	910,606
Sandy Neck Beach House III	I	I	06/14/11	06/15/31	217,509	16,819	16,219	15,619	-	-	-	-	-	-	-	194,694
<b>Total Sandy Neck Enterprise Fund</b>						<b>84,500</b>	<b>86,500</b>	<b>83,300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,158,538</b>
CTF HYCC 1 (I) \$1,000,000 Refunded	I	I	02/17/15	02/15/27	474,900	-	-	-	-	-	-	-	-	-	-	504,180
CTF HYCC 2 (I) \$8,000,000 Refunded	I	I	02/17/15	02/15/27	3,794,400	-	-	-	-	-	-	-	-	-	-	4,023,075
CTF HYCC 3 (I) \$1,600,000 Refunded	I	I	02/17/15	02/15/27	759,000	-	-	-	-	-	-	-	-	-	-	804,245
CTF HYCC 4 (I) \$6,765,000 Refunded	I	I	06/21/16	06/30/28	3,320,000	-	-	-	-	-	-	-	-	-	-	3,821,180
<b>Total HYCC Enterprise Fund</b>						<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,152,680</b>
Land Acquisition - 2004-105 Bone Hill \$200k Refunded	I	I	02/17/15	02/15/25	90,850	-	-	-	-	-	-	-	-	-	-	73,125
Land Acquisition - 06-15-05 - 2004-106 \$180k Refunded	I	I	02/17/15	02/15/25	73,600	-	-	-	-	-	-	-	-	-	-	50,925
Land Acquisition - Hyannis Golf \$5,500,000 Refunded	I	I	02/17/15	02/15/25	2,496,300	-	-	-	-	-	-	-	-	-	-	2,018,095
Land Acquisition - Archibald \$500,000 Refunded	I	I	02/17/15	02/15/26	212,100	-	-	-	-	-	-	-	-	-	-	219,800
Town Hall Renovations	I	I	06/16/10	06/15/30	1,332,520	70,200	67,600	-	-	-	-	-	-	-	-	968,013
Land Acquisition 1 Adv Ref 6/15/2002	I	I	06/14/11	06/15/22	7,065,000	-	-	-	-	-	-	-	-	-	-	2,652,800
Advance Refund 6/15/2003 Landbank Acquisitions	I	I	04/18/12	09/15/22	964,600	-	-	-	-	-	-	-	-	-	-	517,753
Advance Refund 6/15/2004 Landbank Acquisitions 3	I	I	04/18/12	09/15/22	5,385,600	-	-	-	-	-	-	-	-	-	-	3,121,508
Advance Refund 6/15/2004 Landbank Acquisitions 2	I	I	04/18/12	09/15/22	227,300	-	-	-	-	-	-	-	-	-	-	136,375
<b>Total Community Preservation Fund</b>						<b>70,200</b>	<b>67,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,758,394</b>

FISCAL YEAR 2019 BUDGET

CAPITAL BUDGET AND DEBT SUMMARY

Purpose	Debt Limit	Levy Limit	Issue Date	Maturity Date	Original Amount	Payments FY 2019	Payments FY 2020	Payments FY 2021	Payments FY 2022	Payments FY 2023	Payments FY 2024	Payments FY 2025	Payments FY 2026	Payments FY 2027	Payments FY 2028
Title V - Phase I - 97-1131 Series 6-	O	I	07/25/02	08/01/20	197,403	11,774	11,209	10,468	-	-	-	-	-	-	-
Title V - Phase I - 97-1131 Series 6-	O	I	07/25/02	08/01/20	(subsidy)	(1,374)	(809)	(268)	-	-	-	-	-	-	-
Title V - Phase I - 97-1131 Series 6	O	I	07/01/04	08/01/22	190,580	12,239	11,741	11,242	10,969	10,459	-	-	-	-	-
Title V - Phase I - 97-1131 Series 6	O	I	07/01/04	08/01/22	(subsidy)	(2,267)	(1,769)	(1,270)	(765)	(255)	-	-	-	-	-
Title V - Phase III - Pool 11 T5-97-1131-2	O	I	10/31/05	07/15/25	200,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	-
Title V - Phase IV - Pool 11 T5-97-1131-3	O	I	10/31/05	07/15/25	200,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	-
Title V - Phase V - Pool 12 97-1131-4D	O	I	12/14/06	07/15/26	200,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	-
Total Title V						50,372	50,372	50,172	40,204	40,204	30,000	30,000	30,000	10,000	-
MWPAT CWS-09-07	I	I	07/08/10	07/15/30	3,285,646	199,318	199,318	199,318	199,318	199,318	199,318	199,318	199,318	199,318	199,318
Sewer CWS-09-07-A Series 16	I	I	05/14/15	07/15/32	4,592,367	301,917	302,260	302,608	302,965	303,329	303,701	304,082	304,471	304,868	305,273
Total Sewer Construction & Private Way Trust Fund						501,235	501,578	501,926	502,283	502,647	503,019	503,400	503,788	504,185	504,591
TOTAL ENTERPRISE FUND BOND OBLIGATIONS						8,266,217	7,649,346	7,301,080	6,737,129	6,086,054	5,119,764	4,922,878	4,297,438	4,119,768	2,844,465
GRAND TOTAL TOWN OF BARNSTABLE BOND OBLIGATIONS						18,237,518	13,781,334	12,015,321	10,931,432	9,914,869	8,429,541	7,581,148	6,831,093	6,192,691	4,654,021

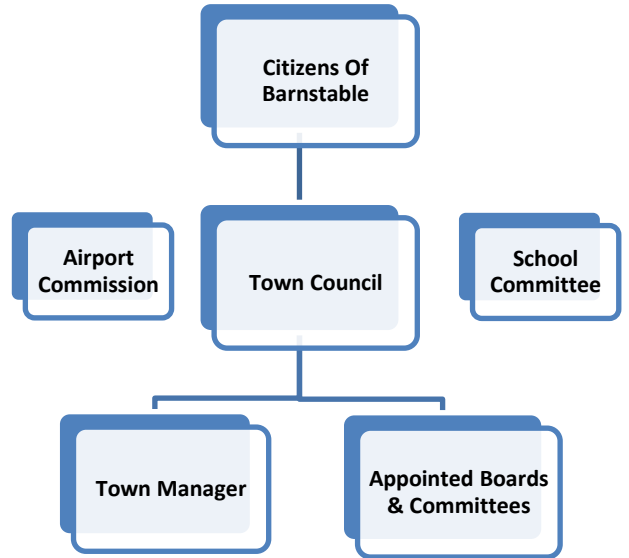
Purpose	Debt Limit	Levy Limit	Issue Date	Maturity Date	Original Amount	Payments FY2029	Payments FY2030	Payments FY2031	Payments FY2032	Payments FY2033	Payments FY2034	Payments FY2035	Payments FY2036	Payments FY2037	Payments FY2038	Balance
Title V - Phase I - 97-1131 Series 6-	O	I	07/25/02	08/01/20	197,403	-	-	-	-	-	-	-	-	-	-	33,450
Title V - Phase I - 97-1131 Series 6-	O	I	07/25/02	08/01/20	(subsidy)	-	-	-	-	-	-	-	-	-	-	(2,450)
Title V - Phase I - 97-1131 Series 6	O	I	07/01/04	08/01/22	190,580	-	-	-	-	-	-	-	-	-	-	56,650
Title V - Phase I - 97-1131 Series 6	O	I	07/01/04	08/01/22	(subsidy)	-	-	-	-	-	-	-	-	-	-	(6,326)
Title V - Phase III - Pool 11 T5-97-1131-2	O	I	10/31/05	07/15/25	200,000	-	-	-	-	-	-	-	-	-	-	80,000
Title V - Phase IV - Pool 11 T5-97-1131-3	O	I	10/31/05	07/15/25	200,000	-	-	-	-	-	-	-	-	-	-	80,000
Title V - Phase V - Pool 12 97-1131-4D	O	I	12/14/06	07/15/26	200,000	-	-	-	-	-	-	-	-	-	-	90,000
Total Title V						-	-	-	-	-	-	-	-	-	-	331,324
MWPAT CWS-09-07	I	I	07/08/10	07/15/30	3,285,646	199,318	199,318	199,318	-	-	-	-	-	-	-	2,591,133
Sewer CWS-09-07-A Series 16	I	I	05/14/15	07/15/32	4,592,367	305,688	306,111	306,544	306,986	307,438	-	-	-	-	-	4,568,241
Total Sewer Construction & Private Way Trust Fund						505,006	505,430	505,862	306,986	307,438	-	-	-	-	-	7,159,374
TOTAL ENTERPRISE FUND BOND OBLIGATIONS						2,004,234	1,935,713	1,770,344	1,247,632	1,233,957	783,056	768,182	738,318	413,429	61,950	68,300,953
GRAND TOTAL TOWN OF BARNSTABLE BOND OBLIGATIONS						3,646,852	3,516,350	3,201,281	2,496,370	2,395,294	1,838,644	1,794,957	1,621,280	835,679	351,050	120,266,728

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# Town Council

## Purpose Statement

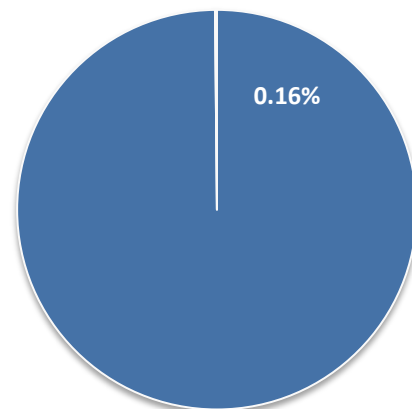
To protect the Town of Barnstable’s unique character and quality of life, engage our citizens, and enact policies that respond to and anticipate the needs of our community.



## Recent Accomplishments

- Created Sub-Committee to recommend changes to zoning and regulations to encourage economic development, market-rate housing, and new growth
- Appointed M. Andrew Clyburn as Assistant Town Manager
- Appointed Brian Florence as Building Commissioner
- Appointed Elizabeth S. Jenkins as Director of Planning and Economic Development
- Appointed and Reappointed 63 individuals to our Boards/Committees/Commissions
- Appropriated \$3,250,000 for the Public Roads Improvement Program

Percentage of FY19 General Fund Budget



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

## Additional Recent Accomplishments

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- Appropriated \$3,500,363 for the Barnstable High School 21st Century Learning Space project
- Appropriated \$6,500,000 for the construction of a carbon treatment system at the Maher wellfield
- Appropriated \$158,000 for the Barnstable Police Department Dispatch Center Renovations
- Appropriated \$375,000 in Community Preservation Funds for the reconstruction of the Barnstable West Barnstable Playground

## Fiscal Year 2019 Goals and Objectives

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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, maintaining reserves, and aggressively pursuing new growth dollars and revenue sources.
2. **Public Health and Safety** – Protect and promote the health, safety, 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.
4. **Economic Development** – Town Council and Town Manager to support initiatives to encourage new development, grow a vibrant economy with a diversity of businesses, develop a strong labor force, and create an environment for sustained wage and job growth.
5. **Infrastructure** – Maintain and improve the Town's infrastructure and assets.
6. **Communications** – Improve communication between the Town Council and Town Manager and his staff; between Town Councilors; between the Town and its residents, volunteers, and visitors to foster participation and positive results that are geared toward meeting the needs of the community.
7. **Housing** – Identify needs, and develop, promote, and monitor town-wide initiatives for market rate housing, income-equitable, workforce, senior, and rental housing to meet the needs of residents and increase the overall quality and availability of housing in Barnstable.
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. **Quality of Life** – Provide opportunities for residents and visitors to achieve their potential.
10. **Regulatory Access and Accountability** – Work with Town Manager and staff to have an efficient, customer-friendly, predictable regulatory process.

**Description of Services Provided**

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

Town Council	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 229,563	\$ 240,395	\$ 237,416	\$ 243,037	\$ 2,642	1.10%
Enterprise Funds	27,507	27,290	27,290	32,645	5,355	19.62%
<b>Total Sources</b>	<b>\$ 257,070</b>	<b>\$ 267,685</b>	<b>\$ 264,706</b>	<b>\$ 275,682</b>	<b>\$ 7,997</b>	<b>2.99%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 233,176	\$ 237,235	\$ 235,706	\$ 245,232	\$ 7,997	3.37%
Operating Expenses	23,894	30,450	29,000	30,450	-	0.00%
<b>Total Appropriation</b>	<b>\$ 257,070</b>	<b>\$ 267,685</b>	<b>\$ 264,706</b>	<b>\$ 275,682</b>	<b>\$ 7,997</b>	<b>2.99%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 47
Medicare	3,029
Health Insurance	19,128
County Retirement	28,446
<b>Total Employee Benefits (1)</b>	<b>\$ 50,650</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 307,720</b>

\$ 45
2,841
16,355
30,465
<b>\$ 49,706</b>
<b>\$ 314,412</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only

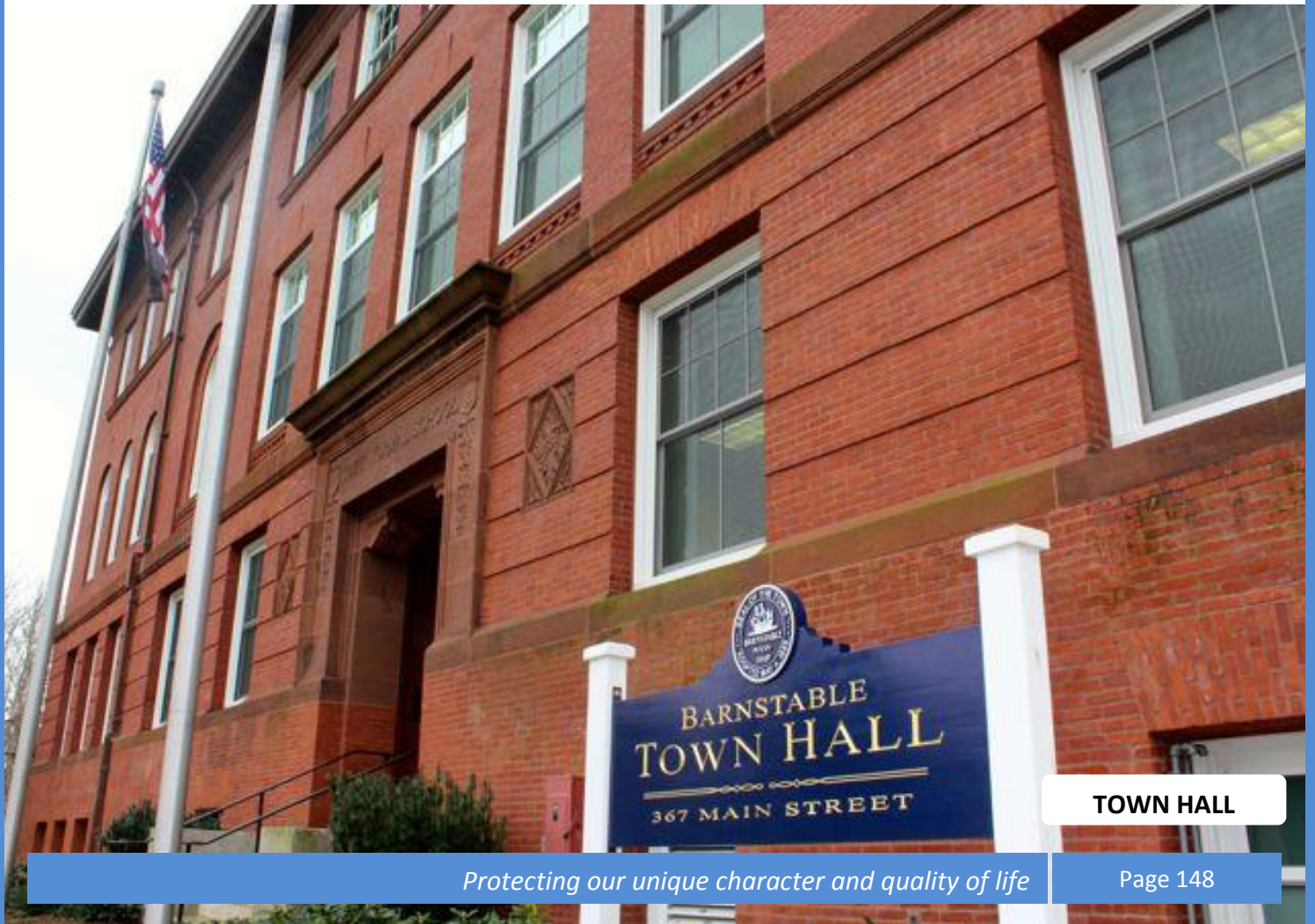
**Summary of Significant Budget Changes**

There are no significant changes to this budget for FY19. The budget is increasing \$7,997 or 2.99% over FY18 budget. Taxes provide 88% of the funding for this operation with enterprise funds providing 12%.

**Full-time Equivalent Employees**

Job Title	FY 2017	FY 2018
Administrative	1.00	1.00
Administrative Assistant	0.40	0.40
<b>Full-time Equivalent Employees</b>	<b>1.40</b>	<b>1.40</b>

FY 2019	Change
1.00	-
0.40	-
<b>1.40</b>	<b>-</b>

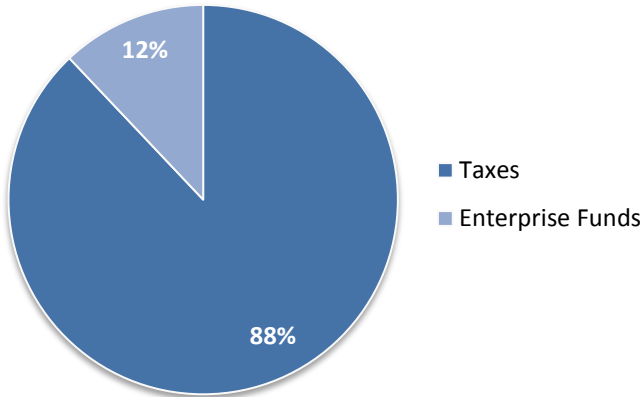


**TOWN HALL**

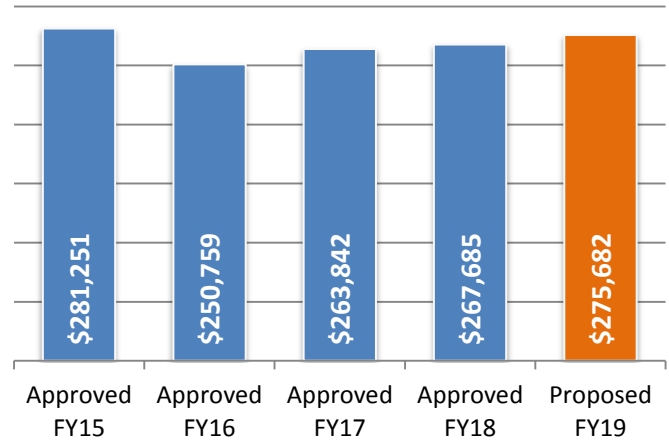


### Town Council Financial Summary

FY19 Source of Funding



Town Council Budget History



Taxes support 88% of the budget with the other 12% from Enterprise Fund support.

The budget has declined since the FY15 budget of \$281,251. The proposed FY19 amount of \$275,682 is down 1.98% over the five-year period. The significant change between the FY15 and FY16 is due to a one full-time position being scaled back to 16 hours per week. There have been no other significant changes in this budget over the past five-years.



TOWN HALL – PUBLIC HEARING ROOM

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# Licensing Department

## Purpose Statement

While keeping the Town’s Mission Statement as our top priority, our collective purpose is to consistently provide administrative and code compliance services within Licensing and Weights & Measures capacity, to Town businesses, residents and visitors ensuring a balanced approach towards the community’s quality of life.



## Recent Accomplishments

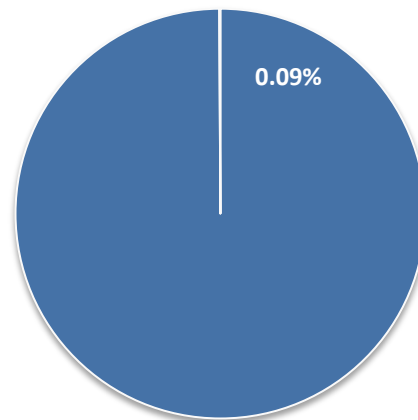
### Licensing Program:

- Created step-by-step guides for each license type, made available online for easier customer understanding and access
- Assisted Town Manager’s office with drafting Use of Town Property Procedures for various locations
- Through public hearing, received Town Manager approval for a new Alcohol on Town Property fee
- Held annual compliance meetings for liquor license holders and Class I & II licensees
- Finalize procedure for 4th of July vendor permits.
- Worked with Disability Commission to create Handicap Parking Space informational flyer for businesses.

### Weights & Measures Program:

- Conducted a Discover Barnstable program at the senior center regarding services provided within the W&M Program

Percentage of FY19 General Fund Budget



The Licensing Department comprises 0.09% of the overall General Fund budget.

## Additional Recent Accomplishments

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### Weights & Measures Program:

- Created an educational display at Bismore Park regarding services within the W&M Program
- Increased participation with farmers market scale compliance
- Streamlined Taxi permit inspections and license issuances, with the assistance from the Consumer Affairs Officer

## Fiscal Year 2019 Goals and Objectives

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(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

### Short-Term:

#### Licensing Division

1. Continue to work on Private Parking Lot regulation revisions with team. **(SP: Regulatory Process and Performance, Communication)**
2. Begin working on interdepartmental informational compliance meetings. **(SP: Regulatory Process and Performance, Communication)**

#### Weights & Measures Program

1. Begin work on creating inventory database with replacement recommendation. **(SP: Finance)**
2. Enhance school outreach programs. **(SP: Education, Communication)**
3. Increase communication of information to towns within district. **(SP: Education, Communication)**

### Long-Term:

#### Licensing Division

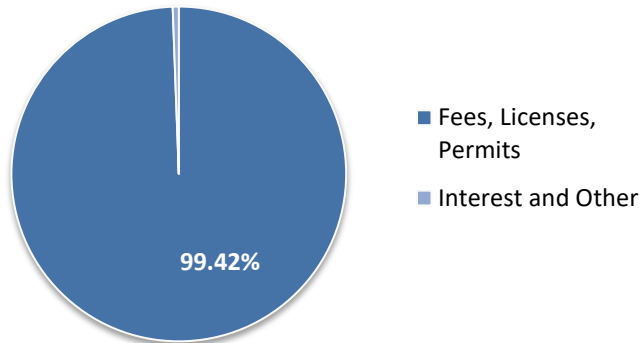
1. Begin working on recommendations to revise Taxi regulations. **(SP: Regulatory Process and Performance)**
2. Begin process of including Licensing into ePermitting. **(SP: Regulatory Process and Performance)**

#### Weights & Measures Program

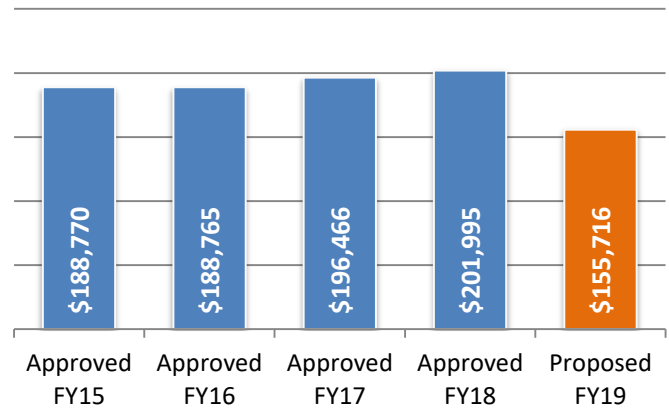
1. Increase communication and public education on Town website and through public outreach programs. **(SP: Education, Communication)**

## Licensing Department Financial Summary

FY19 Source of Funding



Licensing Department Budget History



Fees, licenses and permits deliver 99% of the total source of funding. No tax support is provided.

The department’s budget has decreased from \$188,770 in FY15 to \$155,719 in FY19 over the five-year period, or (3.5%) annually.

## Description of Division Services Provided

Located at 200 Main Street, the Licensing Department provides a wide range of services for both the consumer and visitor of our community. Through enforcement of local and state regulations, the Licensing and Weights & Measures programs ensure that businesses operate within compliance to meet the standards, which protects consumers on a daily basis.

### Licensing Program

The Licensing program provides support to both the Licensing Authority and the Town Manager. 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, duckmobiles, and mini-golf. Licensing also 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).



**FISCAL YEAR 2019 BUDGET**

**LICENSING DEPARTMENT**

**GENERAL FUND**

Licensing Services	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Fees, Licenses, Permits	\$ 526,178	\$ 496,000	\$ 494,261	\$ 510,500	14,500	2.92%
Interest and Other	7,967	2,000	4,817	3,000	1,000	50.00%
<b>Total Sources</b>	<b>\$ 534,145</b>	<b>\$ 498,000</b>	<b>\$ 499,078</b>	<b>\$ 513,500</b>	<b>\$ 15,500</b>	<b>3.11%</b>
<b>Expenditure Category</b>						
Personnel	\$ 181,566	\$ 190,683	\$ 185,873	\$ 144,404	\$ (46,279)	-24.27%
Operating Expenses	9,016	11,312	10,963	11,312	-	0.00%
<b>Total Appropriation</b>	<b>\$ 190,582</b>	<b>\$ 201,995</b>	<b>\$ 196,836</b>	<b>\$ 155,716</b>	<b>\$ (46,279)</b>	<b>-22.91%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	\$ 18		\$ 19			
Medicare	2,339		2,481			
Health Insurance	14,809		16,844			
County Retirement	39,958		42,795			
<b>Total Employee Benefits (1)</b>	<b>\$ 57,124</b>		<b>\$ 62,139</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 247,706</b>		<b>\$ 258,975</b>			

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

**Summary of Significant Budget Changes**

Licensing Services Department FY19 proposed budget is decreasing by (\$46,279) or (22.91%) from the FY18 budget.

**Full-time Equivalent Employees**

Job Title	FY 2017	FY 2018
Administrative Assistant	0.95	1.00
Director of Licensing	-	-
Consumer Affairs Division Supervisor	0.85	0.75
Director Regulatory Services	0.50	0.85
<b>Full-time Equivalent Employees</b>	<b>2.30</b>	<b>2.60</b>

FY 2019	Change
1.00	-
0.75	0.75
-	(0.75)
-	(0.85)
<b>1.75</b>	<b>(0.85)</b>



**WEIGHTS & MEASURES TRUCK**

## Weights & Measures (Revolving Fund)

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The Weights and Measures Program is a service of government to protect the interests of both buyer and seller of commodities. This service provides third-party verification of the accuracy of representations and measurements in the retail marketplace; manufacturing plants, and distribution centers. Retail sales of commodities sold annually in Barnstable exceed \$400,000,000. Inspectors test devices used to determine accuracy such as scales, gasoline dispensers, home heating oil delivery vehicles, taximeters, pharmacy balances and others. Packaged products are inspected in retail stores to determine accurate measurement and compliance with labeling and advertising regulations. The Division annually inspects approximately 4,000 devices and 3,500 prepackaged commodities in Barnstable (M.G.L. Ch. 94-98.101).



## Performance Measures / Workload Indicators

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### Consumer Services (Weights & Measures)

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Barnstable Weights & Measures is responsible for the compliance of over 4,000 devices in 10 towns on Cape Cod. Barnstable Weights & Measures is responsible for the inspection of devices within the Town, as well as nine contract towns. In addition to this, the Division handles the sealing duties of vehicle tank meters for two additional towns. The figure for inspected devices may fluctuate year to year, but typically, it is approximately 4,000 devices. The Weights & Measures Division conducts annual inspections on gasoline dispensers and vehicle tank meters, or oil trucks. The same can be said of scale inspections of varying sizes, which can relate to net weight inspections conducted during the year. The Division conducts Item Price inspections at food stores and stores with food departments. The goal is to have the store meet compliance requirements for ticketing and pricing. Through the Citizen's Academy, 30 residents are educated about the Weights & Measures Program and the responsibilities of the Division. Each month, the Weights & Measures Division informs thousands of Town residents on ways to being a better consumer in the marketplace. The topics range from the purchase of gasoline, to which types of devices are inspected and to many other helpful tips.



Annual Device Inspections	FY17 Actual		FY18 Estimated		FY18 Projected	
	#	\$\$	#	\$\$	#	\$\$
Retail Scales-Small, Medium & Large Capacity	1,392	\$ 93,110	1,400	\$93,540	1,425	\$94,200
Weights	236	\$1,910	238	\$1,925	240	\$1,940
RMFD/Retail Motor Fuel Dispensers	1,494	\$82,200	1,550	\$85,280	1,560	\$85,800
VTM	115	\$13,090	120	\$13,700	122	\$13,880
Taxi Meters	102	\$5,685	82	\$4,510	80	\$4,400
Reverse Vending	163	\$3,475	155	\$3,300	155	\$3,300
Bulk Storage Meters	7	\$1,195	7	\$1,195	7	\$1,195
Linear/Cordage Device	38	\$1,195	38	\$1,195	38	\$1,195
Vehicle Safety Inspections	103	\$5,150	92	\$4,600	92	\$4,600
Price Verification Scanner Inspections	915	\$27,500	830	\$26,245	850	\$26,900
Price Verification Fines	143	\$30,125	105	\$22,050	108	\$22,750
IP Inspection/Items Checked (Non-fee Based)	-	\$39,340	-	\$40,000	-	\$41,000
IP Inspection Violations	815	\$101,300	825	\$102,000	835	\$102,200
Device Fines	-	\$525	-	\$1,700	-	\$1,000
<b>Annual Device Inspection Totals</b>	<b>44,863</b>	<b>\$366,460</b>	<b>45,442</b>	<b>\$361,240</b>	<b>46,512</b>	<b>\$363,360</b>

Violations	FY17 Actual		FY18 Estimated		FY19 Projected	
	#	\$\$	#	\$\$	#	\$\$
# of violations by business	91	\$14,300	165	\$20,905	100	\$21,000
Supermarkets	119	\$22,100	170	\$31,450	190	\$32,000
Convenience/Gas Stations	134	\$17,700	140	\$18,760	145	\$18,150
Pharmacy	471	\$47,200	350	\$30,885	400	\$31,050
<b>Violation Totals</b>	<b>815</b>	<b>\$101,300</b>	<b>825</b>	<b>\$102,000</b>	<b>835</b>	<b>\$102,200</b>

Economic Impact	FY17 Actual	FY18 Projected	FY19 Estimated
Savings to Consumer - IP Inspections	\$392,368	\$325,225	\$297,580
Savings to Consumer - PV Inspections	\$267,114	\$232,320	\$218,115
<b>Total Economic Impact</b>	<b>\$659,482</b>	<b>\$557,545</b>	<b>\$515,695</b>

## Licensing

This chart shows complaints to date for which show cause hearings have been held, or scheduled for licensees including restaurants, package stores, clubs, junk dealers, auto dealers, etc. The Licensing Authority has the power to cancel, suspend, revoke or impose further conditions on licenses for many causes in an effort to preserve public good and protect consumers from any illegal action.

License Type	Complaint	Sanction
Annual All Alcohol Common Victualler	502-Ir&t Sale or delivery of an alcoholic beverage to a person under 21 years of age	Five-day suspension with 2 days to be served and 3 days held for 2 years. One day to be served from previous sanction.
Annual All Alcohol Common Victualer	502-Ir&t Sale or delivery of an alcoholic beverage to a person under 21 years of age	Two-day suspension with 1 day to be served and 1 day to be held in abeyance.
Annual All Alcohol Innholder	502-Ir&t Sale or delivery of an alcoholic beverage to a person under 21 years of age	Two-day suspension with 1 day to be served and 1 day to be held in abeyance.
Annual All Alcohol Club	502-Ir&t Sale or delivery of an alcoholic beverage to a person under 21 years of age	Two-day suspension with 1 day to be served and 1 day to be held in abeyance.
Annual All Alcohol Innholder	502-Ir&t Sale or delivery of an alcoholic beverage to a person under 21 years of age	Two-day suspension with 1 day to be served and 1 day to be held in abeyance.
Annual All Alcohol Club	502-Ir&t Sale or delivery of an alcoholic beverage to a person under 21 years of age	Two-day suspension with 1 day to be served and 1 day to be held in abeyance.
Annual All Alcohol Common Victualer	502-Ir&t Sale or delivery of an alcoholic beverage to a person under 21 years of age	Five-day suspension with 2 days to be served and 3 days to be held in abeyance for 2 years.
Annual All Alcohol Club	502-Ir&t Sale or delivery of an alcoholic beverage to a person under 21 years of age	Two-day suspension with 1 day to be served and 1 day to be held in abeyance.
Annual All Alcohol Common Victualer	502-Ir&t Sale or delivery of an alcoholic beverage to a person under 21 years of age	Two-day suspension with 1 day to be served and 1 day to be held in abeyance.
Annual All Alcohol Innholder	502-Ir&t Sale or delivery of an alcoholic beverage to a person under 21 years of age	Two-day suspension with 1 day to be served and 1 day to be held in abeyance.

# School 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.

## Core Values

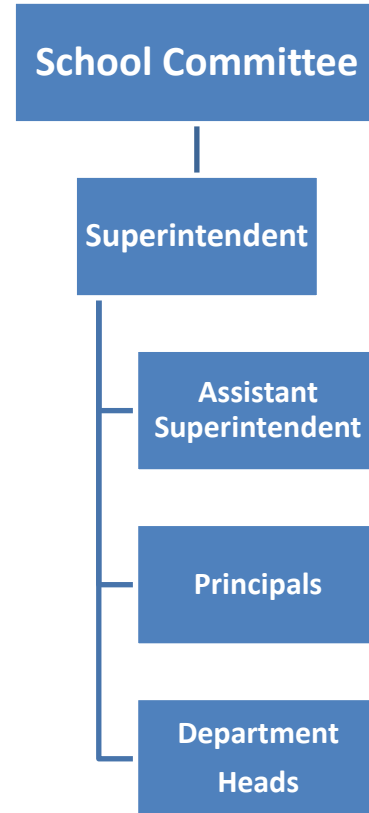
In Barnstable Public Schools, we value commitment, collaboration, and community.

- **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.

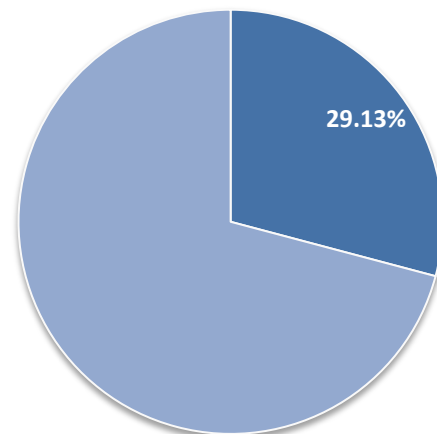
## Recent Accomplishments

### Next Generation Massachusetts Comprehensive Assessment System (MCAS):

- Updated version of the nearly 20-year-old MCAS assessment
- Focuses on students' critical thinking abilities, application of knowledge, and ability to make connections between reading and writing.
- Gives a clearer signal of readiness for the next grade level or college and career.



Percentage of FY19 General Fund Budget



The School Department's operating budget represents 29.13% of the overall General Fund budget.

## Additional Recent Accomplishments

### Next Generation Massachusetts Comprehensive Assessment System (MCAS) continued:

- Designed to be given on a computer (though paper versions remain available)
- First given in spring 2017 in grades 3-8 in English language arts and math
- Will eventually replace all older (“legacy”) MCAS tests in grades 3-10

### Next Generation MCAS Tests 2017-Percent of Students at Each Achievement Level for Barnstable

Data Last Updated on October 18, 2017

Grade and Subject	Meeting or Exceeding Expectations		Exceeding Expectations		Meeting Expectations		Partially Meeting Expectations		Not Meeting Expectations		Included	Avg. Scaled Score	SGP	Included in SGP
	District	State	District	State	District	State	District	State	District	State				
GRADE 03 - READING	48	47	10	8	38	39	42	42	10	10	355	500.4	N/A	N/A
GRADE 03 - MATHEMATICS	52	49	8	7	44	42	35	38	13	13	357	499.9	N/A	N/A
GRADE 04 - ENGLISH LANGUAGE ARTS	45	48	5	7	40	41	41	42	14	10	438	496.2	37.0	400
GRADE 04 - MATHEMATICS	46	49	5	6	41	43	39	39	15	13	439	495.6	42.0	401
GRADE 05 - ENGLISH LANGUAGE ARTS	41	49	4	6	37	43	47	42	12	10	399	495.7	41.0	368
GRADE 05 - MATHEMATICS	41	46	4	7	38	39	51	44	8	10	396	497.3	44.0	364
GRADE 06 - ENGLISH LANGUAGE ARTS	47	51	4	7	43	43	44	39	9	10	358	498.4	54.0	314
GRADE 06 - MATHEMATICS	50	50	6	7	44	42	41	39	9	11	359	500.2	57.0	315
GRADE 07 - ENGLISH LANGUAGE ARTS	42	50	4	6	38	44	45	39	13	11	396	495.6	40.0	346
GRADE 07 - MATHEMATICS	34	47	4	9	29	38	51	42	15	12	397	492.3	34.5	344
GRADE 08 - ENGLISH LANGUAGE ARTS	36	49	3	8	33	41	46	39	18	11	366	491.4	33.0	312
GRADE 08 - MATHEMATICS	38	48	2	9	36	39	49	42	12	11	363	494.5	46.5	304
GRADES 03 - 08 - ENGLISH LANGUAGE ARTS	43	49	5	7	38	42	44	41	13	10	2,312	496.2	40.0	1,740
GRADES 03 - 08 - MATHEMATICS	43	48	5	8	39	40	44	41	12	12	2,311	496.5	44.5	1,728

#### Exceeding Expectations

A student who performed at this level exceeded grade-level expectations by demonstrating mastery of the subject matter.

#### Meeting Expectations

A student who performed at this level met grade-level expectations and is academically on track to succeed in the current grade in this subject.

#### Partially Meeting Expectations

A student who performed at this level partially met grade-level expectations in this subject. The school, in consultation with the student's parent/guardian, should consider whether the student needs additional academic assistance to succeed in this subject.

#### Not Meeting Expectations

A student who performed at this level did not meet grade-level expectations in this subject. The school, in consultation with the student's parent/guardian, should determine the coordinated academic assistance and/or additional instruction the student needs to succeed in this subject.

## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

It is our goal throughout the budget development cycle to align our financial resources to meet the continuum of student needs across all classrooms and students. We are focused on providing a budget that is designed to support the following district priorities:

- Increase effectiveness of Tier I instruction for all students through professional development, instructional resources and use of time on learning.
- Enhance the quality and consistency of curriculum through a cycle of continuous curriculum review and refinement in alignment with the Massachusetts Curriculum Standards.
- Enhance social, emotional, and academic development (SEAD) for students through MTSS structures and systems.
- Increase opportunities for students and teachers to enhance learning through the use of various technology tools.

### Whole Child Education Goal:

The Barnstable Public Schools' district vision is to educate 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. We are addressing this through social, emotional, and academic development (SEAD), and positive behavior interventions and supports (PBIS).



HIGH SCHOOL DRAMA CLUB

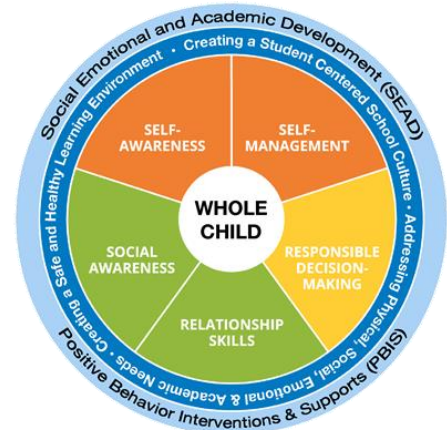
**Whole Child Education Goal (Continued):**

**What is social, emotional, and academic development?**

Social, emotional, and academic development is the integration of social and emotional development with academic learning in K-12 education.

**What are the competency skills of social-emotional development?**

- Self-awareness
- Self-management
- Social awareness
- Relationship skills
- Responsible decision making



**What are positive behavior interventions and supports?**

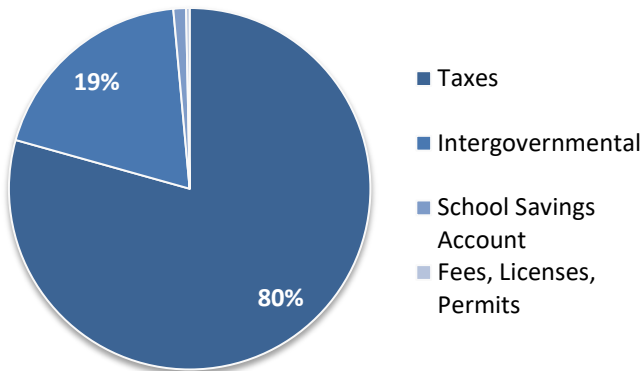
Positive Behavior Interventions and Supports (PBIS) is a prevention oriented framework or approach for assisting school personnel in adopting and organizing evidence-based behavioral interventions into an integrated continuum that enhances academic and social behavior outcomes for all students.



**ELEMENTARY READ ALONG**

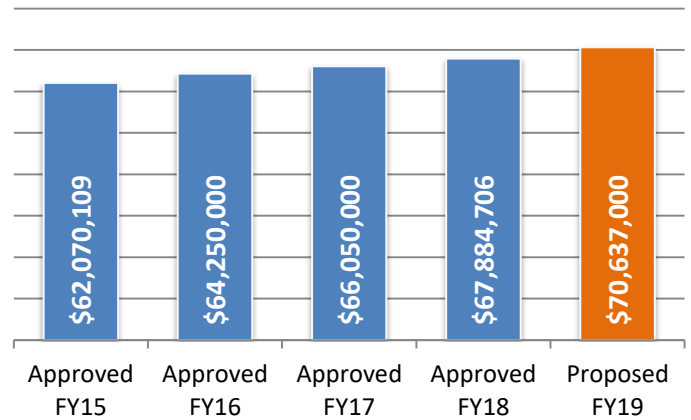
### School Department Financial Summary

FY19 Source of Funding



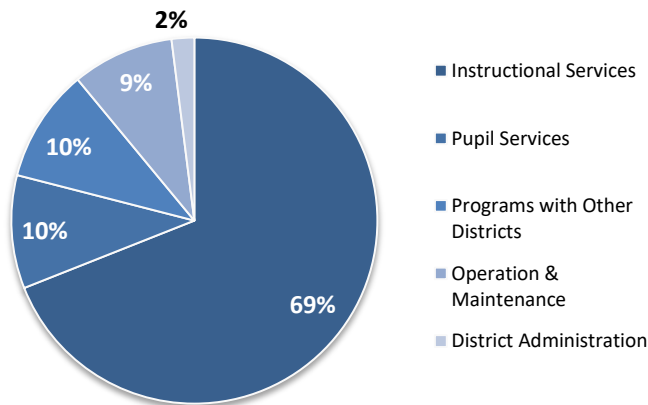
Taxes are the largest funding source at 80%, followed by intergovernmental aid at 19%.

Local School Department Budget History



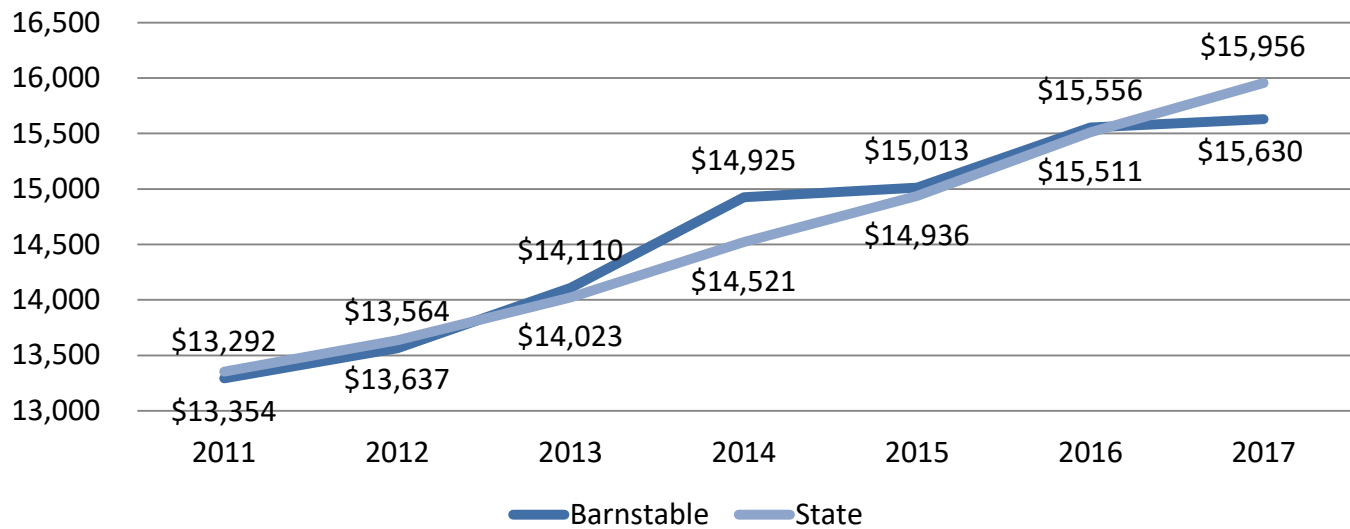
The School Department budget has increased from \$62 million in FY15 to a proposed \$70.6 million in FY19 over the five-year period, or 2.76% annually.

School Department FY19 Budget by DESE Function



Instructional Services is the largest function at 69% of proposed budget. Pupil Services is the second largest at 10%

School Department Per Pupil Expenditure  
2011 -2017



Per pupil expenditures are calculated from information provided on the district's End of Year Financial Report (EOYR). This is a comprehensive report of revenues and expenditures that occurred during each fiscal year.

The district is required to hire an independent auditing firm to verify the accuracy of the data on the EOYR. In addition, the Massachusetts Department of Elementary and Secondary Education (ESE) conduct a careful review of the data during the months following the report's submission.

The following funding sources are all included in the functional expenditure per pupil measure:

- school committee appropriations
- municipal appropriations outside the school committee budget that affect schools
- federal grants
- state grants
- circuit breaker funds
- private grants and gifts
- school choice and other tuition revolving funds
- athletic funds
- school lunch funds
- other local receipts such as rentals and insurance receipts

School Department expenditures per pupil have closely tracked with the state average for the past six years. Costs associated with capital investments and payments to other schools/districts are excluded for comparison purposes.



**FISCAL YEAR 2019 BUDGET**

**SCHOOL DEPARTMENT**

**GENERAL FUND**

School Department	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 51,835,573	\$ 54,249,430	\$ 54,206,424	\$ 56,047,636	\$ 1,798,206	3.31%
Intergovernmental	13,413,498	13,179,970	13,179,970	13,563,678	383,708	2.91%
Fees, Licenses, Permits	225,000	225,000	225,000	225,000	-	0.00%
Interest and Other	885	-	-	-	-	0.00%
School Savings Account	-	230,306	230,306	800,686	570,380	247.66%
<b>Total Sources</b>	<b>\$65,474,956</b>	<b>\$67,884,706</b>	<b>\$67,841,700</b>	<b>\$70,637,000</b>	<b>\$ 2,752,294</b>	<b>4.05%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 47,864,366	\$ 49,816,504	\$ 49,877,297	\$ 51,657,811	\$ 1,841,307	3.70%
Operating Expenses	14,905,475	15,413,685	15,240,781	16,246,969	833,284	5.41%
Horace Mann Charter School	2,705,115	2,654,517	2,723,622	2,732,220	77,703	2.93%
<b>Total Appropriation</b>	<b>\$65,474,956</b>	<b>\$67,884,706</b>	<b>\$67,841,700</b>	<b>\$70,637,000</b>	<b>\$ 2,752,294</b>	<b>4.05%</b>

Employee Benefits Allocation:		
Life Insurance	\$ 4,850	\$ 3,873
Medicare	672,168	711,811
Health Insurance	3,457,808	4,368,880
County Retirement	1,964,178	2,079,313
<b>Total Employee Benefits (1)</b>	<b>\$ 6,099,004</b>	<b>\$ 7,163,877</b>
<b>Total Expenditures Including Benefits</b>	<b>\$71,573,960</b>	<b>\$75,005,577</b>

<b>Full-time Equivalent Employees</b>	<b>840.40</b>	<b>841.70</b>	<b>848.90</b>	<b>7.20</b>
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(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

**Summary of Significant Budget Changes**

The FY19 proposed budget is \$2,752,294 more than the FY18 approved budget representing a 4.05% increase. This includes \$570,380 in one-time operating capital expenditures planned for FY19. The adjusted budget after removing the one-time expenditures for technology, curriculum and athletic items would net an increase of \$2,181,914 or 3.21% over the prior year. The increase provides for the contractual pay increases for all staff and an increase of 1.2 FTE in Specialist Teachers (Music, Art and PE/Health) and 0.50 FTE Special Education Teacher to maintain class size requirements. The major enhancement to the budget is the addition of 1.00 FTE Social Emotional Academic Development (SEAD) Coach to work with teachers and staff to support the implementation of high quality SEAD curriculum in classrooms. The Coach position will be offset by the reduction of a 1.00 FTE Grade Teacher and 0.50 FTE Central Office Administrative Assistant positions. The budget includes funds to support an additional 6.00 FTE Special Education Assistants to be filled throughout the year if student enrollment fluctuations prove necessary.

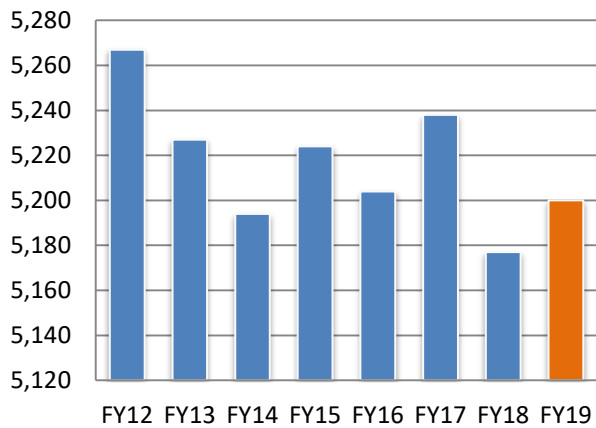
### Description of Services Provided

The Barnstable School District is primarily responsible for providing a tuition free education to all school age residents residing within the boundaries of Barnstable. This responsibility requires the recruitment and retention of a professional workforce, who is both trained and highly qualified in the delivery of the 21<sup>st</sup> century curriculum.

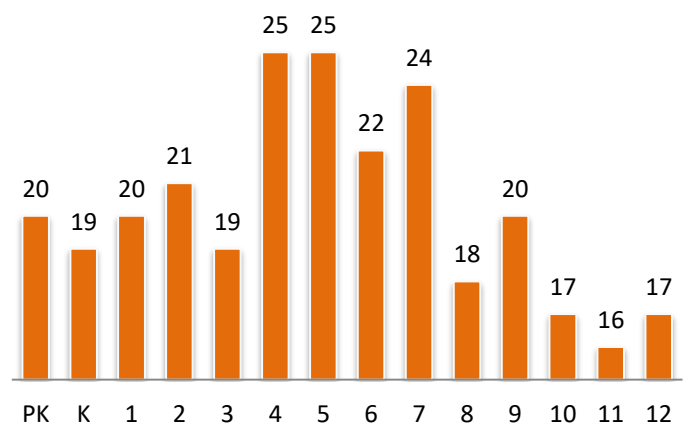
The district strives to provide a common, standards base curriculum, which insures all students meet their fullest potential. To support curriculum a myriad of support services are provided daily to our students. The school system provides competitive pupil-teacher ratios; individualized education plan supports, and employs reading specialists and math coaches, school counselors and nurses.

The School Department, in educating students, maintains campus space of approximately a million square feet, and two hundred and forty acres of grounds and fields. In addition to the educational opportunities this foot print supports, these facilities host a variety of civic engagements, private and public meetings, and emergency sheltering. Infrastructure is utilized and enjoyed year round through various leisure activities in the gymnasiums and fields.

Enrollment



Anticipated Class Size Fiscal 2019



\*Note: K-3 is based upon existing staffing and projected enrollment.  
 \*Note: 4-12 is based upon homeroom selections and projected student enrollment.  
 \*Note: Actual ratios may vary due to class selections.



**HIGH SCHOOL HOCKEY**

# Other Requirements

Employee Benefits

Insurance

Grants

Assessments, Debt Service & Other

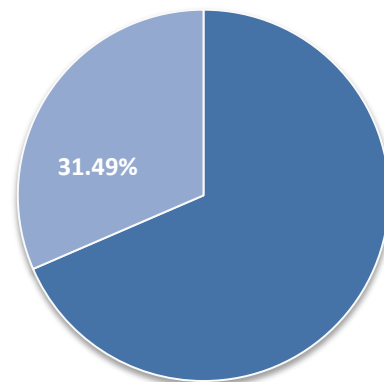
Transfers

Deficits From Prior Year

## Description

Within the FY 2019 budget, a category of costs called "Other Requirements" has been separated from the departmental budgets. Within this category, the following costs are included: debt service; employee benefits, premiums for liability and casualty insurance; celebrations; Lombard Trust lease payments; grants to the public libraries and for tourism; transfers, and various assessments the town receives from state, county and other regional agencies.

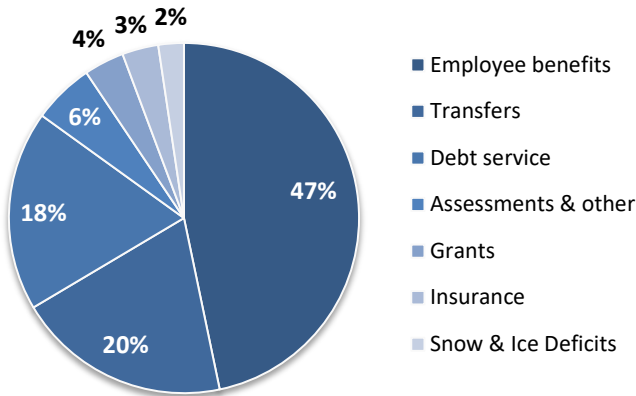
Other Requirements  
Percentage of Total FY19 General Fund  
Budget



Total expenditures on Other Requirements represent 31.49% of the overall General Fund budget.

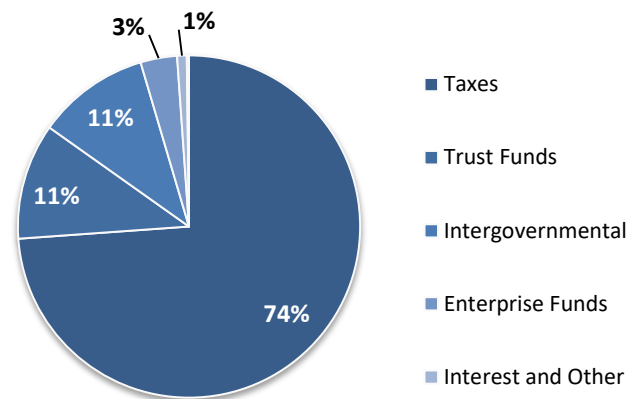
Other Requirements Financial Summary

FY19 Allocation of Other Requirements Budget



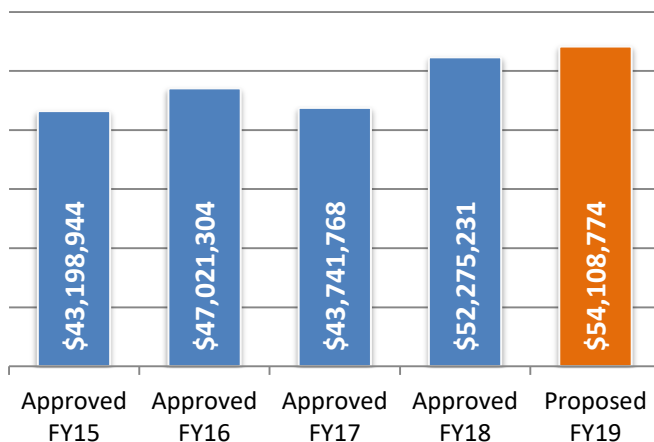
Employee benefits are the largest section of this budget representing 47% of all expenditures. The second largest area is transfers 20%, then debt service representing 18% of spending.

Other Requirements FY19 Source of Funding



Taxes provide 74% of the funding source for this area of the budget. This is followed by Trust Funds 11%. Intergovernmental aid provides 11%, which is mostly derived from school construction reimbursements from the Massachusetts School Building Authority. These reimbursements will expire when the corresponding debt payments expire in FY20. A total of \$2,714,000 in General Fund reserves will be used to balance this area of the budget.

Other Requirements Budget History



This budget has increased 5.05% annually over the five-year period. The volatility in fixed cost is twofold: debt service payments change with capital projects or refunding of bonds, availability to transfer additional funds to the Capital Trust Fund, and snow & ice removal deficits.

**FISCAL YEAR 2019 BUDGET**

**OTHER REQUIREMENTS**

**GENERAL FUND**

Other Requirements Source of Funding	Actual FY 2017	Approved FY 2018	Projected FY 2018	Proposed FY 2019	Change FY18 - 19	Percent Change
Taxes	\$ 32,032,991	\$ 36,325,465	\$ 32,335,592	\$ 37,252,040	\$ 926,575	2.55%
Intergovernmental	5,600,932	5,752,778	5,752,778	5,745,866	(6,912)	-0.12%
Interest and Other	514,443	530,000	524,242	490,000	(40,000)	-7.55%
Special Revenue Funds	126,038	112,183	112,183	112,330	147	0.13%
Enterprise Funds	1,642,807	1,836,824	1,836,824	1,867,209	30,385	1.65%
Trust Funds	5,037,762	5,392,981	5,392,981	5,927,329	534,348	9.91%
Reserves	4,387,647	2,325,000	4,393,933	2,714,000	389,000	16.73%
<b>Total Sources</b>	<b>\$ 49,342,620</b>	<b>\$ 52,275,231</b>	<b>\$ 50,348,533</b>	<b>\$ 54,108,774</b>	<b>\$ 1,833,543</b>	<b>3.51%</b>

Expenditure Category						
Employee Benefits						
Retirement Assessments	\$ 8,398,711	\$ 9,003,460	\$ 9,003,459	\$ 9,309,000	\$ 305,540	3.39%
Health Insurance for Active Employees	6,423,385	7,754,715	7,573,385	8,603,709	848,994	10.95%
Retiree Health & Sick Benefits	4,051,381	4,558,479	4,500,000	4,625,070	66,591	1.46%
Workers' Compensation & Unemployment	1,361,380	1,600,000	1,474,989	1,600,000	-	0.00%
Medicare & Life Insurance	1,063,346	1,115,000	1,098,417	1,145,000	30,000	2.69%
<b>Total</b>	<b>\$ 21,298,203</b>	<b>\$ 24,031,654</b>	<b>\$ 23,650,250</b>	<b>\$ 25,282,779</b>	<b>\$ 1,251,125</b>	<b>5.21%</b>

Debt Service, Grants, Assessments & Other						
Debt Service	\$ 9,173,132	\$ 9,500,634	\$ 9,500,634	\$ 9,996,301	\$ 495,667	5.22%
Library Grants	1,773,990	1,827,210	1,827,210	1,882,000	54,790	3.00%
Tourism Grant	174,209	127,000	125,000	127,000	-	0.00%
Property & Liability Insurance	1,619,749	1,760,000	1,750,000	1,810,000	50,000	2.84%
Interest on Tax Refunds	599	20,000	2,961	-	(20,000)	-100.00%
Celebrations	95,745	105,000	104,575	120,000	15,000	14.29%
Lombard Trust Rent	52,000	52,000	52,000	52,000	-	0.00%
Veterans' District Assessment & Benefit Payments	327,699	420,000	360,384	400,000	(20,000)	-4.76%
Old Kings Highway	9,750	10,250	10,250	10,500	250	2.44%
Greenhead Fly Control District	5,320	5,320	5,320	5,320	-	0.00%
County Tax & Cape Cod Commission Assessments	1,121,530	1,113,942	1,113,942	1,141,791	27,849	2.50%
Mosquito Control	362,868	377,897	377,897	393,997	16,100	4.26%
Air Pollution Control Districts	22,378	21,224	21,224	21,684	460	2.17%
RMV Non-renewal Surcharge	55,540	55,540	55,540	55,540	-	0.00%
Cape Cod Regional Transit Authority	551,118	564,896	564,896	579,019	14,123	2.50%
Special Education Assessment	41,331	42,985	42,985	22,254	(20,731)	-48.23%
Snow & Ice Removal Deficit	-	1,456,214	-	1,275,000	(181,214)	-12.44%
Town Council Reserve Fund	-	-	-	250,000	250,000	0.00%
<b>Total</b>	<b>\$ 15,386,958</b>	<b>\$ 17,460,112</b>	<b>\$ 15,914,818</b>	<b>\$ 18,142,406</b>	<b>\$ 682,294</b>	<b>3.91%</b>

<b>Subtotal Before Transfers</b>	<b>\$ 36,685,161</b>	<b>\$ 41,491,766</b>	<b>\$ 39,565,068</b>	<b>\$ 43,425,185</b>	<b>\$ 1,933,419</b>	<b>4.66%</b>
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Transfers						
Transfer to Capital Trust Fund	\$11,786,673	\$ 9,636,985	\$ 9,636,985	\$ 9,517,045	\$ (119,940)	-1.24%
Transfer to Capital Projects Funds	1,710	-	-	-	-	0.00%
Transfers to Enterprise Funds	869,076	1,146,480	1,146,480	1,166,544	20,064	1.75%
<b>Total</b>	<b>\$ 12,657,459</b>	<b>\$ 10,783,465</b>	<b>\$ 10,783,465</b>	<b>\$ 10,683,589</b>	<b>\$ (99,876)</b>	<b>-0.93%</b>

<b>Grand Total Other Requirements</b>	<b>\$ 49,342,620</b>	<b>\$ 52,275,231</b>	<b>\$ 50,348,533</b>	<b>\$ 54,108,774</b>	<b>\$ 1,833,543</b>	<b>3.51%</b>
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## Summary of Significant Budget Changes

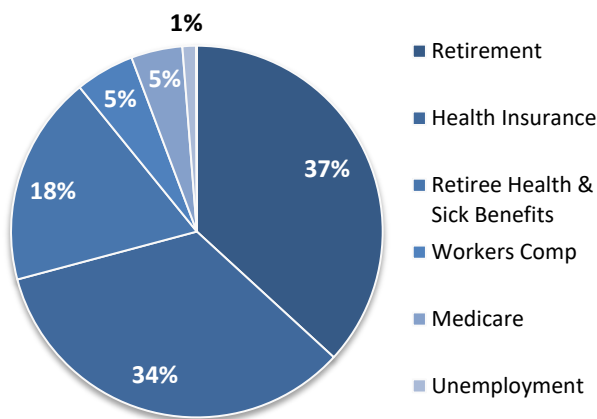
The total budget for Other Requirements, including transfers, is increasing \$1,833,543 or 3.51%. Excluding transfers, this budget is increasing \$1,933,419, or 4.66%. A majority of the increase is in the employee benefits and debt service areas. Health insurance premiums are increasing an average of 6% a year. Increases in these areas total \$1,344,661 or 69% of the year-over-year change in Other Requirements excluding transfers. Also contributing to the budget increase is a new Town Council reserve fund of \$250,000 for extraordinary and unforeseen expenses. No direct expenditures can be charged to this fund. The Town Council must approve a transfer to the department requesting additional funding.

## Description of Other Requirements

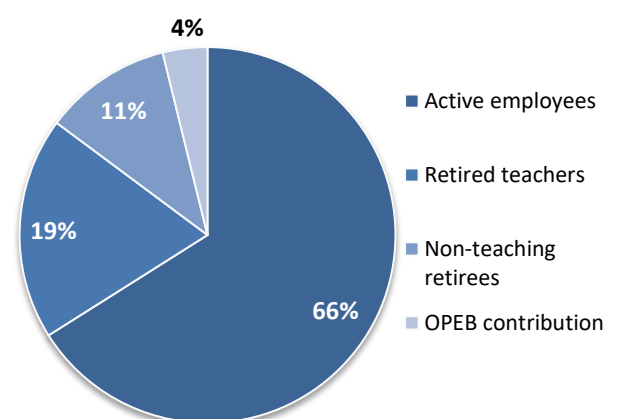
### Employee Benefits

The Town is required by federal and state law as well as labor contracts to provide certain benefits to its workforce. This category of expenditures includes life insurance, health insurance, Medicare, retirement, unemployment, workers' compensation, and other retiree benefits, as well as an annual contribution to the Other Post-Employment Benefits Trust Fund.

Distribution of FY19 Employee Benefits Budget



Distribution of FY19 Health Insurance Expenditures



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. This includes the contribution to the Town's trust fund for Other-Post Employment Benefits (OPEB), which is budgeted at \$500,000 for FY19. The Town's Annual Required Contribution (ARC), as calculated by actuaries, for fully funding its OPEB obligation is approximately \$5.5 million. This level of funding cannot be achieved immediately without significant cuts to services or additional increases in the tax levy. Health insurance for active employees comprises 70% of all health insurance expenses while retirees make up 30%. The county retirement assessment is the second largest expenditure in this category representing 37% of the total budget. These assessments have increased considerably over the past few years. The Town has been able to mitigate some of the increase by adopting a new payment schedule that saves approximately \$172,000 per year.

### Health Insurance

The Town contributes 50% towards the health insurance premium for employees except for retired teachers. This is the minimum amount allowed under state law. Upon retirement, teachers join the State's Group Insurance Commission and the Town is responsible for contributing 85% to 90% towards their health insurance costs. The state deducts this cost

from the Town's quarterly state aid distribution. Factors affecting costs in this category are the number of retirees, co-pay levels, deductibles and health insurance premium changes. Plan design changes to health insurance plans were implemented in FY13 and FY18, which resulted in some premium savings. In FY18, the Cape Cod Municipal Health Group also introduced a new Health Savings Account (HSA) plan that carries a lower annual premium. 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.

### 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 assessments have increased more than \$3.5 million over the past 10 years.

### Unemployment

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The Town self-insures for unemployment costs. The state bills the Town on a monthly basis for unemployment collected by former employees. There are no layoffs planned for FY19, which would require an increase in this area of the budget.

### Worker's Compensation

---

The Town began self-insuring for worker's compensation in FY12. This expense covers all active Town employees including those working for the School Department and Enterprise Funds. Costs have risen significantly due to a number of recent factors. First, an increase in workplace claims and severity of claims has driven up the Town's experience rating, which translates into higher premiums. Second, the market for worker's compensation coverage has changed, making fewer carriers interested in the large payroll exposure of the Town. This has limited the Town's options for carriers and creative programs that allow for better pricing. In the past, discounted programs have been an option for the Town and Schools, but lately, these programs have tightened up, and the deviated premium programs have offered smaller discounts. Finally, the payroll and job classification rates, which determine the premiums, have continued to rise. These are set by the state, and the Town has no control over this change, which has translated into increased premiums. For these reasons, the Town converted to a self-insured program in FY12, and will continue operating in this manner for FY19. A dollar one insurance option is evaluated every year for feasibility.

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 in FY19 for workplace safety training and the Public Works Department now has a Safety Officer on staff.

### Insurance

---

The Town procures premium based liability, property, casualty, automobile, specialty and fire insurance on all its land, building, and equipment. The total listed value of the town's "fixed asset" holdings exceeds \$400 million. In addition, specialty coverage including Public Officials Liability, School Board Legal Liability, Aviation Liability, limited pollution coverage, and police accident and health insurance are secured each year to protect the activities and employees of the

town, school and enterprise operations. Many of these coverages extend over to the boards and commissions, and the many volunteers who annually participate in local municipal operations.

Each year, the actual renewal premium amounts fluctuate based on past experience and coverage needs. These factors affect the cost of insurance and include claims history, insurance market conditions, deductible levels and insured values. In addition to the incremental rise in the insured value of our existing property and buildings, new buildings have been added to the policy in recent years (Bismore Visitor Center, the Hyannis Youth & Community Center, and Airport Terminal and Air Traffic Control Tower). This escalating value directly affects premiums as it broadens the Town's coverage. The total cost of insurance has grown from \$1.2 million in FY06 to \$1.8 million in FY19.

### Grants

---

Included in this category is the funding provided to the Town's seven village libraries and funding for a tourism promotion contract to enhance the Town's economy. Each library has its own Board of Trustees and the Town exercises no control over their daily operations. The Town is a major source of funding for the village libraries. The tourism grant is funded from the local portion of the Hotel/Motel tax collected by the Town. The FY19 proposed budget includes a tourism grant amount that represents approximately 7% of the total estimated rooms tax to be collected by the Town using a 4% rooms tax rate. The grant to the libraries is increasing 3% and the payment to the Lombard Trust remains level at \$52,000.

### Assessments and Other

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The Town participates in four regional entities, namely: the Cape Cod Technical Regional High School (CCTRHS), a regional Veteran's District, the Old King's Highway Historic District, and the Cape Cod Greenhead Fly Control District. These assessments are based on the Town's share of the cost of running these operations. The largest assessment is the CCTRHS. Members appointed by the Town Manager represent the Town on the Regional School Committee. The Veteran's District administers to our Veterans needs and this appropriation represents our share of the administrative cost and direct benefits paid to veterans.

Also included in this category are state and county assessments. County assessments consist of the Town's portion of the county's operating budget and the Cape Cod Commission. The assessment for the Cape Cod Commission is excluded from Proposition 2½ taxing limitations and is added to the tax levy every year. State assessments include such items as mosquito control projects, regional transit authorities, and other smaller items. These cost must be budgeted, however, no appropriation by the Town Council is required since the state deducts the assessments from the Town's quarterly aid distributions.

Finally, this category also includes a budget for school choice and commonwealth charter school assessments. The Barnstable School District participates in the state's school choice program. The school choice program allows parents to send their children to schools in communities other than the city or town in which they reside. Students from other communities also come to Barnstable. Tuition is paid by the sending district to the receiving district. Districts may elect not to enroll school choice students if no space is available. Commonwealth charter schools are independent public schools designed to encourage innovative educational practices. Charter schools are funded by tuition charges assessed against the school districts where the students reside. The state provides partial reimbursement to the sending districts for the tuition costs incurred.

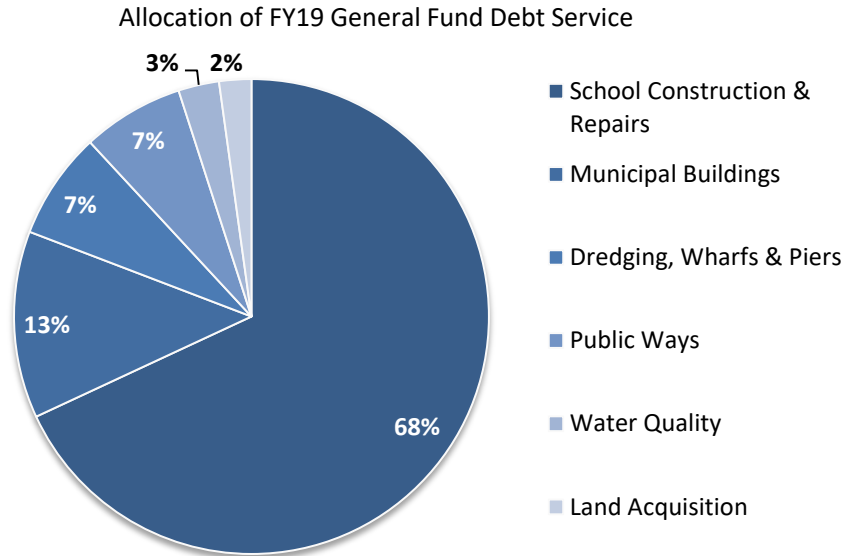
### Debt Service

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Major capital improvements within the Capital Improvements Program will be funded through the issuance of notes and bonds and repayment of the debt issuance is 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. The chart below details the General Fund debt service budget by type of capital improvement.



**Transfers**

Included in this category are all budgeted transfers to other Town funds from the General Fund. This includes \$9.5 million to the Capital Trust Fund and \$1.17 million for the Golf Course Enterprise Fund and HYCC Enterprise Fund. The Town has committed \$9,517,045 of tax support to its annual capital program. This amount is transferred to the Capital Trust Fund. In return, the Capital Trust Fund (CTF) will transfer \$5,677,329 back to the General Fund for the payment on bonds issued to fund capital improvements, which are included in the General Fund budget. This results in a net transfer to the CTF of \$3,839,716.

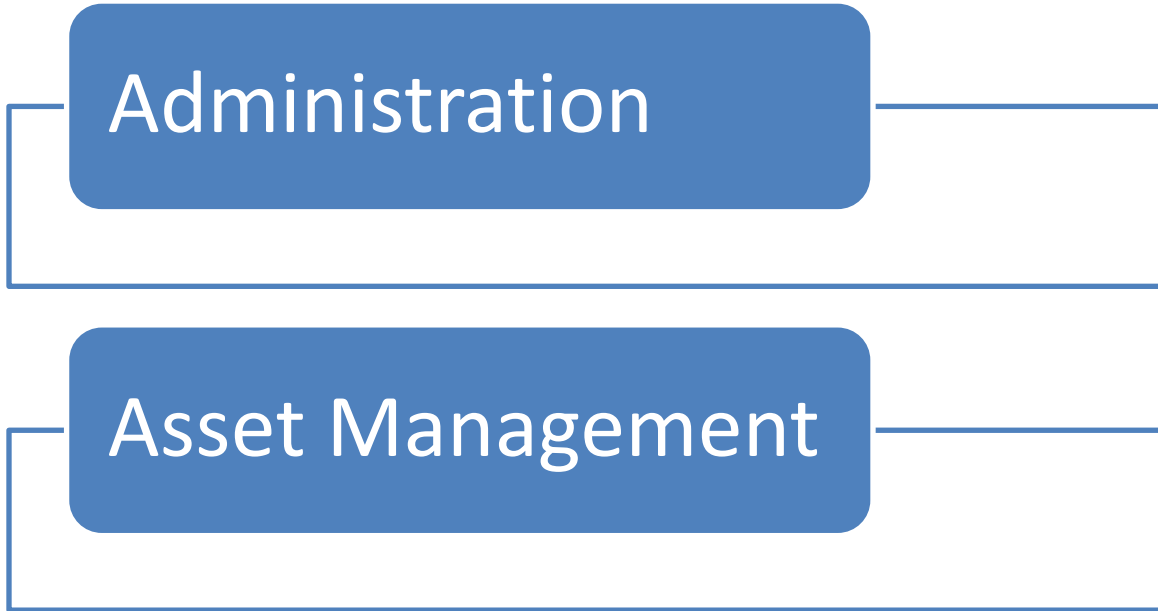
The Golf Course Enterprise Fund is assessed \$440,012 of indirect costs for support received from General Fund operations, as well as other fixed costs budgeted in the General Fund that are attributable to the Enterprise Fund operation. The Enterprise Fund has budgeted \$250,000 for reimbursing the General Fund resulting in a General Fund subsidy of \$190,012. The HYCC Enterprise Fund is assessed \$317,446 of indirect costs for support received from General Fund operations, as well as other fixed costs budgeted in the General Fund that are attributable to the Enterprise Fund operation. In addition, the HYCC’s estimated revenue for FY19 is \$659,086 less than the direct operating expenses budgeted in the Enterprise Fund. No reimbursement to the General Fund is budgeted in the Enterprise Fund for this support resulting in a subsidy of \$976,532. The total Enterprise Fund subsidy budgeted in this category is \$1,166,544.

**Appropriation Deficits**

The Town has the authority under Massachusetts General Law to expend amounts in excess of appropriations for snow and ice removal, overlay deficits and any court ordered judgments. Any such expenditure in the prior year must be raised on the subsequent year’s tax levy. The Town has a snow removal deficit of \$1,275,000 from FY18, which is included in the FY19 proposed budget.

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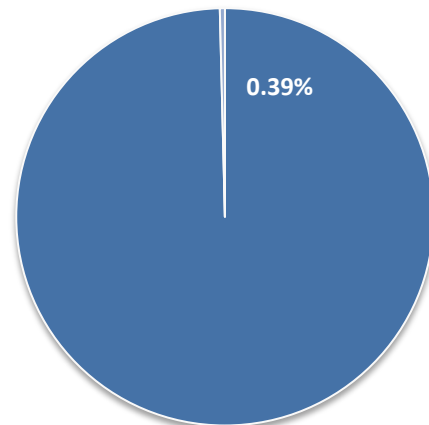
## Town Manager



### 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.

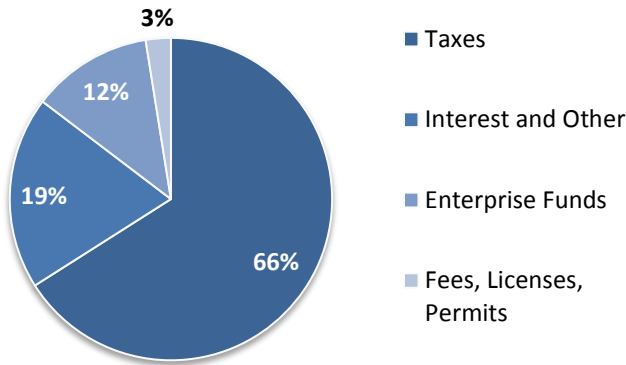
Percentage of FY19 General Fund Budget



The Town Manager budget represents 0.39% of the overall general fund budget.

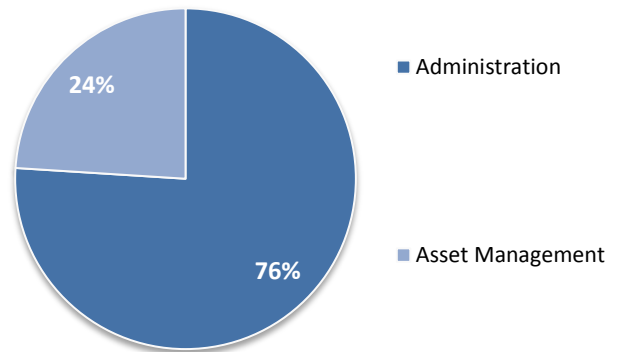
Town Manager Financial Summary

FY19 Source of Funding



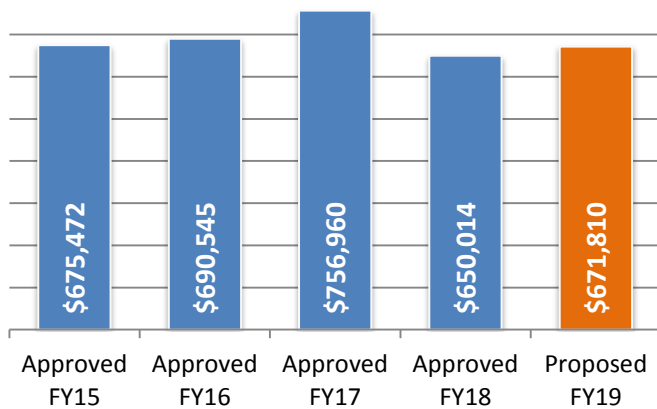
Taxes support 66% of the budget, 19% is from interest and other, 12% from Enterprise Fund support, and the remaining balance of 3% from fees, licenses and permits issued.

FY19 Budget By Division



The Town Manager’s Department is divided into administration at 76% and Asset Management 24%.

Town Manager Budget History



The significant decrease in the FY18 budget is due to the elimination of one full-time employee and turnover in staff. There have been no other significant changes in this budget over the past five-years.

**FISCAL YEAR 2019 BUDGET**

**TOWN MANAGER**

**GENERAL FUND**

Town Manager	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 339,321	\$ 444,305	\$ 432,281	\$ 443,344	\$ (961)	-0.22%
Fees, Licenses, Permits	18,104	17,900	18,261	16,900	(1,000)	-5.59%
Interest and Other	129,248	128,000	136,649	130,000	2,000	1.56%
Enterprise Funds	102,966	59,809	59,809	81,566	21,757	36.38%
<b>Total Sources</b>	<b>\$ 589,639</b>	<b>\$ 650,014</b>	<b>\$ 647,000</b>	<b>\$ 671,810</b>	<b>\$ 21,796</b>	<b>3.35%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 495,376	\$ 550,014	\$ 549,000	\$ 571,810	\$ 21,796	3.96%
Operating Expenses	94,263	100,000	98,000	100,000	-	0.00%
<b>Total Appropriation</b>	<b>\$ 589,639</b>	<b>\$ 650,014</b>	<b>\$ 647,000</b>	<b>\$ 671,810</b>	<b>\$ 21,796</b>	<b>3.35%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 42
Medicare	6,560
Health Insurance	37,100
County Retirement	92,889
<b>Total Employee Benefits (1)</b>	<b>\$ 136,591</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 726,230</b>

\$ 44
8,380
30,076
99,484
<b>\$ 137,984</b>
<b>\$ 784,984</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only

### Summary of Significant Budget Changes

The Town Manager's FY19 proposed budget is increasing by \$21,796 or 3.35% over FY18 budget due to contractual obligations.

### Full-time Equivalent Employees

Job Title	FY 2017	FY 2018	FY 2019	Change
Assistant Town Manager	1.00	1.00	1.00	-
Clerical Assistant	0.50	0.50	0.50	-
Confidential Assistant	1.00	1.00	1.00	-
Director of Property Asset Management	1.00	1.00	1.00	-
Insurance & Asset Coordinator	1.00	1.00	1.00	-
Town Manager	1.00	1.00	1.00	-
Town Manager's Assistant	1.00	-	-	-
<b>Full-time Equivalent Employees</b>	<b>6.50</b>	<b>5.50</b>	<b>5.50</b>	<b>-</b>

# Administration

## Purpose Statement

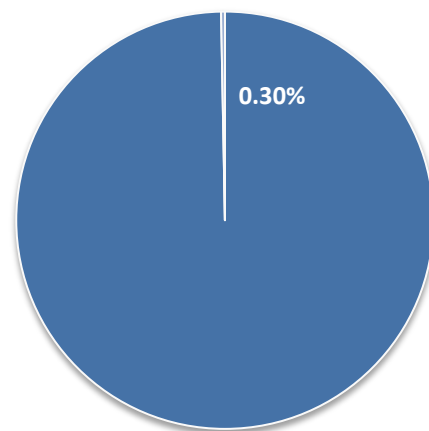
Administration is responsible for administering policies and programs approved by the Town Council. With the assistance of the Finance Department, the office also drafts the annual budget and ensures the budget policies and spending plans of the Council are followed through.



## Recent Accomplishments

- Prepared the FY 2019 Operating and Capital budgets with the Town Council’s strategic plan and its priorities at the core of these financial documents.
- Enhanced the Town of Barnstable’s customer service focus by reinforcing our message “how can we serve you” through restructuring, providing educational support to staff, and engaging our public in open discussion about our programs and services.
- Developed programs to involve our youth more actively in our Youth and Community Center and programs by reorganizing staff, removing financial barriers, and assisting with transportation.
- Expanded the Community Service Officer program at the Barnstable Police Department in support of a safe and welcoming environment.
- Prioritized our environmental resource, and public health and safety while managing the safe and compliant services offered by the Town.

Percentage of FY19 General Fund Budget



The Town Manager’s administration budget represents 0.30% of the overall general fund budget.

## Additional Recent Accomplishments Objectives

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- Improved our economic development programs to support growth in our community while maintaining the quality of life that is essential to our community.
- Completed a long-range plan for dredging and developed corresponding financial plans in support of the recommendations.
- Recommended modifications and improvements to our zoning bylaws in an effort to modernize, organize, and support healthy and appropriate growth.

## Fiscal Year 2019 Goals and Objectives

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1. Continue to enhance the Town of Barnstable's focus on customer service by engaging our public in open discussion about our programs and services; restructure staff as needed to address priorities.
2. Expand youth programs throughout our community by leveraging Town-owned assets such as our golf courses and the Hyannis Youth and Community Center; investing in our youth is a proven resource multiplier, prevention vs potential cost of future services.
3. Partner with our civic and village associations in an effort to better respond to each villages' needs while keeping in mind our community's common goals.
4. Reallocate resources appropriately to ensure the effective management of municipal assets. One example is the shifting of maintenance operations and custodial services of the Hyannis Youth and Community Center to the Department of Public Works.
5. Maintain effective communications with the Town Council and the public to ensure an open and transparent municipal government through all means of social media and technology such as our Open Budget software.
6. Maintain the quality and quantity of water in the Hyannis water system so that our residents, business, and visitors continue to be served by a high quality, cost effective service.
7. Prepare an inventory of assets, evaluate the assets in respect to programs and services, and develop a plan for long-term asset management.
8. Complete comprehensive long-term plan for sewer expansion.

## Description of Services Provided

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

The Town Manager does extensive planning and evaluation for establishing short and long-term management strategies to implement and evaluate departmental management programs and activities. Additional emphasis is placed upon the introduction of modern management concepts and programs. The Town Manager is responsible for annually submitting a balanced budget, capital improvements program, five-year forecast, and other reports to the Town Council. This includes projecting revenue, analyzing the use of reserves for capital purchases and operations, and working with the School Department in trying to develop an equitable split of revenues for their operations.

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



**MARK S. ELLS, TOWN MANAGER AND  
M. ANDREW CLYBURN, ASSISTANT TOWN MANAGER**



Administration	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 298,422	\$ 417,828	\$ 414,930	\$ 412,156	\$ (5,672)	-1.36%
Fees, Licenses, Permits	18,104	17,900	18,261	16,900	(1,000)	-5.59%
Enterprise Funds	102,966	59,809	59,809	81,566	21,757	36.38%
<b>Total Sources</b>	<b>\$ 419,492</b>	<b>\$ 495,537</b>	<b>\$ 493,000</b>	<b>\$ 510,622</b>	<b>\$ 15,085</b>	<b>3.04%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 325,229	\$ 395,537	\$ 395,000	\$ 410,622	\$ 15,085	3.81%
Operating Expenses	94,263	100,000	98,000	100,000	-	0.00%
<b>Total Appropriation</b>	<b>\$ 419,492</b>	<b>\$ 495,537</b>	<b>\$ 493,000</b>	<b>\$ 510,622</b>	<b>\$ 15,085</b>	<b>3.04%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 24
Medicare	4,234
Health Insurance	27,790
County Retirement	62,341
<b>Total Employee Benefits (1)</b>	<b>\$ 94,389</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 513,881</b>

\$ 25
5,924
19,853
66,767
<b>\$ 92,569</b>
<b>\$ 585,569</b>

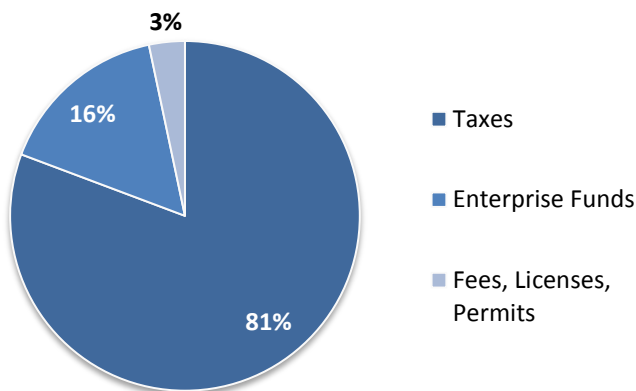
(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only

### Summary of Significant Budget Changes

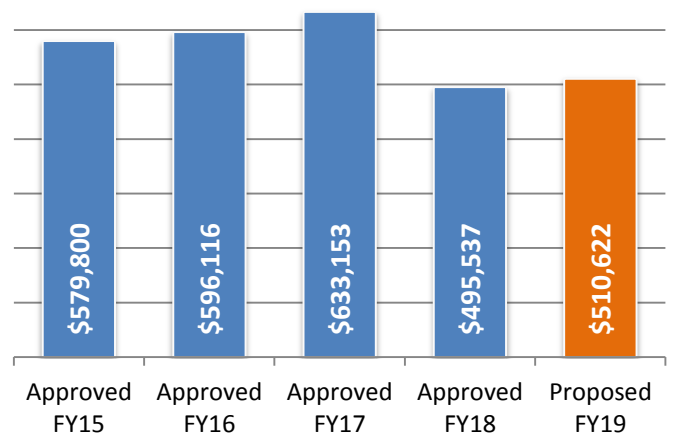
The Town Manager's administration FY19 proposed budget is increasing by \$15,085 or 3.04% over FY18 budget due to contractual obligations.

### Administration Financial Summary

FY19 Source of Funding



Administration Budget History



Taxes support 81% of the budget, 16% from Enterprise Fund support, with the remaining 3% from fees, licenses and permits issued by this operation.

The significant decrease in the FY18 budget is due to the elimination of one full-time employee and turnover in staff. There have been no other significant changes in this budget over the past five-years.

# Asset Management

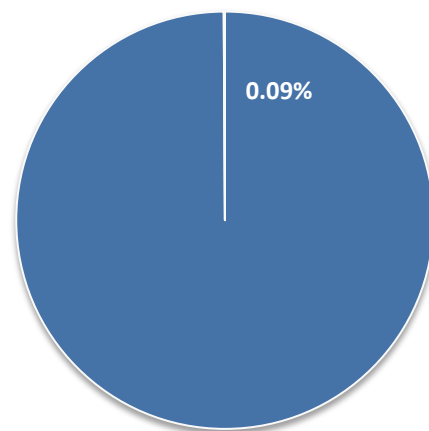
## Purpose Statement

Asset Management is responsible for managing the Town’s capital asset portfolio by providing expertise in the areas of acquisition, management, insurance, inventory, and disposal of assets held by the town.

## Recent Accomplishments

- Worked closely with the Asset Management Advisory Committee to identify, analyze and consider the highest and best use of identified Town Assets. The first category considered was municipal land acquired through the tax foreclosure process.
- Issued Initial Request for Proposal for Property Disposition – Tax Possession properties. A Sealed Bid process was developed and bids were received for 22 of the 23 parcels with a high bid total for all parcels of over \$500,000.
- Assisted the Barnstable Municipal Airport develop a Request for Proposal for the Cape Town Plaza property, also known as the Kmart Plaza, in anticipation of the expiration of the current lease in 2024. The goal is to allow developers to come in early and start the complicated permitting and redevelopment process or negotiate an early termination to the current lease so that a new lease can commence.

Percentage of FY19 General Fund Budget



The Asset Management budget represents 0.09% of the overall General Fund budget.

## Additional Recent Accomplishments Objectives

- Established a working group to analyze reuse opportunities for the Town-owned former National Guard Armory building. The decision to move forward with mitigation and remediation of hazardous materials at the site was determined to be a key step and a project was successfully brought forward through the FY19 Capital Improvement Project process. In addition, State funding to offset a portion of the capital improvement costs is being pursued. This critical first step to clean up the site is paramount to the success of any scenario where the Town reuses the building or leases it out in the future for purposes that enhance Downtown Hyannis.
- Permitting and licenses for use of Town property. This multi-department initiative includes Licensing, Parking, Town Manager Office, Recreation, Legal and Asset Management is an ongoing effort to streamline, simplify and standardize how the public uses Town assets including Town Green, Asselton Park, and public buildings. In addition, there are key discussions on fee structures, liability concerns, on-line scheduling and public calendars and how to support the public's desire to hold activities at beaches, in Parks and on Town owned property.

## Fiscal Year 2019 Goals and Objectives

1. Establish a new revolving fund under Chapter 44, section 53E ½ for the proceeds from the sale of Town owned property. This requires Town Council approval via change to our revolving fund ordinance under Article III, Chapter 86 of our ordinances. We hope to do this as part of the annual operating budget approval process.
2. Continue to marshal the Town's assets into a comprehensive data base that allows quick and ready access by all Town personnel of key property related documents on a map and parcel identified basis.
3. Develop a complete acquisition history consisting of deeds, Town meeting and Town Council authorization documents, and other relevant documents for every municipal property currently owned by the Town. How the land was acquired, and the source of funding many times 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.
4. During FY19, identify the resources needed to manage property in conjunction with the Department of Public Works so that each property has the management and maintenance needs to support its relative use.
5. Identify, research and prepare an additional block of tax possession property for potential disposal through a sealed bid or auction process.

**Description of Services Provided**

As part of the FY19 Reorganization plan a new Asset Management Program will be established in the Town Manager’s Office to emphasize the future analysis of all municipal assets owned and used by the Town of Barnstable. This program will build on the efforts formerly completed through the Finance Department under the Director of Property and Risk Management. While the primary immediate focus will continue to be land management from an administrative view point, future work will include multi-departmental projects, coordinating the use of town assets with outside land management agencies, and the strategic purchase and disposal of certain assets which are identified as no longer necessary and are surplus to Town needs. This includes hard assets like equipment and buildings as well as real property or land. The careful selection of insurance coverages to minimize the chance of catastrophic losses to people and assets continues to be more complex each year as the value of the assets and the exposure to risk grows annually. The responsibilities under this heading also include specialty insurance policies for Airport, Police, and student athlete insurance for the schools. Additionally, the implementation of loss control measures, as well as the monitoring of claims against the Town through the legal division, adds to the complexities of this work.

Asset Management	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 40,899	\$ 26,477	\$ 17,351	\$ 31,188	\$ 4,711	17.79%
Interest and Other	129,248	128,000	136,649	130,000	2,000	1.56%
<b>Total Sources</b>	<b>\$ 170,147</b>	<b>\$ 154,477</b>	<b>\$ 154,000</b>	<b>\$ 161,188</b>	<b>\$ 6,711</b>	<b>4.34%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 170,147	\$ 154,477	\$ 154,000	\$ 161,188	\$ 6,711	4.34%
<b>Total Appropriation</b>	<b>\$ 170,147</b>	<b>\$ 154,477</b>	<b>\$ 154,000</b>	<b>\$ 161,188</b>	<b>\$ 6,711</b>	<b>4.34%</b>

Employee Benefits Allocation:	Actual	Approved	Projected	Proposed
Life Insurance	\$ 18		\$ 19	
Medicare	2,326		2,456	
Health Insurance	9,310		10,223	
County Retirement	30,548		32,717	
<b>Total Employee Benefits (1)</b>	<b>\$ 42,202</b>		<b>\$ 45,415</b>	
<b>Total Expenditures Including Benefits</b>	<b>\$ 212,349</b>		<b>\$ 199,415</b>	

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only

**Summary of Significant Budget Changes**

The Asset Management FY19 proposed budget is increasing by \$6,711 or 4.34% over FY18 budget. All cost increases are due to contractual obligations.

# Administrative Services Department



## Finance

- Includes Elected Town Clerk
- Includes Elected Town Collector



## Legal



## Human Resources

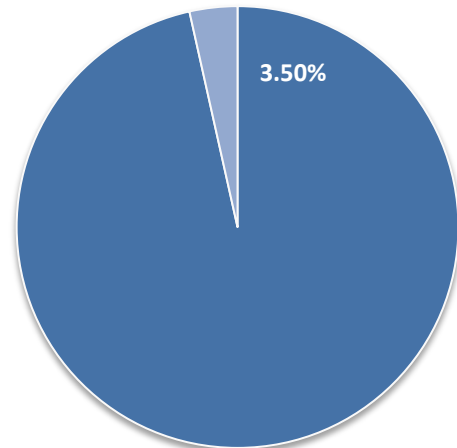


## Information Technology

### Department Description

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

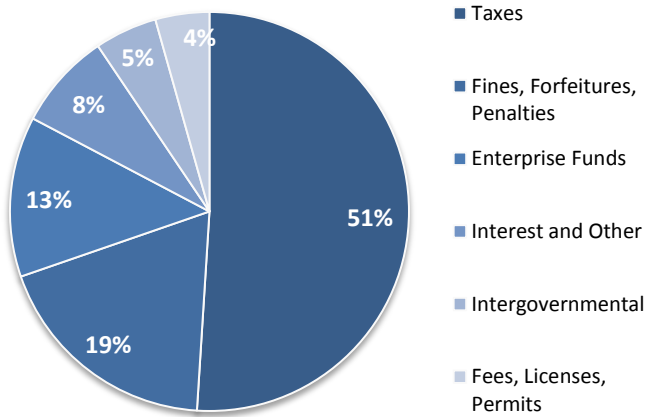
Percentage of FY19 General Fund Budget



The Administrative Services Department budget represents 3.50% of the overall General Fund budget.

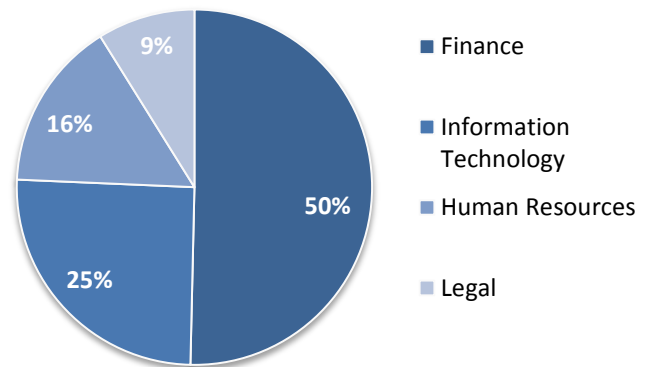
## Administrative Services Department Financial Summary

FY19 Source of Funding



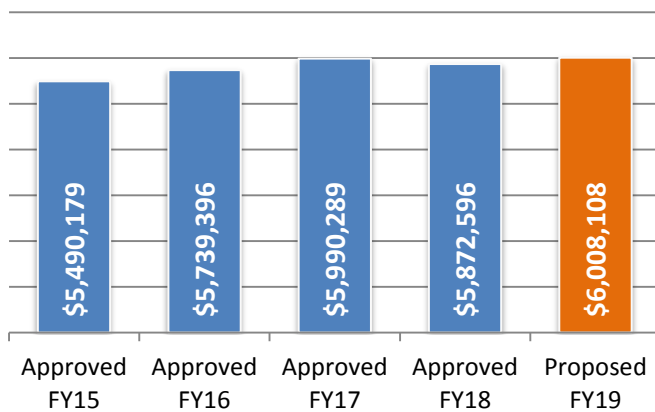
Taxes provide 51% of the funding for this department. The next largest funding sources are penalties and interest on the late payment of taxes 19%, and enterprise funds representing 13%.

Administrative Services Department FY19 Budget By Division



The Finance Division is the largest division in this department representing 50% of the department’s proposed budget.

Administrative Services Department Budget History



The department’s budget has increased from \$5.49 million in FY15 to \$6 million in FY19 over the last five years or 1.89% annually.

Administrative Services Dept.	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 2,295,516	\$ 2,855,560	\$ 2,324,063	\$ 3,064,322	\$ 208,762	7.31%
Intergovernmental	306,473	300,156	299,194	304,288	4,132	1.38%
Fines, Forfeitures, Penalties	1,303,311	1,192,900	1,333,952	1,124,000	(68,900)	-5.78%
Fees, Licenses, Permits	301,748	259,000	275,320	262,700	3,700	1.43%
Charges for Services	326	-	1,720	-	-	0.00%
Interest and Other	754,083	416,000	723,103	471,500	55,500	13.34%
Special Revenue Funds	30,000	30,000	30,000	-	(30,000)	-100.00%
Enterprise Funds	727,903	818,980	818,980	781,298	(37,682)	-4.60%
<b>Total Sources</b>	<b>\$ 5,719,360</b>	<b>\$ 5,872,596</b>	<b>\$ 5,806,332</b>	<b>\$ 6,008,108</b>	<b>\$ 135,512</b>	<b>2.31%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 4,386,112	\$ 4,473,183	\$ 4,440,851	\$ 4,565,318	\$ 92,135	2.06%
Operating Expenses	1,254,003	1,294,413	1,260,481	1,337,790	43,377	3.35%
Capital Outlay	79,245	105,000	105,000	105,000	-	0.00%
<b>Total Appropriation</b>	<b>\$ 5,719,360</b>	<b>\$ 5,872,596</b>	<b>\$ 5,806,332</b>	<b>\$ 6,008,108</b>	<b>\$ 135,512</b>	<b>2.31%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 435
Medicare	56,703
Health Insurance	271,432
County Retirement	848,424
<b>Total Employee Benefits (1)</b>	<b>\$ 1,176,994</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 6,896,354</b>

\$ 452
60,743
296,607
908,646
<b>\$ 1,266,448</b>
<b>\$ 7,072,780</b>

<b>Full-time Equivalent Employees</b>	<b>58.30</b>	<b>57.55</b>	<b>56.55</b>	<b>-1.00</b>
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(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only

### Summary of Significant Budget Changes

The Administration Department's FY19 proposed budget will increase by \$135,512 or 2.31% over the FY18 budget. Personnel costs will increase by \$92,135 due to contractual obligations as well as adding one full-time Purchasing Agent position. Two full-time positions in the assessing operations have been eliminated resulting in a savings of \$98,368. Operating costs will increase by \$43,377 due to annual increases in software licensing (\$21,377) and outside contract services for the assessing operations (\$28,000), offset by the reduction of \$6,000 from one-time costs included in the FY18 Town Clerk budget. Capital outlay costs will remain level funded to support the Information Technology Department's software and hardware upgrades. Tax support is expected to increase by \$208,762 as other revenue sources are estimated to decline.

**Additional Funding Recommended**

**Information Technology**

<b>1. Software/Hardware Maintenance Increases</b>	<b>\$21,377 Requested \$21,377 Recommended</b>
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Information Technology (I.T.) provides software and hardware for every department in the town. The majority of this software/hardware is subject to an annual maintenance fee. This fee entitles the town to support and maintenance releases of the software and gives us a license to use it.

<b>2. Valuation Contract Assistance</b>	<b>\$28,000 Requested \$28,000 Recommended</b>
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The Assessing operation has reorganized its staff and workflow in order to eliminate two full-time positions. The elimination of these two positions will require the operation to supplement its work plan with some outside contract assistance.

<b>3. Maintain Existing Operating Capital</b>	<b>\$105,000 Requested \$105,000 Recommended</b>
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Information Technology relies on this funding to keep things moving forward in this ever-changing industry. This is the lifeblood that keeps the Town current with its technology. It has been important to the Town's success for many years. The operating capital in Fiscal 2017 has benefited every department in the area of technology and computing from new PC's and printers to network upgrades to the highly redundant virtual servers and SAN's (Storage Area Network) that run applications and store data. Items this operating capital will cover in Fiscal 2019 include replacement of printers, servers, and plotters, networking equipment, hardware for virtual servers, firewalls, and Storage Area Networks (SAN) and security appliances.



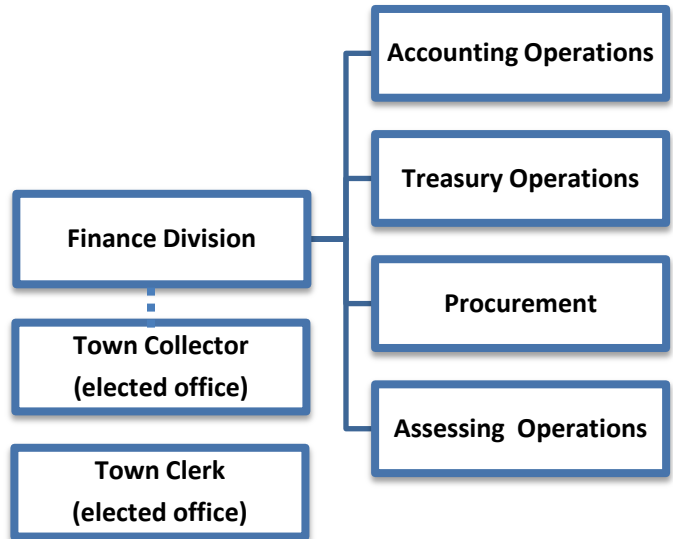
# Finance Division

## Purpose Statement

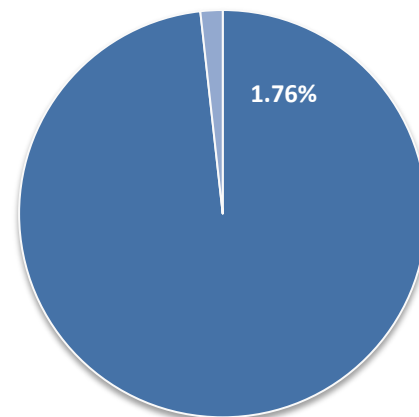
The purpose of the Finance Division is to safeguard the financial assets, vital records and elections process of the town using professional financial and administrative practices in order to preserve the town’s financial integrity, preservation of vital and historical records, and the integrity in elections.

## Recent Accomplishments

- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for the 16<sup>th</sup> year in a row for the June 30, 2016 Comprehensive Annual Financial Report (CAFR).
- Received the Distinguished Budget Presentation Award from the GFOA for the 17<sup>th</sup> year in a row for the FY 2018 annual budget document.
- Maintained a AAA bond rating for the town.
- Assisted with the disposition of 23 tax possession properties raising funds for the town and placing properties back on the tax rolls.
- Received a clean audit opinion on the June 30, 2017 CAFR and there were no audit findings.
- Reviewed the workflow process in the assessing operation resulting in the reduction of 2 full-time positions proposed for FY 2019.
- Expanded the number of vendors participating in the town’s ACI payment process generating additional revenue of approximately \$25,000 per year.



Percentage of FY19 General Fund Budget



The Finance Division represents 1.76% of the overall General Fund budget.

## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

### Short-Term:

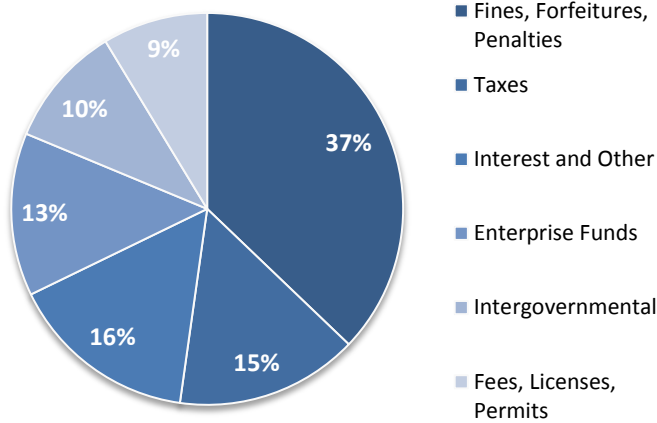
1. Implement a paperless invoice processing system in order to improve efficiency, reduce paper costs and storage needs. **(SP: Communication, and Finance)**
2. Practice and promote sound financial policies and procedures in order to maintain the Town's AAA bond rating. **(SP: Finance)**
3. Work with the Marine & Environmental Affairs Department on enhancing revenue generated from the use of the town's waterways. **(SP: Finance)**
4. Conduct a property tax lien sale in order to reduce the amount of outstanding tax liens receivable. **(SP: Finance)**
5. Explore ways to enhance the town's Open Budget website. **(SP: Communication)**
6. Work with the Public Works Department on the creation of a systems development charge for the wastewater operations. **(SP: Finance)**

### Long-Term:

1. Continue to participate in the GFOA award programs for budgeting and financial reporting. **(SP: Finance)**
2. Continue to enhance the funding provided for the town's annual snow removal program (\$125,000 per year) and OPEB liability (\$50,000 per year). **(SP: Finance)**
3. Identify areas where the town can expand the use of Content Manager in order to reduce the consumption of paper and improve staff efficiency. **(SP: Finance)**
4. Evaluate department workflow processes in order to identify additional areas for efficiency gains without compromising effectiveness. **(SP: Finance)**

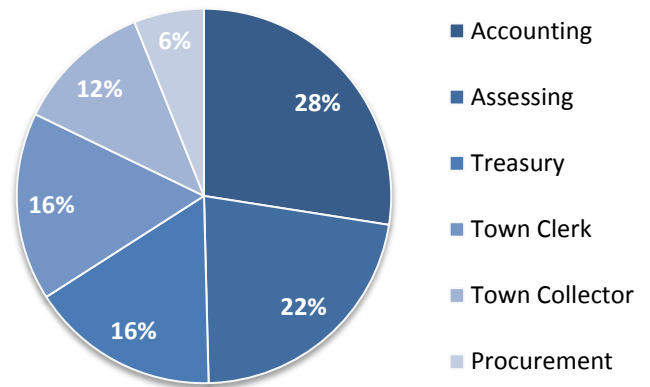
Finance Division Financial Summary

FY19 Source of Funding



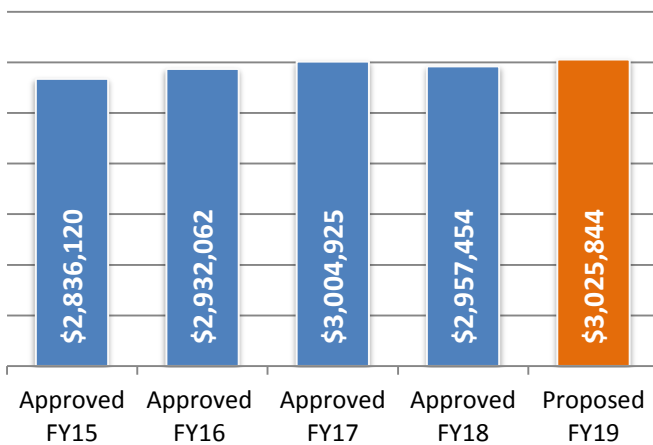
The largest funding sources for this operation are taxes and fees charged on the late payment of taxes. These two categories comprise 52% of the division’s funding. Taxes provide 15% of the funding sources for the division. Enterprise Fund support is 13% of all funding sources.

Finance Division FY19 Budget By Program



The Accounting program is the largest area of this division’s budget comprising 28% followed by the Assessors at 22% of the budget.

Finance Division Budget History



The division’s budget has increased from \$2.836 million in FY15 to \$3.025 million proposed in FY19 over this five-year period, or 1.34% annually.

**FISCAL YEAR 2019 BUDGET**

**FINANCE DIVISION**

**GENERAL FUND**

Finance Division	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ -	\$ 423,019	\$ -	\$ 456,306	\$ 33,287	7.87%
Intergovernmental	306,473	300,156	299,194	304,288	4,132	1.38%
Fines, Forfeitures, Penalties	1,303,311	1,192,900	1,333,952	1,124,000	(68,900)	-5.78%
Fees, Licenses, Permits	301,748	259,000	275,320	262,700	3,700	1.43%
Charges for Services	326	-	1,720	-	-	0.00%
Interest and Other	754,066	416,000	721,304	471,500	55,500	13.34%
Special Revenue Funds	15,000	15,000	15,000	-	(15,000)	-100.00%
Enterprise Funds	319,892	351,379	351,379	407,050	55,671	15.84%
<b>Total Sources</b>	<b>\$ 3,000,816</b>	<b>\$ 2,957,454</b>	<b>\$ 2,997,869</b>	<b>\$ 3,025,844</b>	<b>\$ 68,390</b>	<b>2.31%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 2,404,556	\$ 2,531,819	\$ 2,509,394	\$ 2,578,209	\$ 46,390	1.83%
Operating Expenses	386,719	425,635	410,481	447,635	22,000	5.17%
<b>Total Appropriation</b>	<b>\$ 2,791,275</b>	<b>\$ 2,957,454</b>	<b>\$ 2,919,875</b>	<b>\$ 3,025,844</b>	<b>\$ 68,390</b>	<b>2.31%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 291
Medicare	30,932
Health Insurance	161,298
County Retirement	472,982
<b>Total Employee Benefits (1)</b>	<b>\$ 665,503</b>

	\$ 315
	32,748
	191,116
	506,555
	<b>\$ 730,734</b>

<b>Total Expenditures Including Benefits</b>	<b>\$ 3,456,778</b>
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	<b>\$ 3,650,609</b>
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**(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only**

**Summary of Significant Budget Changes**

The Finance Division’s FY19 proposed budget will increase by \$68,390 or 2.3% over FY18 budget. Personnel costs will increase by \$46,390 due to contractual obligations. This includes the net impact of the reduction of two positions in the assessing operation and one additional position in the procurement operation. Operating costs will increase by \$22,000. The operating cost increase includes \$28,000 to support assessing with outside contract services, offset by the reduction of \$6,000 from one-time costs included in the FY18 Town Clerk budget. Tax support for the division will increase by \$33,287 in FY19. Enterprise Fund support will increase \$55,671. This offsets the \$68,900 estimated reduction in revenue from fines and penalties.

### Full-time Equivalent Employees

Job Title	FY 2017	FY 2018	FY 2019	Change
Accounting Officer	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	-
Chief Procurement Officer	1.00	1.00	1.00	-
Collection Assistant	1.00	1.00	1.00	-
Comptroller	1.00	1.00	1.00	-
Data Collection/Field Inspector	1.00	1.00	1.00	-
Deputy Finance Director	1.00	1.00	1.00	-
Director of Finance	1.00	1.00	1.00	-
Financial/Budget Analyst	2.00	2.00	2.00	-
Lister	1.00	1.00	-	(1.00)
Office Manager	1.00	1.00	-	(1.00)
Payroll Coordinator	1.00	1.00	1.00	-
Principal Assessor Assistant	3.00	3.00	3.00	-
Principal Dept/Div Assistant	5.50	5.75	5.75	-
Property Transfer Assistant	1.00	1.00	1.00	-
Purchasing Agent	-	-	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	-
Town Collector	1.00	1.00	1.00	-
Town Treasurer	1.00	1.00	1.00	-
<b>Full-time Equivalent Employees</b>	<b>35.50</b>	<b>35.75</b>	<b>34.75</b>	<b>(1.00)</b>

Description of Division Services Provided

Accounting Operation

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



The Accounting Operation conducts the following functions:

- General ledger maintenance;
- Budget preparation/ monitoring;
- Capital improvement program development;
- Short and long range financial forecasting;
- Audit coordination;
- Vendor payment processing;
- Monthly and annual financial reporting;
- Cost of service analysis;
- Cost/benefit analysis;
- Open Budget website maintenance;
- MUNIS system training;
- Fixed asset inventory and reporting; and
- Grant monitoring and reporting.

Accounting	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 545,185	\$ 590,144	\$ 544,879	\$ 599,329	\$ 9,185	1.56%
Special Revenue Funds	15,000	15,000	15,000	-	(15,000)	-100.00%
Enterprise Funds	183,220	206,102	206,102	231,761	25,659	12.45%
<b>Total Sources</b>	<b>\$ 780,756</b>	<b>\$ 811,246</b>	<b>\$ 806,740</b>	<b>\$ 831,090</b>	<b>\$ 19,844</b>	<b>2.45%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 695,040	\$ 724,996	\$ 721,380	\$ 744,840	\$ 19,844	2.74%
Operating Expenses	85,716	86,250	85,360	86,250	-	0.00%
<b>Total Appropriation</b>	<b>\$ 780,756</b>	<b>\$ 811,246</b>	<b>\$ 806,740</b>	<b>\$ 831,090</b>	<b>\$ 19,844</b>	<b>2.45%</b>

Employee Benefits Allocation:			
Life Insurance	\$ 77		\$ 82
Medicare	8,914		9,354
Health Insurance	48,060		55,160
County Retirement	138,237		148,049
<b>Total Employee Benefits (1)</b>	<b>\$ 195,288</b>		<b>\$ 212,645</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 976,044</b>		<b>\$ 1,019,385</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Treasury Operation

The Treasury Operation is responsible for the Town’s payroll processing, the management of its cash and debt activity and the Town’s tax title program. The operation interacts with all departments and many outside organizations. The operation also offers staff liaison support to the Barnstable Trust Fund Advisory Committee, The Barnstable Elderly and Disabled Taxation Committee and represents the Town on the Steering Committee and the Board of Directors of the Cape Cod Municipal Health Group; a municipal joint purchase medical insurance consortium.



The Treasury Operation conducts the following functions:

- Debt management (issuance and payment of bonds);
- Banking services;
- Delinquent tax billing and collection;
- Revenue collection and forecasting;
- Cashiering;
- Payroll processing;
- Federal and State wage reporting and tax deposits;
- Remitting payroll deductions to vendors; and
- The issuance of all vendor checks.

Treasury	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Fines, Forfeitures, Penalties	\$ 349,582	\$ 273,400	\$ 405,329	\$ 276,000	\$ 2,600	0.95%
Fees, Licenses, Permits	20,732	2,000	1,980	2,200	200	10.00%
Interest and Other	515,808	414,000	582,598	466,500	52,500	12.68%
Enterprise Funds	59,160	63,570	63,570	64,022	452	0.71%
<b>Total Sources</b>	<b>\$ 945,282</b>	<b>\$ 752,970</b>	<b>\$ 1,053,477</b>	<b>\$ 808,722</b>	<b>\$ 55,752</b>	<b>7.40%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 397,028	\$ 412,140	\$ 409,000	\$ 426,243	\$ 14,103	3.42%
Operating Expenses	86,774	67,800	60,000	67,800	-	0.00%
<b>Total Appropriation</b>	<b>\$ 483,802</b>	<b>\$ 479,940</b>	<b>\$ 469,000</b>	<b>\$ 494,043</b>	<b>\$ 14,103</b>	<b>2.94%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 23
Medicare	5,202
Health Insurance	26,394
County Retirement	80,752
<b>Total Employee Benefits (1)</b>	<b>\$ 112,371</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 596,173</b>

\$ 25
5,516
31,506
86,484
<b>\$ 123,531</b>
<b>\$ 592,531</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Procurement Operation

The Procurement Operation provides oversight of policies, procedures and enforcement of procurement laws on a Town-wide basis, including schools and enterprise accounts. The operation also provides extensive involvement in the negotiation of energy contracts for all segments of the Town.



Procurement Management	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 31,496	\$ 57,781	\$ 57,023	\$ 104,191	\$ 46,410	80.32%
Enterprise Funds	46,467	48,177	48,177	78,914	30,737	63.80%
<b>Total Sources</b>	<b>\$ 77,963</b>	<b>\$ 105,958</b>	<b>\$ 105,200</b>	<b>\$ 183,105</b>	<b>\$ 77,147</b>	<b>72.81%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 71,264	\$ 98,498	\$ 98,000	\$ 175,645	\$ 77,147	78.32%
Operating Expenses	6,699	7,460	7,200	7,460	-	0.00%
<b>Total Appropriation</b>	<b>\$ 77,963</b>	<b>\$ 105,958</b>	<b>\$ 105,200</b>	<b>\$ 183,105</b>	<b>\$ 77,147</b>	<b>72.81%</b>

Employee Benefits Allocation:			
Life Insurance	\$ 6		\$ 6
Medicare	965		1,019
Health Insurance	4,466		4,981
County Retirement	16,142		17,287
<b>Total Employee Benefits (1)</b>	<b>\$ 21,579</b>		<b>\$ 23,293</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 99,542</b>		<b>\$ 128,493</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.



Assessing Operation

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	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 355,227	\$ 419,252	\$ 405,619	\$ 357,586	\$ (61,666)	-14.71%
Intergovernmental	306,473	300,156	299,194	304,288	4,132	1.38%
Charges for Services	320	-	87	-	-	0.00%
Interest and Other	4,050	-	-	-	-	0.00%
Enterprise Funds	8,000	8,000	8,000	8,000	-	0.00%
<b>Total Sources</b>	<b>\$ 674,070</b>	<b>\$ 727,408</b>	<b>\$ 712,900</b>	<b>\$ 669,874</b>	<b>\$ (57,534)</b>	<b>-7.91%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 593,751	\$ 628,408	\$ 617,000	\$ 542,874	\$ (85,534)	-13.61%
Operating Expenses	80,319	99,000	95,900	127,000	28,000	28.28%
<b>Total Appropriation</b>	<b>\$ 674,070</b>	<b>\$ 727,408</b>	<b>\$ 712,900</b>	<b>\$ 669,874</b>	<b>\$ (57,534)</b>	<b>-7.91%</b>

Employee Benefits Allocation:		
Life Insurance	\$ 101	\$ 102
Medicare	7,803	7,809
Health Insurance	47,062	59,098
County Retirement	127,930	137,011
<b>Total Employee Benefits (1)</b>	<b>\$ 182,896</b>	<b>\$ 204,020</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 856,966</b>	<b>\$ 916,920</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

**Town Clerk Operation (Elected Office)**

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



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

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

Town Clerk	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 243,098	\$ 317,592	\$ 287,668	\$ 310,727	\$ (6,865)	-2.16%
Fees, Licenses, Permits	189,052	166,500	192,720	176,000	9,500	5.71%
Charges for Services	6	-	1,633	-	-	0.00%
Interest and Other	17,256	2,000	-	5,000	3,000	150.00%
<b>Total Sources</b>	<b>\$ 449,412</b>	<b>\$ 486,092</b>	<b>\$ 482,021</b>	<b>\$ 491,727</b>	<b>\$ 5,635</b>	<b>1.16%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 404,524	\$ 419,217	\$ 417,000	\$ 430,852	\$ 11,635	2.78%
Operating Expenses	44,888	66,875	65,021	60,875	(6,000)	-8.97%
<b>Total Appropriation</b>	<b>\$ 449,412</b>	<b>\$ 486,092</b>	<b>\$ 482,021</b>	<b>\$ 491,727</b>	<b>\$ 5,635</b>	<b>1.16%</b>

Employee Benefits Allocation:		
Life Insurance	\$ 48	\$ 50
Medicare	4,673	5,515
Health Insurance	27,193	31,058
County Retirement	60,435	64,725
<b>Total Employee Benefits (1)</b>	<b>\$ 92,349</b>	<b>\$ 101,348</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 541,761</b>	<b>\$ 583,369</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Town Collector Operation (Elected Office)

The Town Collector Operation provides services in the area of tax billing and collection and customer services. The operation is responsible for the collection of property and other taxes due and payable to the Town of Barnstable, as well as the five fire districts, located in the Town of Barnstable. Receipts collected are paid over to the Town Treasurer and the five fire district treasurers on a weekly basis. In addition, the Town Collector collects fees on behalf of the Hyannis Main Street Business Improvement District, which encompasses most of the Main Street, Hyannis property owners, and submits the fees weekly to the district's treasurer. Property taxes and sewer utility charges are billed on a quarterly basis. Motor vehicle excise taxes are billed when tax commitments are received from the State; usually once a month. The operation also issues the annual boat excise tax.



Customer services involves proving information to taxpayers, mortgage companies, attorneys, and the general public by telephone and in the Collector's Office regarding all tax accounts and providing general information relating to the Town of Barnstable. Another facet is the preparation of municipal lien certificates showing the status of real estate taxes for banks, attorneys, and taxpayers when property is sold or refinanced. Certificates of discharge are also prepared when road, sewer, water, and Title V Septic betterments are paid in full, so the betterment lien can be removed from the deed at the Registry of Deeds.

Town Collector	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Fines, Forfeitures, Penalties	\$ 953,729	\$ 919,500	\$ 928,623	\$ 848,000	\$ (71,500)	-7.78%
Fees, Licenses, Permits	91,964	90,500	80,620	84,500	(6,000)	-6.63%
Interest and Other	179,601	-	97,947	-	-	0.00%
Enterprise Funds	23,045	25,530	25,530	24,353	(1,177)	-4.61%
<b>Total Sources</b>	<b>\$ 1,248,339</b>	<b>\$ 1,035,530</b>	<b>\$ 1,132,720</b>	<b>\$ 956,853</b>	<b>\$ (78,677)</b>	<b>-7.60%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 242,949	\$ 248,560	\$ 247,014	\$ 257,755	\$ 9,195	3.70%
Operating Expenses	82,323	98,250	97,000	98,250	-	0.00%
<b>Total Appropriation</b>	<b>\$ 325,272</b>	<b>\$ 346,810</b>	<b>\$ 344,014</b>	<b>\$ 356,005</b>	<b>\$ 9,195</b>	<b>2.65%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 36
Medicare	3,375
Health Insurance	8,123
County Retirement	49,486
<b>Total Employee Benefits (1)</b>	<b>\$ 61,020</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 386,292</b>

\$ 50
3,535
9,313
52,999
<b>\$ 65,897</b>
<b>\$ 409,911</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

## Performance Measures / Workload Indicators

Cost of Financial Operations - Maintaining a cost effective financial operation by measuring its cost as a percentage of the overall general fund-operating budget for the government. This includes the accounting, treasury and procurement related activities.

Performance Measures	FY 2015	FY 2016	FY 2017	FY 2018
Central financial operating costs as a percentage of the overall General Fund budget	1.99%	1.96%	1.92%	1.92%

## Accounting Operation

Workload Indicators	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated
Vendor Payments Processed	41,187	41,406	40,481	41,550
G/L Accounts Maintained	18,970	19,087	19,770	19,810
G/L Transactions Processed	276,092	300,081	291,122	301,236

## Treasury Operation

Workload Indicators	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated
Vendor Checks Processed	22,149	23,331	24,352	24,500
Payroll Checks Processed	55,821	59,730	59,653	60,130

## Procurement Operation

Workload Indicators	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated
RFP's Issued	23	28	21	25
Sealed Bids Issued	50	30	43	40
Contracts Processed	90	138	157	150
Quotes Conducted or Reviewed	160	144	135	150
Requisitions Reviewed for Compliance	650	625	665	650
Avoided Bids	30	24	32	32
Collaborative Contracts (State & County)	25	45	30	30
Surplus Property Designations	25	50	52	60

## Assessing Operation

Performance Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Total Properties Assessed	28,797	28,766	28,830	28,894
Number of Abatements Filed	273	146	200	235
% of Properties Filing Abatements	0.009%	0.005%	0.007%	0.004%
Number of Abatements Granted	85	25	75	83
Average Abatement Dollar per Appeal Filed	\$ 759.39	\$ 734.80	\$ 750.00	\$ 800.00
Total Tax Dollar Value for Appeals Granted	\$ 64,548	\$ 29,392	\$ 56,250	\$ 62,500
Percentage of FY Tax Levy for Appeals Granted	0.00058%	0.00026%	0.00047%	0.00058%

Workload Indicators	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Appellate Tax Board Appeals Settled	23	-	10	25
Exemptions Processed	677	681	700	725
RE/PP Abatements Processed	186	59	125	85
MVE Abatements Processed	2,442	2,162	1,600	2,000
Building Permits Inspected	2,227	1,719	2,300	2,625
Re-listing Inspections	1,592	3,220	3,000	3,000
Property Transfers (Deeds) Processed	2,442	2,580	2,600	2,715

## Town Clerk Operation (Elected Office)

Workload Indicators	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected
Births Recorded	800	792	800	800
Marriages Recorded	350	437	473	450
Deaths Recorded	800	878	843	800
Dogs Licensed	2,800	3,500	2,944	2,900
New Voters Registered	1,400	2,825	3,188	2,900
Business Licenses Issued	350	360	360	350

Town Collector Operation (Elected Office)

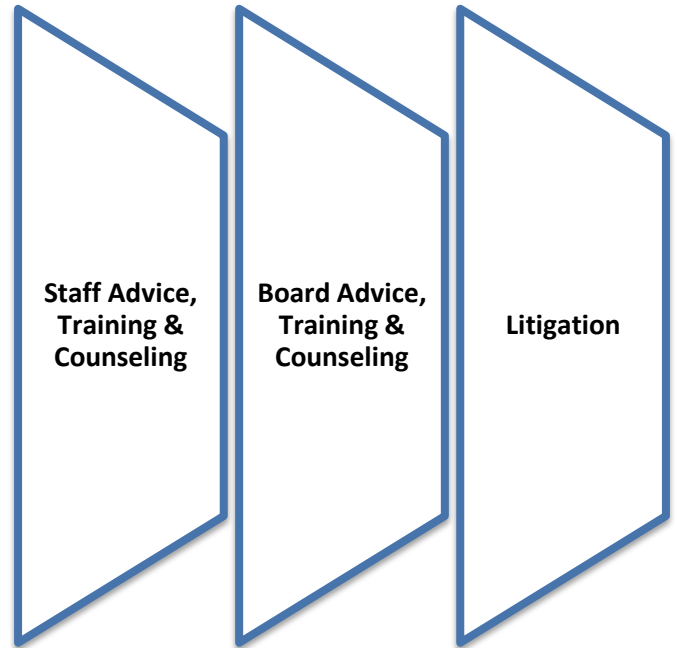
Property Tax Collection Rates - Collection rates are a good indication of the Town’s efficiency and financial stability. The net tax levy is used for calculating the rates. The net tax levy is calculated by subtracting the amount set aside for abatements and exemptions from the gross tax levy.

Performance Measures	FY 2014 Levy	FY 2015 Levy	FY 2016 Levy	FY 2017 Levy	FY 2018 Levy Estimated
Percentage of the net property tax levy collected in the fiscal year levied	97.99%	97.18%	97.25%	98%	98%
Percentage of the net property tax levy collected to date including the amounts collected subsequent to the fiscal year levied	99.35%	99.37%	98.40%	98%	98%

# Legal Division

## Purpose Statement

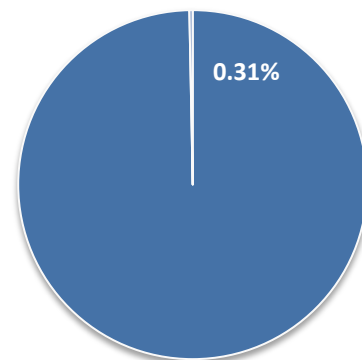
The Legal Division is dedicated to providing professional legal services to all the components of town government. This must be carried out consistent with the oath of office each attorney is obliged to take under Section 38 of Chapter 221 of the General Laws: “I solemnly swear that I will do no falsehood, nor consent to the doing of any in court; I will not wittingly or willingly promote or sue any false, groundless or unlawful suit, nor give aid or consent to the same; I will delay no man for lucre or malice; but I will conduct myself in the office of an attorney within the courts according to the best of my knowledge and discretion, and with all good fidelity as well to the courts as my clients. So help me God.”



## Recent Accomplishments

After a more recent series of successful challenges to the ill-conceived Cape Wind project that resulted in Cape Wind’s state permits being terminated, and after a new challenge was filed by the legal department with the Federal Department of the Interior, Cape Wind elected to surrender its federal lease of the Nantucket Sound site in December of 2017. The Town had actively opposed the project for more than eleven years in state administrative proceedings and ultimately before the Supreme Judicial Court, as well as in various Federal Courts in Boston and the District of Columbia. Efforts to permanently protect the Sound from industrial development continue before the state legislature, Congress, and the Department of the Interior.

Percentage of FY19 General Fund Budget



The Legal Division comprises 0.31% of the overall General Fund budget.

## Additional Recent Accomplishments

With the guidance and leadership from the Town Manager and the Town Council, the Town settled the litigation against Barnstable County regarding the contamination of the Mary Dunn Wells by Perfluoroalkyl Substances (PFAS). Under the terms of the settlement, the County will cover the cost of the debt service for the required remediation of the Mary Dunn Wells as well as the ongoing operation and maintenance costs. A significant part of the settlement is a commitment by both the Town and the County to work cooperatively to address critical water quality issues in the future.

Our office engaged with the Town Council and its Charter Review Committee in a public process which extended over a two year period to review Barnstable's Charter to determine if any changes were necessary. The Committee recommended and the Town Council approved Special Legislation proposing several changes to the Charter including the elimination of Preliminary Elections, clarification of the term limits and charter objection provisions. The Special Legislation required that the charter amendments would only go into effect if approved by a majority of the voters at the November 7, 2017 biennial election. The voters did approve the Charter Amendments by a vote of 1992 to 972 and the Charter and the Charter Amendments are now in effect.



**LEGAL TEAM: CHARLIE MCLAUGHLIN, ASSIST. TOWN ATTORNEY; RUTH WEIL, TOWN ATTORNEY; AMBER PATTERSON, LEGAL ASSIST.; SUSAN ROBBINS, LEGAL CLERK; DAVE HOUGHTON, ASSIST. TOWN ATTORNEY**



## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

### Short-Term:

1. Continue to devote attention to decreasing defensive litigation by education and training. **(SP: Finance, Economic Development, Regulatory Process and Performance).**
2. Continue to assist the Community Preservation Committee in reviewing the eligibility of projects for funding and in reviewing restrictions and other legal documents. **(SP: Finance, Environment and Natural Resources, Housing).**
3. Continue to provide advice and assistance on the implementation of legislation designed to promote energy efficiency to effectuate cost savings. **(SP: Finance, Public Health and Safety, Infrastructure, Economic Development, Environment and Natural Resources).**
4. Continue to provide professional, in-house law firm services to the officials and agencies of the Town. **(SP: Finance, Economic Development, Public Health and Safety, Infrastructure, Housing, Environment and Natural Resources).**

### Long-Term:

1. Continue to work with the Town Council on legal issues relating to growth and the quality of life including Hyannis revitalization. **(SP: Economic Development, Regulatory Process and Performance, Environment and Natural Resources, Housing).**
2. Work on the recodification of the Zoning Ordinance to promote predictability and streamlined permitting. **(SP: Finance, Economic Development).**
3. Work with the Town Council to amend the Zoning Ordinance to allow for the creation of more multifamily rental housing. **(SP: Housing, Economic Development).**
4. 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).**
5. With direction from the Town Council, review the provisions of the Administrative Code relating to multiple member Boards. **(SP: Economic Development, Regulatory Process and Performance, Environment and Natural Resources, Housing).**

### FY19 Goals and Results

1. Continue efforts to work legislatively to establish a housing court serving the Cape. **(SP: Public Health and Safety, Economic Development, Environment and Natural Resources).**

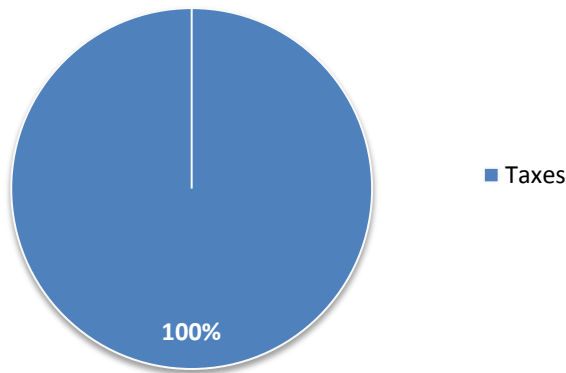
Action: Worked with the Massachusetts Bar Association, Massachusetts Law Reform Institute and the Cape delegation to effectuate the creation of the Housing Court to serve the Cape.

2. Continue to provide advice and assistance on the implementation of legislation designed to promote energy efficiency to effectuate cost savings. **(SP: Finance, Public Health and Safety, Infrastructure, Economic Development, Environment and Natural Resources).**

Action: In late 2016, Eversource filed a rate-setting petition with the Department of Public Utilities where it proposed rates would have cut Barnstable’s financial benefits from solar by about 50%. Our office challenged the proposal in contested hearings and succeeded in defeating the proposal, at least for the time being. Efforts are now underway to seek a legislative solution that will stabilize the solar market so that future investments can be undertaken with confidence.

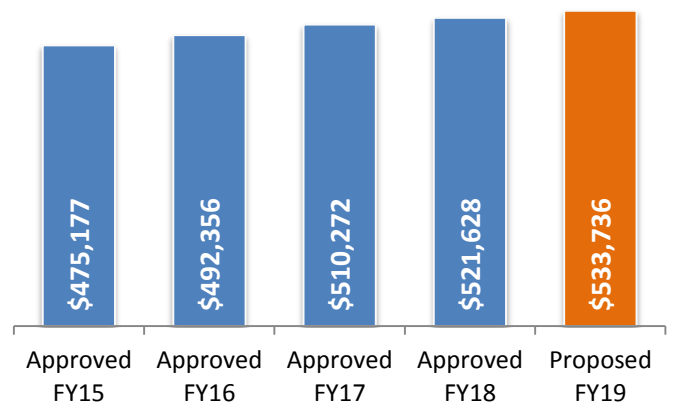
### Legal Division Financial Summary

FY19 Source of Funding



Taxes support 100%.

Legal Division Budget History



Legal Division’s budget has increased from \$475,177 in FY15 to \$533,736 in FY19 over the five-year period, or 2.46% annually.

**Description of Division Services Provided**

It is the goal of the Legal Division to prevent and/or minimize legal problems for the Town. The Legal Division functions as an in-house corporate law office in providing and/or supervising the provision of legal services to tenements of the governmental structure and to the citizens, depending on their relationship to the Town. The availability of in-house legal staff to offer advice and counsel on an as-needed basis has created an ability to address concerns and issues in a timely and efficacious fashion. As part of its in-house counsel services, the Legal Division provides all Town entities with panoply of legal support ranging from advice, training and counseling 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. Litigation is thus the end of a continuum if the program is seen as merely one of ending disputes. Every effort is made to avoid it by providing legal counseling in advance of decision-making or otherwise committing to a course of action that will lead to litigation. 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. That is the function of legal counseling. In this regard, some of the most effective counseling results in litigation. Lessons are rarely more vivid than when the earlier decisions of a town board are dissected by a judge or a hearing officer. Therefore, the most realistic view of the proper delivery of legal services is that the function is one integrated whole, best measured by the time spent as required by the client, consistent with professional quality and responsibility.



Legal Division	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 468,881	\$ 506,628	\$ 503,201	\$ 533,736	\$ 27,108	5.35%
Interest and Other	17	-	1,799	-	-	0.00%
Special Revenue Funds	15,000	15,000	15,000	-	(15,000)	-100.00%
<b>Total Sources</b>	<b>\$ 483,898</b>	<b>\$ 521,628</b>	<b>\$ 520,000</b>	<b>\$ 533,736</b>	<b>\$ 12,108</b>	<b>2.32%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 456,307	\$ 481,928	\$ 481,000	\$ 494,036	\$ 12,108	2.51%
Operating Expenses	27,591	39,700	39,000	39,700	-	0.00%
<b>Total Appropriation</b>	<b>\$ 483,898</b>	<b>\$ 521,628</b>	<b>\$ 520,000</b>	<b>\$ 533,736</b>	<b>\$ 12,108</b>	<b>2.32%</b>

Employee Benefits Allocation:		
Life Insurance	\$ 24	\$ 25
Medicare	6,382	6,953
Health Insurance	13,185	15,193
County Retirement	86,883	93,050
<b>Total Employee Benefits (1)</b>	<b>\$ 106,474</b>	<b>\$ 115,221</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 590,372</b>	<b>\$ 635,221</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

**Summary of Significant Budget Changes**

Legal Division's FY19 proposed budget is increasing by \$12,108 due to contract obligations.

**Full-time Equivalent Employees**

Job Title	FY 2017	FY 2018	FY 2019	Change
Town Attorney	1.00	1.00	1.00	-
Assistant Town Attorney	2.00	2.00	2.00	-
Legal Assistant	1.00	1.00	1.00	-
Legal Clerk	0.80	0.80	0.80	-
<b>Full-time Equivalent Employees</b>	<b>4.80</b>	<b>4.80</b>	<b>4.80</b>	<b>-</b>

**Performance Measures / Workload Indicators**

Workload Indicators	Pending Matters	Matters Opened	Matters Closed
Fiscal Year 2017	1,630	271	261
Fiscal Year 2016	1,620	306	119
Fiscal Year 2015	1,547	300	251

# Human Resources Division

## Purpose Statement

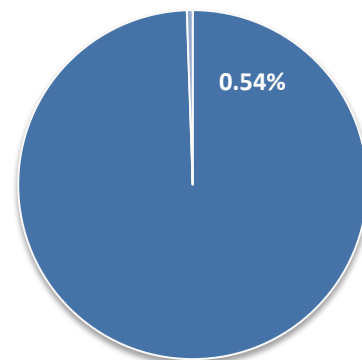
The purpose of Human Resources is to deliver reliable and innovative services that allow the Town of Barnstable to provide the best possible service to its citizens.



## Recent Accomplishments

- Assisted in the hiring of several high-level positions including Police Chief, Building Commissioner, Director of Assessing, and Elementary School Principal.
- Coordinated the implementation of a new substitute teacher tracking/application system.
- Hosted a combined school/municipal employee benefits fair at the Hyannis Youth and Community Center.
- Partnered with the Town Manager’s Office in the offering of a Municipal Leadership Certificate Program from Suffolk University.
- Offered employees the option of participating in Health Savings Accounts (HSA) to better manage their health care.
- Successfully negotiated all municipal and school collective bargaining agreements.

Percentage of FY19 General Fund Budget



The Human Resources Division comprises 0.54% of the overall General Fund budget.

## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

### Short-Term:

1. Implement a uniform employee orientation program for new Municipal/School employees. **(SP: Education, Communication)**
2. Assist with the restructuring of the Regulatory Services, Community Services, and Planning and Development Departments. **(SP: Communication)**
3. Increase the functionality of the municipal applicant tracking system. **(SP: Education, Communication, Finance)**

### Long-Term:

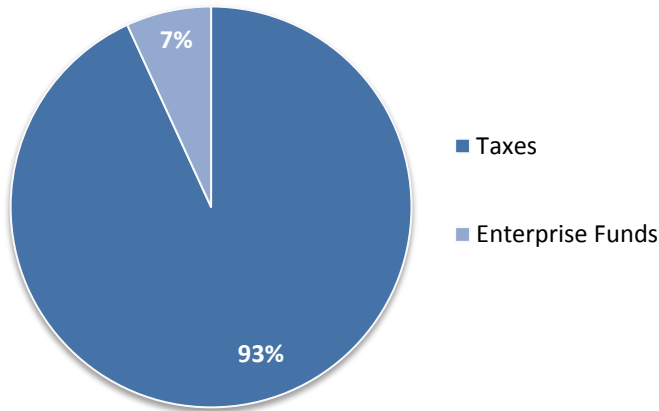
1. Implement a new classification system for municipal positions. **(SP: Education, Communication)**
2. Work with Departments to develop a succession plan to identify and train the next generation of managers. **(SP: Education, Communication)**



**WILLIAM COLE, HUMAN RESOURCE DIRECTOR  
YEARS OF SERVICE AWARDS CEREMONY**

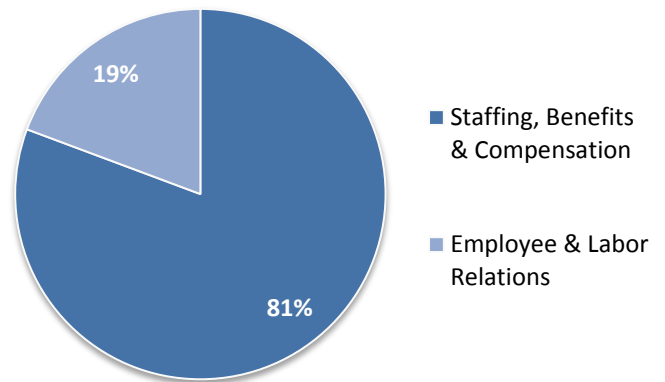
Human Resources Division Financial Summary

FY19 Source of Funding



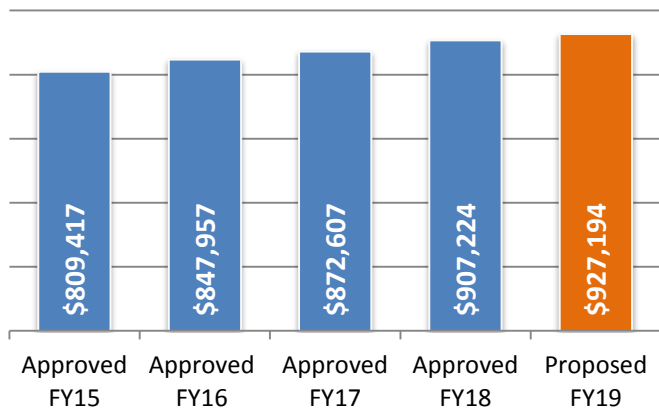
Tax support represents 93% of funding sources with the remaining 7% coming from Enterprise Fund support.

Human Resources Division  
FY19 Budget By Program



The largest program area in this division is the Staffing, Benefits and Compensation Program comprising 81% of the budget.

Human Resources Division  
Budget History



The budget for this division has increased from \$809,417 in FY15 to \$927,194 in FY19 over the five-year period, or 2.91% annually.

Human Resources Division	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 827,522	\$ 841,965	\$ 833,741	\$ 863,531	\$ 21,566	2.56%
Enterprise Funds	57,528	65,259	65,259	63,663	(1,596)	-2.45%
<b>Total Sources</b>	<b>\$ 885,050</b>	<b>\$ 907,224</b>	<b>\$ 899,000</b>	<b>\$ 927,194</b>	<b>\$ 19,970</b>	<b>2.20%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 714,536	\$ 730,024	\$ 728,000	\$ 749,994	\$ 19,970	2.74%
Operating Expenses	170,514	177,200	171,000	177,200	-	0.00%
<b>Total Appropriation</b>	<b>\$ 885,050</b>	<b>\$ 907,224</b>	<b>\$ 899,000</b>	<b>\$ 927,194</b>	<b>\$ 19,970</b>	<b>2.20%</b>

Employee Benefits Allocation:		
Life Insurance	\$ 37	\$ 37
Medicare	10,160	12,579
Health Insurance	44,935	44,512
County Retirement	125,134	134,016
<b>Total Employee Benefits (1)</b>	<b>\$ 180,266</b>	<b>\$ 191,144</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 1,065,316</b>	<b>\$ 1,090,144</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

### Summary of Significant Budget Changes

Human Resources FY19 proposed budget is increasing by \$19,970 over FY18 budget due to contractual obligations.



**YEARS OF SERVICE AWARDS CEREMONY**



**Full-time Equivalent Employees**

Job Title	FY 2017	FY 2018
Admin. Assistant to HR Director	1.00	1.00
Assistant HR Director	1.00	1.00
Benefits Administrator	1.00	1.00
Benefits Assistant	1.00	1.00
Director of Human Resources	1.00	1.00
Human Resources Coordinator	1.00	1.00
Principal Assistant HR	2.00	2.00
<b>Full-time Equivalent Employees</b>	<b>8.00</b>	<b>8.00</b>

FY 2019	Change
1.00	-
1.00	-
1.00	-
1.00	-
1.00	-
1.00	-
2.00	-
<b>8.00</b>	<b>-</b>



**HUMAN RESOURCE TEAM: WILLIAM COLE, HUMAN RESOURCE DIRECTOR; TARA WAY, BENEFITS ASSIST.; DEBORAH GILBERT, PRINCIPAL ASSSIST.; ANGELA WHELAN, ADMIN ASSIST.; TAMMY CUNNINGHAM, ASSIST. DIRECTOR; ERIN HURD, PRINCIPAL ASSIST; SUSAN ATKINS, HR COORDINATOR; LAURA SCROGGINS, BENEFITS ADMIN.**

## Description of Division 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 municipal and school departments are able to meet the goals of the Strategic Plan.



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

- creating/revising/updating job descriptions
- receipt and processing of all relevant paperwork
- composing, posting and tracking of vacancy announcements
- external and internal recruitment efforts
- development and review of selection criteria
- preparation of interview package and review of hiring package
- insuring compliance with applicable state/federal laws and regulations
- maintaining teacher certification database

**Benefits:** The offering of a comprehensive benefits package is one of the most important tools in the recruitment and retention of talented and motivated employees. The administration of these benefit programs is comprised of two distinct areas. The first area is that of benefit maintenance, including the paying of bills and the processing of paperwork. The second area is that of benefit research, development, and implementation. Due to the increasing costs of employee benefit programs, Human Resources must closely review and analyze every existing program and complete a thorough cost/benefit analysis before any new or revised program is introduced to the Town. Examples of employee benefits include:

- health, dental and life insurance
- long and short-term disability
- flexible spending accounts
- employee assistance program (EAP)
- deferred compensation
- workers' compensation and unemployment compensation administration
- pre-employment testing (drug, alcohol, physical and skill-set tests)

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

Staffing & Compensation	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 668,368	\$ 667,177	\$ 659,741	\$ 684,474	\$ 17,297	2.59%
Enterprise Funds	57,528	65,259	65,259	63,663	(1,596)	-2.45%
<b>Total Sources</b>	<b>\$ 725,896</b>	<b>\$ 732,436</b>	<b>\$ 725,000</b>	<b>\$ 748,137</b>	<b>\$ 15,701</b>	<b>2.14%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 558,402	\$ 571,486	\$ 570,000	\$ 587,187	\$ 15,701	2.75%
Operating Expenses	167,494	160,950	155,000	160,950	-	0.00%
<b>Total Appropriation</b>	<b>\$ 725,896</b>	<b>\$ 732,436</b>	<b>\$ 725,000</b>	<b>\$ 748,137</b>	<b>\$ 15,701</b>	<b>2.14%</b>

Employee Benefits Allocation:			
Life Insurance	\$ 28		\$ 28
Medicare	8,106		10,335
Health Insurance	33,660		33,110
County Retirement	125,134		134,016
<b>Total Employee Benefits (1)</b>	<b>\$ 166,928</b>		<b>\$ 177,489</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 892,824</b>		<b>\$ 902,489</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

### Employee/Labor Relation Program

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

**Collective Bargaining:** The goal of collective bargaining is to create an environment where supervisor and employee issues can be addressed and where changes can be implemented through negotiations. The Town of Barnstable administers six municipal and eight school collective bargaining agreements, covering over 90% of the Town's workforce. Human Resources has the following responsibilities in the area of collective bargaining:

- mediation and conflict resolution
- union contract interpretation
- grievance processing
- arbitration hearings



**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. Human Resources have also been responsible for implementing training in the following areas:

- sexual harassment/illegal harassment
- conflict of interest/ethics
- performance appraisal/documentation
- workplace violence
- diversity
- labor/management issues



In addition, the division is responsible for the administration of various union and non-union education incentive programs. These programs allow employees to further their education and training.

**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. Local outreach programs to minority and women's organizations are also utilized, and every good faith effort will be made to eliminate underutilization of eligible minority and female employees and applicants.

Employee/Labor Relations	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 159,154	\$ 174,788	\$ 174,000	\$ 179,057	\$ 4,269	2.44%
<b>Total Sources</b>	<b>\$ 159,154</b>	<b>\$ 174,788</b>	<b>\$ 174,000</b>	<b>\$ 179,057</b>	<b>\$ 4,269</b>	<b>2.44%</b>
<b>Expenditure Category</b>						
Personnel	\$ 156,134	\$ 158,538	\$ 158,000	\$ 162,807	\$ 4,269	2.69%
Operating Expenses	3,020	16,250	16,000	16,250	-	0.00%
<b>Total Appropriation</b>	<b>\$ 159,154</b>	<b>\$ 174,788</b>	<b>\$ 174,000</b>	<b>\$ 179,057</b>	<b>\$ 4,269</b>	<b>2.44%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	\$ 9		\$ 9			
Medicare	2,054		2,244			
Health Insurance	11,275		11,402			
<b>Total Employee Benefits (1)</b>	<b>\$ 13,338</b>		<b>\$ 13,655</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 172,492</b>		<b>\$ 187,655</b>			

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

### Performance Measures / Workload Indicators

Performance Measures /Workload Indicators	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Personnel Forms Processed	1,050	1,006	1,117	1,200	1,100
Employment Applications Processed	1,629	1,624	2,508	2,400	2,400
Permanent Position Vacancies	160	158	116	95	110
Avg. # of Applications per vacancy	10.2	10.3	21.5	25.2	21.8

# Information Technology Division

## Purpose Statement

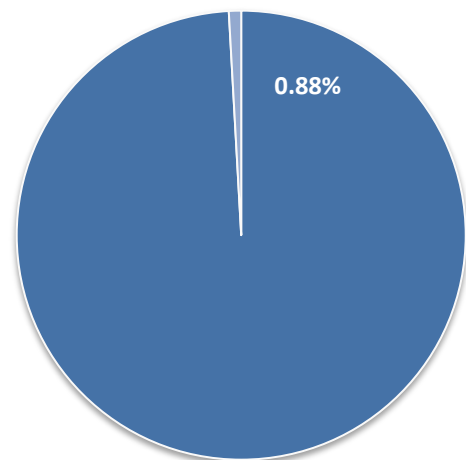
The purpose of the Information Technology Division, a sub-department of the Administrative Services Department, is to plan, implement and manage the effective and efficient utilization of information technology for the Town of Barnstable in its provision of services to the citizens.



## Recent Accomplishments

- Replaced 134 PC's with new PC's upgraded with Microsoft Office.
- Cemetery Database is now online on the Town's website with public search capabilities.
- Upgraded the technology in the main Hearing Room in Town Hall (Projectors, screens, confidence monitors etc.)
- Upgraded the Selectman's Conference Room with a 75-inch ClearTouch display smartboard. The ClearTouch screen is on a mobile cart, which can be used in main Hearing Room as well.
- Enhanced the GIS web based applications used by DPW for managing drainage and water mains. Added new functionality to streamline editing and retrieval of infrastructure data.
- Developed a GIS application to facilitate the wastewater planning efforts of the Water Resources Advisory Committee.
- Completed a drone overflight of the Barnstable Harbor aquaculture grants producing high-resolution aerial images to assist management of the grants by MEA.

Percentage of FY19 General Fund Budget



The Information Technology Division comprises 0.88% of the overall General Fund budget.

## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

While it is sometimes difficult to state which specific Council's Strategic Plan to which these goals apply, it is important to note, Information Technology in one form or another supports virtually all the strategic goals.

### Short-Term:

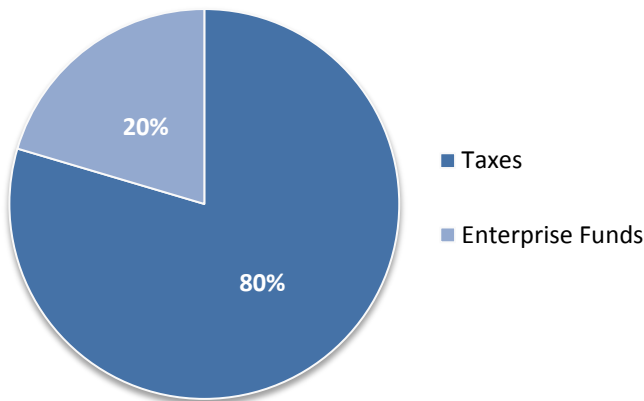
1. Continued expansion of the ViewPoint E-Permitting application across other departments. **(SP: Regulatory Access and Accountability, Communications, Education)**  
*FY17/FY18, Met expectations. More permits available online for the Building and Health Departments. Ongoing.*
2. Complete development of the Site Finder GIS application to be used by businesses searching for available commercial sites on the Business Barnstable website.

### Long-Term:

1. Continue building on the "corporate database" that enables all departments to track history back to a Parcel Number or Address. **(SP: Communication, Finance)**  
*FY17/FY18, Met expectations. Ongoing.*
2. Continued work in designing and utilizing the BFON (Barnstable Fiber Optic Network) including VIOP (Voice over Internet Protocol) or other alternatives to the current aging phone system in FY18. **(SP: Communication, Finance)**  
*FY17/FY18, Met expectations. Upgraded network switches and ran internal fiber between all floors in Town Hall. Ongoing.*
3. Further, expand the use of GIS web mapping applications across all internal Town Departments, replacing older desktop software with modern web based apps. **(SP: Regulatory Access and Accountability, Communication)**  
*FY17/FY18, Met expectations. G.I.S. Developed a GIS application to facilitate the wastewater planning efforts of the Water Resources Advisory Committee.*

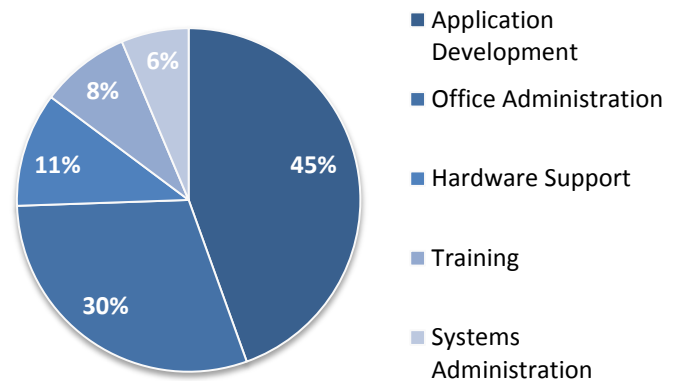
### Information Technology Division Financial Summary

FY19 Source of Funding



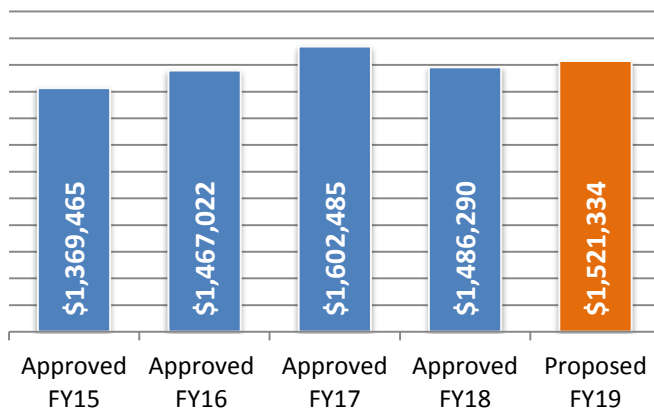
Tax support represents 80% of all funding sources with the remaining 20% coming from Enterprise Fund support.

Information Technology Division FY19 Budget By Program



Application Development is the largest program area in this budget at 45% followed by Office Administration at 30%. Capital outlays for hardware and software replacements are included in the Office Administration program area.

Information Technology Division Budget History



This budget has increased from \$1.369 million in FY15 to \$1.521 million in FY19 over the five-year period, or 2.22% annually. The spike in FY16 was the result of significant cost increase in software and license support, most notably View Point Permit newly added annual maintenance agreements. In addition, the spike in the FY17 budget represents one-time capital outlay VOIP consulting. The reduction in FY18 is due to the transfer of the Web/Intranet Developer position to the Community Services Department.

Information Technology	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 1,208,654	\$ 1,083,948	\$ 1,065,115	\$ 1,210,749	\$ 126,801	11.70%
Enterprise Funds	350,483	402,342	402,342	310,585	(91,757)	-22.81%
<b>Total Sources</b>	<b>\$ 1,559,137</b>	<b>\$ 1,486,290</b>	<b>\$ 1,467,457</b>	<b>\$ 1,521,334</b>	<b>\$ 35,044</b>	<b>2.36%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 810,713	\$ 729,412	\$ 722,457	\$ 743,079	\$ 13,667	1.87%
Operating Expenses	669,179	651,878	640,000	673,255	21,377	3.28%
Capital Outlay	79,245	105,000	105,000	105,000	-	0.00%
<b>Total Appropriation</b>	<b>\$ 1,559,137</b>	<b>\$ 1,486,290</b>	<b>\$ 1,467,457</b>	<b>\$ 1,521,334</b>	<b>\$ 35,044</b>	<b>2.36%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 83
Medicare	9,229
Health Insurance	52,014
County Retirement	163,425
<b>Total Employee Benefits (1)</b>	<b>\$ 224,751</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 1,783,888</b>

\$ 75
8,463
45,786
175,025
<b>\$ 229,349</b>
<b>\$ 1,696,806</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

### Summary of Significant Budget Changes

Information Technology Division's FY19 proposed budget is increasing by \$35,044 or 2.36% over FY18 budget. Personnel costs are increasing \$13,667 due to contractual obligations. Operating costs are increasing by \$21,377 to cover the cost of annual software licensing agreements. Capital outlay costs are level funded, which supports annual software and hardware upgrades.

### Full-time Equivalent Employees

Job Title	FY 2017	FY 2018	FY 2019	Change
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 Spec. Appls. Develop.	1.00	1.00	1.00	-
Microcomputer Specialist	1.00	1.00	1.00	-
Web/Intranet Developer	1.00	-	-	-
<b>Full-time Equivalent Employees</b>	<b>10.00</b>	<b>9.00</b>	<b>9.00</b>	<b>-</b>



Description of Division Services Provided

Application Production and Development Program

The Application Development of this program area is responsible for analyzing needs and creating new applications to meet the Town’s requirements for automation where third party applications do not exist or are not cost effective. This area maintains and updates many existing in-house applications. This area is also responsible for conversion work when migrating from one system to another. The Support to the Production System’s program area entails support for applications such as Munis (Fund Accounting, Tax Collections, Payroll, Utility Billing, Tax Title, ViewPoint, Visions, RRC (Assessment), RecTrac (Recreation and Council on Aging) and the myriad of in-house applications written to support the operations of the Town. This area is also responsible for all Web and Intranet development. The following is a sampling of Applications and Support services that Information Technology has provided over the past year.



In G.I.S., analysis and map production services are grouped into this program. These services range from simple topographic site maps to complex analyses resulting in multiple maps and database reports. For example, G.I.S. analysis could be used to produce a map and report of all parcels less than one acre that fall within a groundwater protection district and are within 500 feet of an existing sewer line. Another example might be to produce a map showing the location of existing conservation and protected open space parcels in relation to privately owned, vacant land. A less complex but more common request might be to print a topographic map or aerial photograph of a particular area of town. The G.I.S. staff provides these services on a daily basis to many town departments. In addition, site maps and abutter lists are available as a service to the public. The usefulness of a G.I.S. is dependent upon the quality of its G.I.S. data. Within G.I.S., the staff also works to maintain, improve, and update the town’s G.I.S. data. This data includes computerized maps and databases (layers) of sewer lines, roads, buildings, voter precincts, traffic signs, wetlands, and school districts; these are examples of the 150+ layers maintained in the G.I.S. system.

Application and Development	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 397,252	\$ 252,842	\$ 247,658	\$ 366,548	\$ 113,706	44.97%
Enterprise Funds	350,483	402,342	402,342	310,585	(91,757)	-22.81%
<b>Total Sources</b>	<b>\$ 747,735</b>	<b>\$ 655,184</b>	<b>\$ 650,000</b>	<b>\$ 677,133</b>	<b>\$ 21,949</b>	<b>3.35%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 335,818	\$ 251,544	\$ 250,000	\$ 252,116	\$ 572	0.23%
Operating Expenses	411,917	403,640	400,000	425,017	21,377	5.30%
<b>Total Appropriation</b>	<b>\$ 747,735</b>	<b>\$ 655,184</b>	<b>\$ 650,000</b>	<b>\$ 677,133</b>	<b>\$ 21,949</b>	<b>3.35%</b>

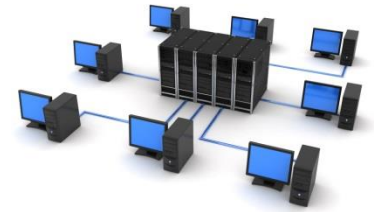
Employee Benefits Allocation:	
Life Insurance	\$ 39
Medicare	4,044
Health Insurance	15,980
County Retirement	128,716
<b>Total Employee Benefits (1)</b>	<b>\$ 148,779</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 896,514</b>

\$ 29
2,889
16,076
137,853
<b>\$ 156,847</b>
<b>\$ 806,847</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Systems Administration Program

This critical program area is where all of the Systems Administration takes place. System Administration is maintaining the day-to-day operations of the town’s networking and server infrastructure to ensure a reliable and secure environment. Samplings of functions are included below:



- Monitor network traffic for performance related issues
- Implement new network topologies to avoid performance problems
- Maintain and monitor all networking hardware to ensure reliability and minimize down-time
- Maintain and monitor all servers for performance, errors and capacities ensuring all are within thresholds
- Virtualize new servers when older servers are outgrown
- Monitor and maintain Wide Area Networking Environment (65 miles of fiber optic cable, 54 buildings)
- Database administration
- Operating systems administration (2 Linux, 36 Windows Servers)
- Maintain users on all the systems
- Maintain Data Integrity (Backups, off-site vault storage, etc.)
- Software license and maintenance contract management
- Maintain CH18 broadcasting and video equipment
- Security Cameras

Systems Administration	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 84,935	\$ 94,981	\$ 92,000	\$ 96,626	\$ 1,645	1.73%
<b>Total Sources</b>	<b>\$ 84,935</b>	<b>\$ 94,981</b>	<b>\$ 92,000</b>	<b>\$ 96,626</b>	<b>\$ 1,645</b>	<b>1.73%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 84,334	\$ 82,346	\$ 82,000	\$ 83,991	\$ 1,645	2.00%
Operating Expenses	601	12,635	10,000	12,635	-	0.00%
<b>Total Appropriation</b>	<b>\$ 84,935</b>	<b>\$ 94,981</b>	<b>\$ 92,000</b>	<b>\$ 96,626</b>	<b>\$ 1,645</b>	<b>1.73%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 9
Medicare	799
Health Insurance	7,161
<b>Total Employee Benefits (1)</b>	<b>\$ 7,969</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 92,904</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

**Hardware Program**

This program area is responsible for the installation and on-going maintenance of PC's, printers and all the associated peripherals/software (Microsoft Office upgrades, scanners, modems, faxes, etc.) The computer is an essential tool for virtually all Town employees, and any type of failure cripples their ability to perform their job functions efficiently and effectively.



Hardware Support	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 206,341	\$ 161,849	\$ 157,777	\$ 163,672	\$ 1,823	1.13%
<b>Total Sources</b>	<b>\$ 206,341</b>	<b>\$ 161,849</b>	<b>\$ 157,777</b>	<b>\$ 163,672</b>	<b>\$ 1,823</b>	<b>1.13%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 74,061	\$ 73,680	\$ 72,777	\$ 75,503	\$ 1,823	2.47%
Operating Expenses	132,280	88,169	85,000	88,169	-	0.00%
<b>Total Appropriation</b>	<b>\$ 206,341</b>	<b>\$ 161,849</b>	<b>\$ 157,777</b>	<b>\$ 163,672</b>	<b>\$ 1,823</b>	<b>1.13%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 5
Medicare	825
Health Insurance	5,781
County Retirement	14,648
<b>Total Employee Benefits (1)</b>	<b>\$ 21,259</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 227,600</b>

\$ 5
884
4,160
15,688
<b>\$ 20,737</b>
<b>\$ 178,514</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

**Training Program**

This program area is responsible for the training and support of the entire Town’s software. This includes the Town’s standardized Microsoft Office Suite, in-house written application and third party software. Training is either in a structured classroom environment or given on a one-to-one basis. This program area initially receives virtually any problem a user might have. All problems are funneled through the Help Desk where it is then determined if it is a software or hardware issue and passed on to the appropriate “program area”. Support and training for G.I.S. users is also grouped into this program. As the G.I.S. expands into different departments, the number of users that require training and support is increasing. Some of the G.I.S. software can be very complex and requires a significant amount of training for users to become proficient. The G.I.S. staff provides much of this training to users in-house. Additionally, users require day-to-day technical support, troubleshooting, and guidance with their various projects. The G.I.S. staff provides these support services to a growing user base. Tasks within this program include the following:



- Formal and informal software training
- Software technical support
- Technical guidance for specific projects

<b>Training Support</b>	<b>Actual</b>	<b>Approved</b>	<b>Projected</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Source of Funding</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY18 - 19</b>	<b>Change</b>
Taxes	\$ 122,477	\$ 125,340	\$ 122,457	\$ 128,329	\$ 2,989	2.38%
<b>Total Sources</b>	<b>\$ 122,477</b>	<b>\$ 125,340</b>	<b>\$ 122,457</b>	<b>\$ 128,329</b>	<b>\$ 2,989</b>	<b>2.38%</b>

<b>Expenditure Category</b>	<b>Actual</b>	<b>Approved</b>	<b>Projected</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Expenditure Category</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY18 - 19</b>	<b>Change</b>
Personnel	\$ 122,477	\$ 125,340	\$ 122,457	\$ 128,329	\$ 2,989	2.38%
<b>Total Appropriation</b>	<b>\$ 122,477</b>	<b>\$ 125,340</b>	<b>\$ 122,457</b>	<b>\$ 128,329</b>	<b>\$ 2,989</b>	<b>2.38%</b>

<b>Employee Benefits Allocation:</b>		
Life Insurance	\$ 7	\$ 7
Medicare	1,551	1,644
Health Insurance	12,391	13,716
County Retirement	10,971	11,749
<b>Total Employee Benefits (1)</b>	<b>\$ 24,920</b>	<b>\$ 27,116</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 147,397</b>	<b>\$ 149,573</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Administration Program

This program area, as its name implies is Office Administration. The technical part of CH18 broadcasting and video production happens to fall under this program as well. Major items that fall under this program:



- General office administration
- Procurements
- Bids
- Budgeting
- Personnel
- Ensuring set goals for the department are met
- Development of standards, policies, and procedures
- Project management
- Software license and maintenance contract management
- G.I.S. project management
- Policies and Procedures
- Video and CH18 technical hardware
- System Administration
- Network Connectivity
- Cellular devices

Administration	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 397,649	\$ 448,936	\$ 445,223	\$ 455,574	\$ 6,638	1.48%
<b>Total Sources</b>	<b>\$ 397,649</b>	<b>\$ 448,936</b>	<b>\$ 445,223</b>	<b>\$ 455,574</b>	<b>\$ 6,638</b>	<b>1.48%</b>
Expenditure Category						
Personnel	\$ 194,023	\$ 196,502	\$ 195,223	\$ 203,140	\$ 6,638	3.38%
Operating Expenses	124,381	147,434	145,000	147,434	-	0.00%
Capital Outlay	79,245	105,000	105,000	105,000	-	0.00%
<b>Total Appropriation</b>	<b>\$ 397,649</b>	<b>\$ 448,936</b>	<b>\$ 445,223</b>	<b>\$ 455,574</b>	<b>\$ 6,638</b>	<b>1.48%</b>
Employee Benefits Allocation:						
Life Insurance	\$ 23		\$ 25			
Medicare	2,010		2,145			
Health Insurance	10,701		8,033			
County Retirement	9,090		9,735			
<b>Total Employee Benefits (1)</b>	<b>\$ 21,824</b>		<b>\$ 19,938</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 419,473</b>		<b>\$ 465,161</b>			

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

**Performance Measures / Workload Indicators**

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

Performance Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Percent of availability of database environments*	99.90%	95.90%	99.90%	99.90%
Availability of critical core applications*	99.90%	95.90%	99.90%	99.90%
Availability of Town’s web site including property data and maps*	99.90%	98.70%	99.90%	99.90%

**\*Does not include scheduled down times.**

Workload Indicators	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
New PC’s installed	60	60	130	100
Help Desk work orders completed	853	1001	900	950
Completed requests for Maps and geographic analysis	1,158	882	900	900

Application Production and Development Program

Workload Indicators	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Large print jobs with folding/mailing	N/A	9	10	10
<b>Systems Administration Program</b>				
Network Uptime (not including scheduled down time)	99.90%	95.59%	99.90%	99.90%
Number of security cameras	23	36	48	55
<b>Administration Program</b>				
Channel 18 Uptime %	99.50%	99.50%	99.50%	99.50%
<b>Hardware Program</b>				
Number of PC’s, Laptops, Tablets, Devices	420	450	520	550

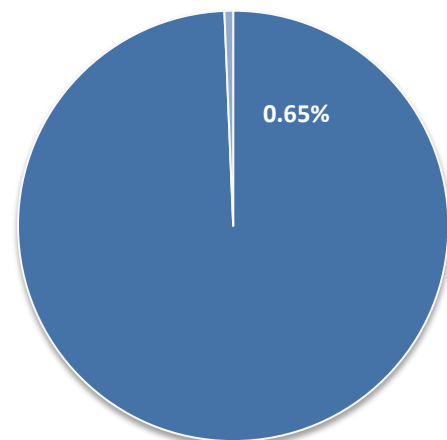
## Marine & Environmental Affairs Department

# Natural Resources Harbor Master

### 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.

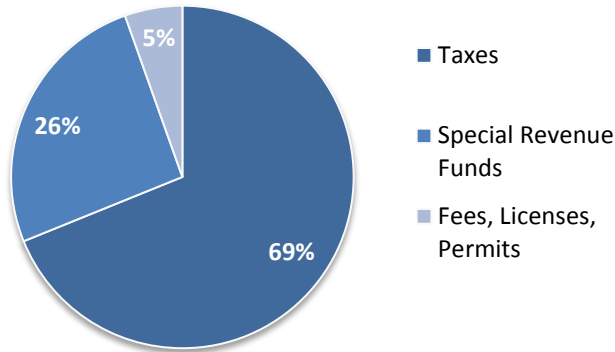
Percentage of FY19 General Fund Budget



The Marine & Environmental Affairs Department comprises 0.65% of the overall General Fund budget.

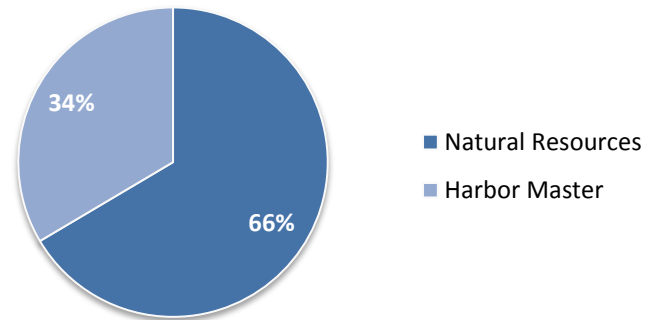
Marine & Environmental Affairs Department Financial Summary

FY19 Source of Funding



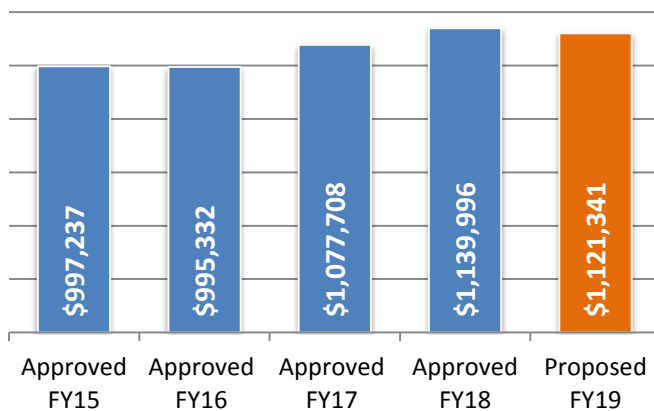
Taxes provide 69%, special revenue provides 26%, and fees and permits provide 5% of the funding sources for operations. Special revenue is principally derived from the Waterways Improvement Special Revenue Fund where all mooring fees are accounted for.

MEA Department FY19 Budget By Division



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

MEA Department Budget History



The Marina & Environmental Affairs budget has increased from \$997,237 in FY15 to \$1.121 million proposed for FY19, or 2.49% annually over a five-year period.



Marine & Environmental Affairs	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 629,046	\$ 789,996	\$ 751,892	\$ 772,341	\$ (17,655)	-2.23%
Fees, Licenses, Permits	60,875	62,000	61,560	61,000	(1,000)	-1.61%
Interest and Other	622	-	-	-	-	0.00%
Special Revenue Funds	288,000	288,000	288,000	288,000	-	0.00%
<b>Total Sources</b>	<b>\$ 978,543</b>	<b>\$ 1,139,996</b>	<b>\$ 1,101,452</b>	<b>\$ 1,121,341</b>	<b>\$ (18,655)</b>	<b>-1.64%</b>
<b>Expenditure Category</b>						
Personnel	\$ 762,707	\$ 888,351	\$ 864,494	\$ 902,876	\$ 14,525	1.64%
Operating Expenses	186,231	216,645	201,958	218,465	1,820	0.84%
Capital Outlay	29,605	35,000	35,000	-	(35,000)	-100.00%
<b>Total Appropriation</b>	<b>\$ 978,543</b>	<b>\$ 1,139,996</b>	<b>\$ 1,101,452</b>	<b>\$ 1,121,341</b>	<b>\$ (18,655)</b>	<b>-1.64%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	\$ 96		\$ 105			
Medicare	7,564		9,399			
Health Insurance	37,406		43,969			
County Retirement	127,681		136,745			
<b>Total Employee Benefits (1)</b>	<b>\$ 172,747</b>		<b>\$ 190,218</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 1,151,290</b>		<b>\$ 1,291,670</b>			
<b>Full-time Equivalent Employees</b>	<b>11.25</b>	<b>11.80</b>		<b>11.85</b>		<b>0.05</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

### Summary of Significant Budget Changes

The Marine & Environmental Affairs (MEA) Department's FY19 proposed budget is decreasing by (\$18,655) or (1.64%) from the FY18 budget. Personnel costs are increasing by \$14,525, which includes contractual obligations and direct FY19 budget request of \$1,950 for harbor master training. Furthermore, the reorganization of MEA into a separate department results in personnel cost reallocations from other areas, which contributes a net increase of \$14,460. These costs have been offset by employee turnover. Operating costs are increasing by \$1,820. This includes \$1,600 due to increases in fuel contract prices as well as a net increase of \$220 for training materials. MEA's total FY19 proposed budget is being offset by a reduction in one-time capital outlay cost of \$35,000 that was for a vehicle purchased in FY18. Tax support for the MEA department is decreasing by (\$17,655) from the FY18 budget, which coincides with the decrease in budget.

## Additional Funding Recommended

### Harbor Master

#### 1. Harbormaster Training

**\$4,950 Requested**  
**\$4,950 Recommended**

Harbormasters have wide and varied responsibilities, ranging from harbor management to enforcing the maritime laws of the state and Town ordinances/rules and regulations. MGL requires satisfactory completion of an initial prescribed course of study for harbormasters for anyone who receives an appointment as a harbormaster or as an assistant harbormaster on a full-time basis. Training is mandatory and critical for harbormasters to effectively and lawfully carry out related duties. Due to the ever-changing initial certification requirements Harbormaster personnel is required to take addition courses to complete their certification. In addition, our 4 Harbormaster staff is required to take 20 hours of in-service training.



**OSYTER SEED PROPAGATION**

# 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.



**Natural Resources**



**Shellfish**

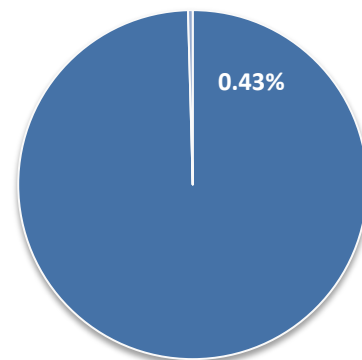
## Recent Accomplishments

- Gave 42 educational wildlife and shellfish talks to schools, libraries, senior centers and private groups.
- Successfully released 64 terrapin graduates from the head start program.
- Monitored and maintained all Town herring runs and worked with Massachusetts Fish and Wildlife, Mashpee Wampanoag Tribe, Trout Unlimited and Town of Mashpee to add sea run Brook Trout spawning habitat and administered trout restocking program in The Santuit River.
- Relayed 300 bushels of quahogs from Taunton River to Cotuit Bay.
- Completed second year of Habitat Assessment of Lovell's Pond with Massachusetts Division of Marine Fisheries, looking at herring run and pond restoration.



**Animal Control**

Percentage of FY19 General Fund Budget



The Natural Resources Division comprises 0.43% of the overall General Fund budget.

## Additional Recent Accomplishments

- Planted 600,000 single oysters town-wide.
- Planted 350 bags of remote set oysters in Barnstable Harbor.
- Removed derelict oyster gear from Barnstable Harbor.
- Increased “Learn to Shellfish Classes” to include razor clam classes.
- Maintained the increased open acreage available for commercial razor clam harvest.
- Increased quahog seed production by approximately 280% (1.7 million totals) in the FLUPSY (floating upwelled system) at Prince Cove Marina.
- Completed 135 Vibrio compliance checks to insure the safe consumption of aqua culturally reared oysters.



**CLAMMING CLASS FOR KIDS**

## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

### Short-Term:

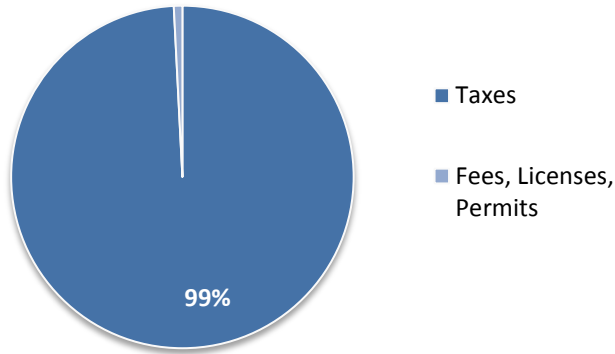
1. Continue to remove old shellfish gear (20+ years) from Barnstable Harbor that is being uncovered by tidal action **(Strategic Plan: Public Health and Safety, Economic Development, Environment and Natural Resources)**.
2. Continue the Lovell's Pond Habitat Assessment investigating herring run restoration **(Strategic Plan: Environment and Natural Resources)**.
3. Design, build and install a new FLUPSY in Barnstable Harbor to increase and secure quahog and oyster seed production on the north side **(Strategic Plan: Economic Development, Education, Environment and Natural Resources)**.
4. Streamline aquaculture management in order to improve adherence to town, state and federal regulations **(Strategic Plan: Regulatory Process and Performance, Public Health and Safety)**.
5. Streamline the educational outreach programs **(Strategic Plan: Education, Environment and Natural Resources)**.
6. Monitor the health and presence of established eelgrass beds **(Strategic Plan: Economic Development, Environment and Natural Resources)**.
7. Assess instituting Department coordinated Robocall program to deliver notices to the public quickly and efficiently **(Strategic Plan: Communication, Public Health and Safety, Regulatory Process and Performance)**.

### Long-Term:

1. Investigate historic herring runs for potential restoration **(Strategic Plan: Environment and Natural Resources)**.
2. Secure funding for the Marstons Mills Herring Run restoration project **(Strategic Plan: Environmental and Natural Resources)**.
3. Increase shellfish production in Barnstable Harbor to consistently provide cultured quahogs **(Strategic Plan: Public Health and Safety, Environment and Natural Resources)**.
4. Create new location for recreational oystering at Cotuit Town Dock thus increasing oyster production in the Three Bays system **(Strategic Plan: Public Health and Safety, Environment and Natural Resources)**.
5. Research and develop new/improved aquaculture techniques to improve shellfish production **(Strategic Plan: Public Health and Safety, Environment and Natural Resources)**.
6. Increase compliance with Town shellfish regulations in the Barnstable Harbor Aquaculture Zone **(Strategic Plan: Regulatory Process and Performance, Environment and Natural Resources)**.

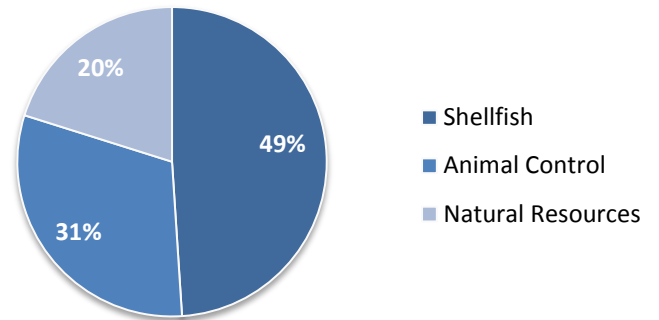
### Natural Resources Division Financial Summary

FY19 Source of Funding



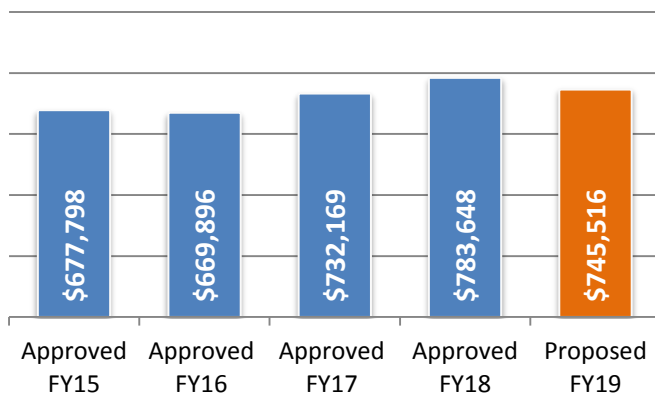
Taxes provide 99% of the funding for operations.

Natural Resources Division FY19 Budget By Program



Shellfish is the largest program within this division representing 49% of the overall budget.

Natural Resources Division Budget History



The Natural Resources budget has increased from \$677,798 in FY15 to \$745,516 proposed for FY19, or 2% annually over a five-year period.

Natural Resource Division	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 685,462	\$ 776,648	\$ 745,305	\$ 739,516	\$ (37,132)	-4.78%
Fees, Licenses, Permits	6,305	7,000	9,189	6,000	(1,000)	-14.29%
Interest and Other	622	-	-	-	-	0.00%
<b>Total Sources</b>	<b>\$ 692,389</b>	<b>\$ 783,648</b>	<b>\$ 754,494</b>	<b>\$ 745,516</b>	<b>\$ (38,132)</b>	<b>-4.87%</b>
<b>Expenditure Category</b>						
Personnel	\$ 522,896	\$ 582,948	\$ 562,494	\$ 579,816	\$ (3,132)	-0.54%
Operating Expenses	140,097	165,700	157,000	165,700	-	0.00%
Capital Outlay	29,396	35,000	35,000	-	(35,000)	-100.00%
<b>Total Appropriation</b>	<b>\$ 692,389</b>	<b>\$ 783,648</b>	<b>\$ 754,494</b>	<b>\$ 745,516</b>	<b>\$ (38,132)</b>	<b>-4.87%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	\$ 72		\$ 77			
Medicare	4,678		5,383			
Health Insurance	30,489		37,792			
County Retirement	93,783		100,441			
<b>Total Employee Benefits (1)</b>	<b>\$ 129,022</b>		<b>\$ 143,693</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 821,411</b>		<b>\$ 898,187</b>			

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

### Summary of Significant Budget Changes

Natural Resources FY19 proposed budget is decreasing by (\$38,132) or (4.87%) from the FY18 budget. Personnel costs are decreasing (\$3,132). This cost reduction is due to employee turnover and the department's reorganization. There are no direct FY19 budget request increases for personnel costs. Operating costs will remain level funded. Capital outlay is being reduced by (\$35,000) due to a one-time cost for purchasing a vehicle in FY18. Tax support for the Natural Resources Division is decreasing by (\$37,132).

**Full-time Equivalent Employees**

Job Title	FY 2017	FY 2018	FY 2019	Change
Administrative Assistant	1.30	1.10	1.10	-
Animal Control Officer	2.00	2.00	2.00	-
Aquaculture Specialist	-	1.00	1.00	-
Community Services Director	0.15	-	-	-
Director Marine & Env Affairs	0.40	0.40	0.40	-
Natural Resource Officer	2.00	2.00	2.00	-
Sandy Neck Park Manager	-	-	0.50	0.50
Shellfish Biol/Const	1.00	1.00	1.00	-
Supervisor Natural Resource Officer	0.70	0.70	-	(0.70)
<b>Full-time Equivalent Employees</b>	<b>7.55</b>	<b>8.20</b>	<b>8.00</b>	<b>(0.20)</b>



**SHELLFISH RELAY**



## Description of Division 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 oyster operations at Sandy Neck, including environmental functions associated with endangered species and resource management. Natural Resources is also responsible for nuisance animal control and the enforcement of laws relative to the control of dogs within the Town of Barnstable.



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

#### Land Management

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

#### Fish and Game

- Monitoring freshwater fin fishing, lobster activities, overseeing hunting programs Town-wide and assisting the State Environmental Police.
- Regulation compliance and monitoring of all hunting seasons and areas, including migratory bird hunting as well as stocking pheasants in West Barnstable Conservation Area and Sandy Neck Beach.

#### Patrol

- Monitoring herring runs for regulation compliance and safe passage of fish.
- Boat patrols to oversee all shellfish related activity throughout the town including but not limited to the following: aquaculture grant operations, commercial and recreational public shellfisheries.

Natural Resources	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 166,977	\$ 191,585	\$ 177,494	\$ 150,163	\$ (41,422)	-21.62%
<b>Total Sources</b>	<b>\$ 166,977</b>	<b>\$ 191,585</b>	<b>\$ 177,494</b>	<b>\$ 150,163</b>	<b>\$ (41,422)</b>	<b>-21.62%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 116,368	\$ 119,635	\$ 107,494	\$ 113,213	\$ (6,422)	-5.37%
Operating Expenses	27,877	36,950	35,000	36,950	-	0.00%
Capital Outlay	22,732	35,000	35,000	-	(35,000)	-100.00%
<b>Total Appropriation</b>	<b>\$ 166,977</b>	<b>\$ 191,585</b>	<b>\$ 177,494</b>	<b>\$ 150,163</b>	<b>\$ (41,422)</b>	<b>-21.62%</b>

Employee Benefits Allocation:		
Life Insurance	\$ 21	\$ 19
Medicare	1,163	1,210
Health Insurance	8,712	9,408
County Retirement	47,087	50,430
<b>Total Employee Benefits (1)</b>	<b>\$ 56,983</b>	<b>\$ 61,067</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 223,960</b>	<b>\$ 238,561</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.



**SNOWY OWL**

Shellfish Program

Shellfish resources in the Town of Barnstable have ecological, commercial, and recreational importance. Oysters, quahogs, softshell clams, mussels, and other bivalve species filter our coastal waters to remove algae, cleaning up the water. They also provide food for other marine animals and harvestable product to 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 team is responsible for sustainable management of this vital marine resource.



Shellfish	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 314,002	\$ 368,577	\$ 360,000	\$ 365,055	\$ (3,522)	-0.96%
<b>Total Sources</b>	<b>\$ 314,002</b>	<b>\$ 368,577</b>	<b>\$ 360,000</b>	<b>\$ 365,055</b>	<b>\$ (3,522)</b>	<b>-0.96%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 211,040	\$ 264,327	\$ 260,000	\$ 260,805	\$ (3,522)	-1.33%
Operating Expenses	96,298	104,250	100,000	104,250	-	0.00%
Capital Outlay	6,664	-	-	-	-	0.00%
<b>Total Appropriation</b>	<b>\$ 314,002</b>	<b>\$ 368,577</b>	<b>\$ 360,000</b>	<b>\$ 365,055</b>	<b>\$ (3,522)</b>	<b>-0.96%</b>

Employee Benefits Allocation:		
Life Insurance	\$ 31	\$ 37
Medicare	2,128	2,720
Health Insurance	16,933	23,183
County Retirement	21,393	22,912
<b>Total Employee Benefits (1)</b>	<b>\$ 40,485</b>	<b>\$ 48,852</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 354,487</b>	<b>\$ 408,852</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

## Animal Control Program

Animal Control calls for specialized investigative work in enforcing laws and regulations. When pet owners do not fulfill their responsibilities for their pets, neighbors and the community at large complains, government must establish and enforce laws to regulate pets. Pets owned by individuals who do not accept their responsibilities can have a very detrimental effect on any community. When allowed to roam at will, domestic pets can and do pose a threat to the health, welfare and quality of life of neighbors and citizens as a group. Animal Control at its best is very emotional, often volatile, and requires that those involved be professional, well-trained, and have the ability to effectively deal with people of all social and ethnic backgrounds. Animal Control Officers are responsible for operating an animal control van, capturing animals not kept in compliance with established laws and ordinances, properly housing them, quarantining domestic animals that bite or scratch and often submit suspect animals for testing at State Laboratory for rabies control. Animal Control Officers also respond to wildlife issues and educate the public accordingly.



The program includes but is not limited to the following:

- Impoundment of dogs found running unleashed and at large;
- Investigation of animal bites to both humans and animals;
- Emergency service for sick and/or injured animals including both domestic and wildlife;
- Enforcement and education of the Town of Barnstable's Dog Control Regulations in conjunction with related Commonwealth of Massachusetts State Statutes and Federal Statutes;
- Identification and return of lost pets;
- Quarantine of animals that bite or scratch for observation of zoonotic diseases including rabies;
- Aid in the control of animal diseases including rabies control;
- Answer animal-related questions, both domestic and wild as posed by citizens or supervisors;
- Investigation of animal cruelty and neglect complaints; and
- Provide humane education and domestic pet care information.

Animal Control	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 204,483	\$ 216,486	\$ 207,811	\$ 224,298	\$ 7,812	3.61%
Fees, Licenses, Permits	6,305	7,000	9,189	6,000	(1,000)	-14.29%
Interest and Other	622		-		-	0.00%
<b>Total Sources</b>	<b>\$ 211,410</b>	<b>\$ 223,486</b>	<b>\$ 217,000</b>	<b>\$ 230,298</b>	<b>\$ 6,812</b>	<b>3.05%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 195,488	\$ 198,986	\$ 195,000	\$ 205,798	\$ 6,812	3.42%
Operating Expenses	15,922	24,500	22,000	24,500	-	0.00%
<b>Total Appropriation</b>	<b>\$ 211,410</b>	<b>\$ 223,486</b>	<b>\$ 217,000</b>	<b>\$ 230,298</b>	<b>\$ 6,812</b>	<b>3.05%</b>

Employee Benefits Allocation:		
Life Insurance	\$ 20	\$ 21
Medicare	1,387	1,453
Health Insurance	4,844	5,201
County Retirement	25,303	27,099
<b>Total Employee Benefits (1)</b>	<b>\$ 31,554</b>	<b>\$ 33,774</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 242,964</b>	<b>\$ 250,774</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.



**DISCOVER BARNSTABLE ANIMALS**

Performance Measures / Workload Indicators

Workload Indicator	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Recreational Shellfish Permits Issued (represented in permit year)	2,838	2,775	2,775	2,775
Commercial Shellfish Permits Issues	47	47	47	47
Learn to Shellfish Classes (represented in calendar year)	7	9	9	9
Vibrio Compliance Checks (represented in calendar year)	104	135	150	150

Description	2016	2017	Estimated 2018	Estimated 2019
Actual Vibrio Compliance Checks	104	135	150	150
Required Vibrio Compliance Checks	40	40	40	40
Exceeds Expectations	160%	238%	275%	275%

Federal and state law at 40 checks per year requires vibrio compliance checks. 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 program enforces the statewide plan May - October for all commercially produced and aqua culturally reared oysters within the Town. Vibrio compliance checks made by Natural Resource Officers ensure commercial aqua culturists are correctly following the MA Division of Marine Fisheries Vp. control plan.



**SHELLFISH STOCKING**

# Harbor Master Division

## Purpose Statement

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



**Waterways Safety**

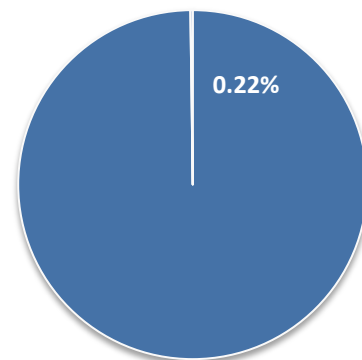


**Moorings**

## Recent Accomplishments

- Used GPS and pinpointed approximately 95% of moorings in Town to determine mooring regulation compliance.
- Offered moorings to people from various town waiting lists and issued 49 mooring permits to new mooring holders.
- Pumped out 514 boats properly disposing of 14,544 gallons of waste.

Percentage of FY19 General Fund Budget



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

## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

### Short-Term:

1. Continue GPS pinpointing of all moorings in Town to determine mooring regulation compliance **(Strategic Plan: Regulatory Access & Accountability)**.
2. Work with licensed mooring servicers to improve mooring placement to efficiently utilize mooring fields **(Strategic Plan: Regulatory Access & Accountability, Communication)**.

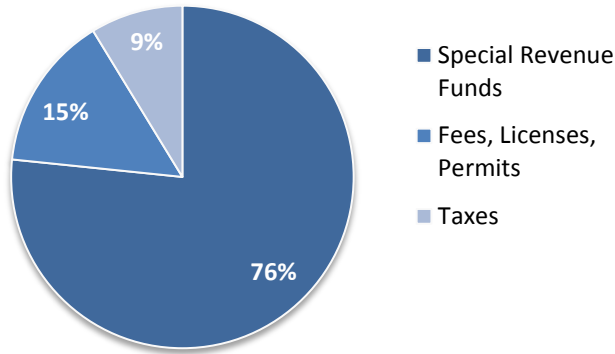
### Long-Term:

1. Improve mooring enforcement through public information **(Strategic Plan: Regulatory Access & Accountability, Communication)**.
2. Improve communication and oversight of the licensed mooring servicers **(Strategic Plan: Regulatory Access & Accountability, Communication)**.
3. Explore implementation of an on-line mooring renewal program **(Strategic Plan: Regulatory Access & Accountability, Economic Development, and Communication)**.



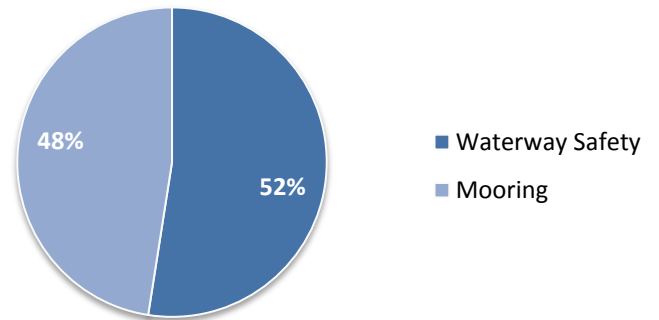
Harbor Master Division Financial Summary

FY19 Source of Funding



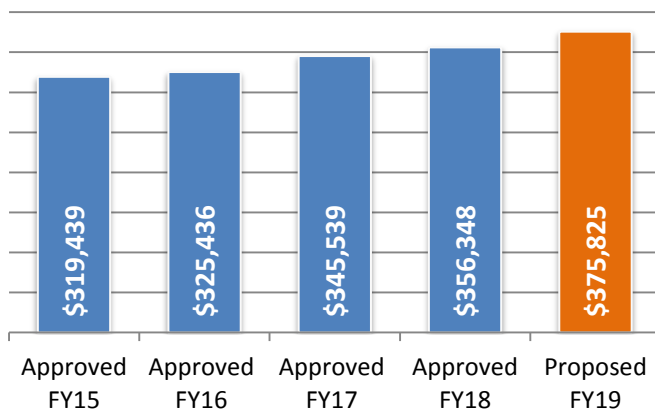
Special revenue provides 76%, fees and permits provide 15%, and taxes provide 9% of the funding for operations. Special revenue is principally derived from the Waterways Improvement Special Revenue Fund.

Harbor Master FY19 Budget By Program



The Waterway Safety program is the largest program area within this division representing 52% of the overall budget.

Harbor Master Division Budget History



The Harbor Master Division budget has increased from \$319,439 in FY15 to \$375,825 proposed for FY19, or 3.53% annually over a five-year period.

Harbormaster Division	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ -	\$ 13,348	\$ 6,587	\$ 32,825	\$ 19,477	145.92%
Fees, Licenses, Permits	54,570	55,000	52,371	55,000	-	0.00%
Special Revenue Funds	288,000	288,000	288,000	288,000	-	0.00%
<b>Total Sources</b>	<b>\$ 342,570</b>	<b>\$ 356,348</b>	<b>\$ 346,958</b>	<b>\$ 375,825</b>	<b>\$ 19,477</b>	<b>5.47%</b>
<b>Expenditure Category</b>						
Personnel	\$ 239,811	\$ 305,403	\$ 302,000	\$ 323,060	\$ 17,657	5.78%
Operating Expenses	46,134	50,945	44,958	52,765	1,820	3.57%
Capital Outlay	209	-	-	-	-	0.00%
<b>Total Appropriation</b>	<b>\$ 286,154</b>	<b>\$ 356,348</b>	<b>\$ 346,958</b>	<b>\$ 375,825</b>	<b>\$ 19,477</b>	<b>5.47%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	\$ 24		\$ 28			
Medicare	2,886		4,016			
Health Insurance	6,917		6,177			
County Retirement	33,898		36,304			
<b>Total Employee Benefits (1)</b>	<b>\$ 43,725</b>		<b>\$ 46,525</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 329,879</b>		<b>\$ 393,483</b>			

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

### Summary of Significant Budget Changes

The Harbor Master FY19 proposed budget is increasing by \$19,477 or 5.47% over FY18 budget. Personnel costs are increasing \$17,657 due to contractual obligations, \$1,950 for training, and reorganization of MEA into its' own department. Operating costs are increasing \$1,820; \$1,600 due to fuel contract price increases and \$220 for training materials. Tax support is increasing by \$19,477.

**Full-time Equivalent Employees**

Job Title	FY 2017	FY 2018
Administrative Assistant	0.50	0.50
Asst Hrbrmst Mooring Officer	1.00	1.00
Asst Hrbrmst Pumpout Boat Operator	1.00	1.00
Community Services Director	0.10	-
Dept/Div Assistant	0.80	0.80
Director Marine & Env Affairs	0.30	0.30
Marina Manager/Asst. Harbor Master	-	-
<b>Full-time Equivalent Employees</b>	<b>3.70</b>	<b>3.60</b>

FY 2019	Change
0.50	-
1.00	-
1.00	-
-	-
0.80	-
0.30	-
0.25	0.25
<b>3.85</b>	<b>0.25</b>



**BARNSTABLE HARBOR – SAND BAR**

## Waterways Safety Program

The Waterways Program is divided into several areas of service being provided to the boating public and others using our waterside facilities including:

- Conducting land patrol activities with an eye towards the (improper) use of Town ways to water, boat ramps and other marine facilities and for violations of Town ordinances;
- Conducting 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 provide assistance to area boaters;
- Providing emergency response for vessels in trouble, overdue vessels, vessels adrift, reported oil spills, and rescue response with other agencies;
- Placing, hauling and maintaining approximately 200 aids to navigation (channel markers, regulatory buoys and signs, and breakwater lights) which enable boaters to safely navigate through our harbors. These are placed in early spring and removed in late fall. All buoys are repainted and fitted with new tackle, as needed;
- Provide pump out service in the Three Bays area by boaters, in Barnstable Harbor by use of a dockside facility, and in Hyannis Harbor by boat and by a shore side facility. Since the start of this service, water quality has improved; and
- Overseeing daily operation of the Blish Point boat ramp in Barnstable, including the collection and pay over of fees.

Fees collected at the Blish Point boat ramp during the summer of 2017 were \$26,808.

Harbormasters are mandated to enforce various Mass. General Laws (MGL), including MGL Ch. 90B (Motorboat Laws), Ch. 91 Sec. 10A with respect to moorings, Ch. 91 Sec. 10C concerning docking of commercial vessels, MGL Sec. 17-28 which deals with the stationing of vessels, powers of the harbormaster, and obstructing access. The Division is also responsible for enforcing Town Ordinances – Ch. 3 Articles 14 and 33 (Use of waterways and houseboats).



Waterways Safety	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 90,159	\$ 13,743	\$ 13,629	\$ 24,186	\$ 10,443	75.99%
Fees, Licenses, Permits	54,570	55,000	52,371	55,000	-	0.00%
Special Revenue Funds	-	118,000	118,000	118,000	-	0.00%
<b>Total Sources</b>	<b>\$ 144,729</b>	<b>\$ 186,743</b>	<b>\$ 184,000</b>	<b>\$ 197,186</b>	<b>\$ 10,443</b>	<b>5.59%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 111,727	\$ 150,958	\$ 149,000	\$ 159,801	\$ 8,843	5.86%
Operating Expenses	32,793	35,785	35,000	37,385	1,600	4.47%
Capital Outlay	209	-	-	-	-	0.00%
<b>Total Appropriation</b>	<b>\$ 144,729</b>	<b>\$ 186,743</b>	<b>\$ 184,000</b>	<b>\$ 197,186</b>	<b>\$ 10,443</b>	<b>5.59%</b>

Employee Benefits Allocation:		
Life Insurance	\$ 3	\$ 3
Medicare	1,313	1,946
Health Insurance	3,997	3,076
County Retirement	27,282	29,218
<b>Total Employee Benefits (1)</b>	<b>\$ 32,595</b>	<b>\$ 34,243</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 177,324</b>	<b>\$ 218,243</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.



## Mooring Program

Under MGL Ch. 91, Sec. 10A, a Harbormaster is empowered to authorize by permit, on a temporary basis, the mooring of floats or rafts held by anchors or bottom moorings - upon such terms and conditions the Harbormaster deems necessary.

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.



The mooring process is a complex process involving:

- Regulation review and promulgation;
- Fee collection and making payments to Town Treasurer;
- Annual issuance of permits, stickers and tags;
- Oversight of mooring inspections and placement;
- Renewal by mail program;
- Working with Assessor's and Tax Collector's offices for compliance of boat excise laws;
- Data entry and update;
- Mooring enforcement;
- Mooring wait list fee collection and administration;
- Oversight and monitoring of licensed mooring servicers; and
- Removal of illegal and abandoned moorings.

Revenue generated from this program for calendar year 2017 was approximately \$240,215.00

The program oversees the placement and permitting of over 2,309 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 1,164 entries on twenty-seven waiting lists.

Mooring	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ -	\$ -	\$ -	\$ 8,639	\$ 8,639	0.00%
Special Revenue Funds	288,000	170,000	170,000	170,000	-	0.00%
<b>Total Sources</b>	<b>\$ 288,000</b>	<b>\$ 170,000</b>	<b>\$ 170,000</b>	<b>\$ 178,639</b>	<b>\$ 8,639</b>	<b>5.08%</b>

Expenditure Category						
Personnel	\$ 128,084	\$ 154,445	\$ 153,000	\$ 163,259	\$ 8,814	5.71%
Operating Expenses	13,341	15,160	9,958	15,380	220	1.45%
<b>Total Appropriation</b>	<b>\$ 141,425</b>	<b>\$ 169,605</b>	<b>\$ 162,958</b>	<b>\$ 178,639</b>	<b>\$ 9,034</b>	<b>5.33%</b>

Employee Benefits Allocation:			
Life Insurance	\$ 21		\$ 25
Medicare	1,573		2,070
Health Insurance	2,920		3,101
County Retirement	6,616		7,086
<b>Total Employee Benefits (1)</b>	<b>\$ 11,130</b>		<b>\$ 12,282</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 152,555</b>		<b>\$ 175,240</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.



HYANNIS YACHT CLUB MOORING FIELD

**Performance Measures / Workload Indicators**

**Mooring Program**

Workload Indicator Mooring Program	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Mooring Permits Processed	2,309	2,309	2,310	2,310
The issuance of mooring permits is influenced by location, vessel size, swing radius, water depth, and other various factors.				



**BLISH POINT BOAT RAMP**



# Community Services Department



Senior Services

Recreation

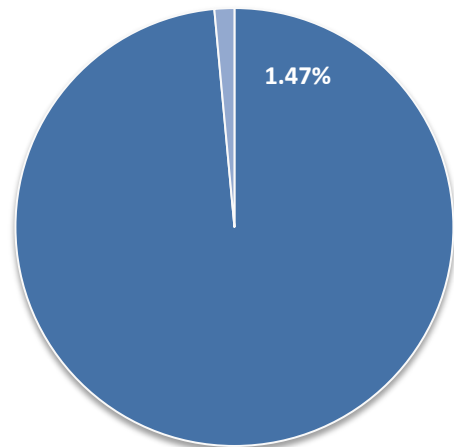
Communications

General Fund Operations

## Purpose Statement

The Community Services General Fund operations are comprised of three divisions, whose purpose is to maintain programmatic oversight of the Town’s senior programs, beaches, trail systems, playing fields, community buildings, community relations and public information. This also includes providing an array of educational, recreation, wellness and leisure services to the citizens of Barnstable that appeal to a wide range of ages and interests, as well as those that will preserve and protect our natural environment. The department also serves as liaison to Veterans Services.

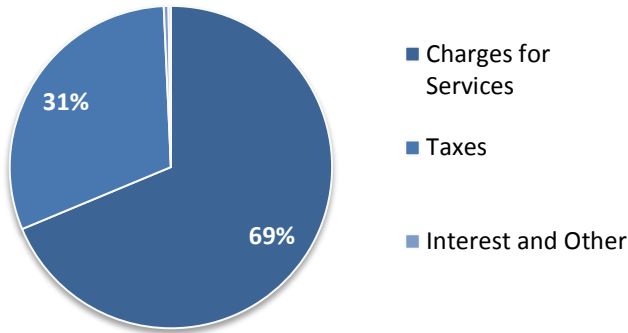
Percentage of FY19 General Fund Budget



The Community Services Department comprises 1.47% of the total General Fund budget.

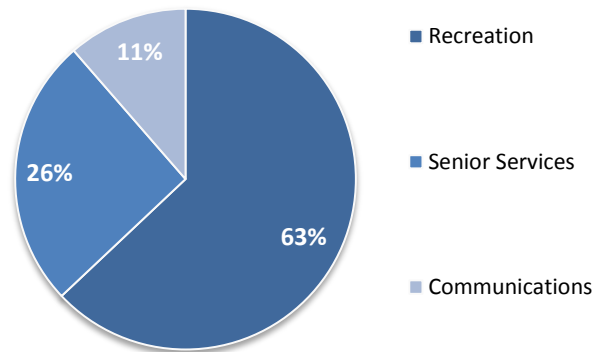
Community Services Department Financial Summary

FY19 Source of Funding



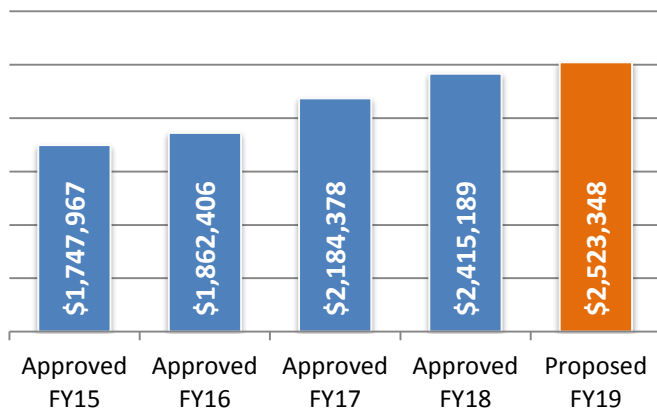
Charges for services represent 69% of all funding sources while taxes provide 31%.

FY19 Budget By Division



Recreation is the largest division in the department representing 63% of the budget followed by Senior Services at 26%, and Communications 11%.

Community Services Department Budget History



The department’s budget has grown from \$1.747 million in FY15 to \$2.523 million proposed for FY19 over the five-year period, or 8.87% annually. The spike in FY17 is due to the Adult Social Day program changes in accounting recognition from a standalone revolving fund into the General Fund.

Community Services Department	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 171,543	\$ 638,413	\$ 624,842	\$ 771,347	\$ 132,934	20.82%
Fees, Licenses, Permits	6,020	7,000	3,697	6,000	(1,000)	-14.29%
Charges for Services	1,818,127	1,755,000	1,727,227	1,734,000	(21,000)	-1.20%
Interest and Other	20,752	12,000	18,196	12,000	-	0.00%
Enterprise Funds	16,958	2,776	2,776	-	(2,776)	-100.00%
<b>Total Sources</b>	<b>\$ 2,033,400</b>	<b>\$ 2,415,189</b>	<b>\$ 2,376,738</b>	<b>\$ 2,523,347</b>	<b>\$ 108,158</b>	<b>4.48%</b>
<b>Expenditure Category</b>						
Personnel	\$ 1,868,817	\$ 2,225,789	\$ 2,192,973	\$ 2,337,947	\$ 112,158	5.04%
Operating Expenses	149,317	156,400	150,765	156,400	-	0.00%
Capital Outlay	15,266	33,000	33,000	29,000	(4,000)	-12.12%
<b>Total Appropriation</b>	<b>\$ 2,033,400</b>	<b>\$ 2,415,189</b>	<b>\$ 2,376,738</b>	<b>\$ 2,523,347</b>	<b>\$ 108,158</b>	<b>4.48%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	\$ 74		\$ 106			
Medicare	24,512		37,772			
Health Insurance	44,188		64,873			
County Retirement	221,855		237,604			
<b>Total Employee Benefits (1)</b>	<b>\$ 290,629</b>		<b>\$ 340,355</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 2,324,029</b>		<b>\$ 2,717,093</b>			
<b>Full-time Equivalent Employees</b>	<b>18.15</b>	<b>20.75</b>		<b>21.60</b>		<b>0.85</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

### Summary of Significant Budget Changes

Community Services Department FY19 proposed budget is increasing by \$108,158 or 4.48% over FY18. Personnel costs are increasing by \$112,158. Direct FY19 personnel requests include \$15,579 for the evening enrichment program and \$4,259 for increased van driver hours at the Senior Center. All other increases in personnel costs are due to contractual obligations and reorganization of salary allocations. Operating costs are level funded. Capital outlay costs include \$29,000 for recreation equipment such as, picnic tables, grills, benches, and aquatic equipment. Tax support is increasing \$132,934.

**Additional Funding Recommended**

**Senior Services**

**1. Increase Van Driver Hours from 30 to 37.5 per week**

**\$4,259 Requested  
\$4,259 Recommended**

Transportation is one of the core services offered by the Senior Services Division and is critical to help maintain the ability of older adults who can no longer drive to live independently and age in place. Due to the ongoing challenges of recruiting volunteer drivers and ensure the continued safety of our transportation clients, we are requesting that the hours of our van driver be increased from 30 to 37.5 per week.

**2. Evening Enrichment Programs at the Barnstable Senior Center**

**\$15,579 Requested  
\$15,579 Recommended**

Over the past few years, there has been a heightened demand for the Barnstable Senior Center to expand operating hours later into the evening to allow increased access for seniors and boomers who for various reasons, including caregiving and employment, are unable to visit the facility during our traditional daytime hours. This was a common theme that emerged during the needs assessment study, visioning session, and strategic planning process and we consistently hear from many residents who feel strongly that we need to offer evening classes and activities. With our rapidly aging population, it is important that we respond to their needs in a positive manner so they do not feel excluded. In an effort to be more inclusive, accessible, and welcoming to all older adults, we are recommending an expansion of hours for the Barnstable Senior Center. We expect that the growth in evening programs will be incremental as we work to spread awareness. As it would be cost prohibitive for us to provide overtime on an ongoing basis, we are seeking approval to create the following positions to help us realize the goal of offering evening enrichment programs:

- Part-time Custodian position (19 hours per week)
- Part-time Division Assistant position (12 hours per week)

**Recreation**

**3. Tables, Grills, Benches & Other Aquatic Equipment**

**\$29,000 Requested  
\$29,000 Recommended**

Continue to replace tables, grills, benches, and other Aquatic equipment. The picnic tables that we currently use do not meet current standards. Tables are chained to trees and that becomes a safety hazard.

# Recreation Division

## Purpose Statement

The Recreation Division is committed to providing leisure opportunities to improve the quality of life in our community through exceptional and affordable programs and services.



## Recent Accomplishments

- Present two continuing education units at the Massachusetts Recreation and Parks Association (MRPA) Conference
  - Our “Walking in Your Shoes” program to the MRPA to assist the rest of the state to offer this program that Barnstable has offered for the last ten years. To help the entire state to train staff to be more sensitive to people with disabilities.
  - Our Barnstable Aquatic Manuals will be used as a model to assist other Recreation Professionals in the state to develop their own Staff Operations Manuals.
- Won the Cape Cod Lifesaving Competition nine years in a row for the Non-Surf Beaches.
- Re-certify all Lifeguard Instructor Trainers in the new standards of Lifeguarding with the American Red Cross.
- Promoted Program Coordinator John Gleason to the position of Assistant Recreation Director.
- Promoted Michelle Davies from Program Coordinator to Therapeutic Program Coordinator.

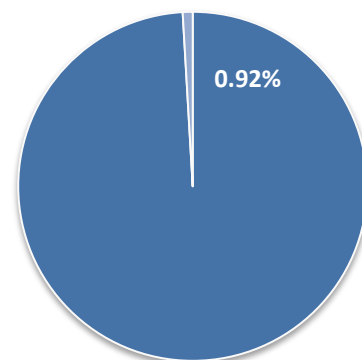


Activities Program



Aquatics Program

Percentage of FY19 General Fund Budget



The Recreation Division comprises 0.92% of the overall General Fund budget.

## Additional Recent Accomplishments

- Hired Tim McGrath as our Aquatic Program Coordinator.
- Re-certify 105 Lifeguards in the New Lifeguard Training Standards.
- Re-certified 30 staff in American Red Cross CPR/AED Adult, Child, and Infant Certification.
- The Recreation Division successfully developed and implemented additional programs as follows to meet the needs of our community. Mad Science, Motion Commotion.
- Craigville Beach Bathrooms and shower facilities were renovated to meet today's needs.
- Attended the National Recreation Conference and to continue to have the ear of the country, to put pressure on American Red Cross for service they are lacking to provide to Aquatic needs Nationwide.
- The Barnstable Youth Commission presented its second Annual Community Prevention Forum and Youth Summit at Cape Cod Community College. These programs were expanded on. The Commission attained funds from Lyndon Lorusso Foundation, First Student, and JFK Memorial Trust Fund.
- Attained 100% funding for Project Bread to provide breakfast and lunch to 68 program participants at our Leisure Program held at the Barnstable Community Horace Mann Charter Public School.
- Patti Machado was awarded the Humanitarian Award, by the Massachusetts Recreation and Parks Association, the highest honor to be given the State in the Field of Recreation.



**2017 AQUATIC STAFF**

## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

### Short-Term: (Activity, Aquatic and Revolving)

1. Complete the Skate Park and have a Opening Competition. **(SP: Education, Safety, and Quality of Life)**
2. Complete Lombard Field, move the playground, and provide a better and safer parking lot for the entire site. **(SP: Education, Safety, and Quality of Life)**
3. Update RecTrac software to better serve community with simplifying registration. **(SP: Education, Quality of Life)**
4. Obtain funding and develop/implement a 5<sup>th</sup> Annual 7th Grade Youth Summit & Community Prevention Forum, with the Youth Commission. **(SP: Education, Finance, and Quality of Life)**
5. Continue to develop and implement Recreation Programs that are requested by residents and visitors of the Town of Barnstable. These affordable programs will be provided through our revolving fund. (i.e. Stem programs, inter-generational programs). **(SP: Education, Quality of Life)**
6. Actively pursue available grant-funding to help sustain our services and offset program costs, (specifically the Youth Summit and Mommy Mixer Programs). **(SP: Finance)**
7. Obtain new Youth Commissioners as we have three Commissioners who will be ineligible in 2019. **(SP: Quality of Life)**
8. Develop and present a third Youth Job Fair with Hyannis Youth & Community Center (HYCC) advertisers and Barnstable Youth Commission, including educational opportunities on "How to (fill out an application, resume writing, and interviewing skills) education". Bring together local business and youth. **(SP: Education, Quality of Life)**
9. Collaborate with the YMCA and Barnstable High School (BHS) Transportation to enable high school students to have access to an affordable Lifeguard Class and to help any student learn or improve their swimming capabilities to make them ready to take the American Red Cross Waterfront Lifeguard Course. **(SP: Quality of Life, Education, and Safety)**

## Fiscal Year 2019 Goals and Objectives (Continued)

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

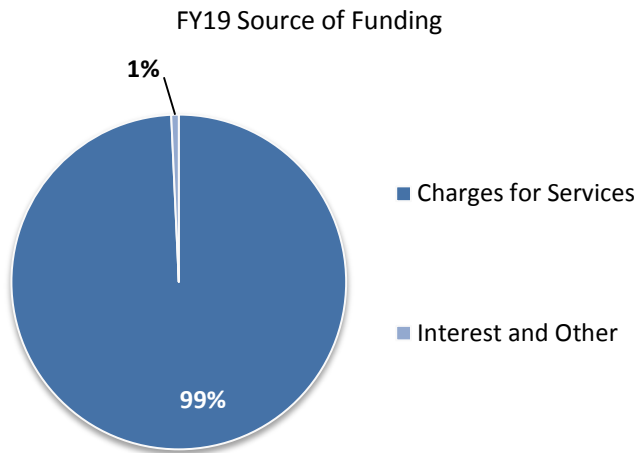
### Long-Term: (Activity, Aquatic and Revolving)

1. Work cooperatively with the Department of Public Works (DPW), Osterville Village Association, and Town to develop a comprehensive strategic plan for the Osterville Bay Fields, Grounds and Facilities. **(SP: Infrastructure, Quality of Life)**
2. Through Town of Barnstable resources, provide educational outreach to our residents and taxpayers regarding all recreational job (i.e. high school and youth oriented job fairs, etc.) opportunities especially for our Youth. **(SP: Education, Communication, Quality of Life)**
3. Continue working closely and cooperatively with the DPW in upgrading and maintaining the following Town of Barnstable recreation facilities: beach buildings, community buildings, skate park, outdoor play areas, and Town athletic facilities. **(SP: Finance, Infrastructure, Quality of Life)**
4. Coordinate with the Human Resources to have all Hiring processes on-line, to assist the applicant to easily obtain a position. **(SP: Education, Quality of Life)**
5. Increase awareness and gain creditability with the Youth for the Town of Barnstable Youth Commission. **(SP: Education, Communication, Quality of Life)**



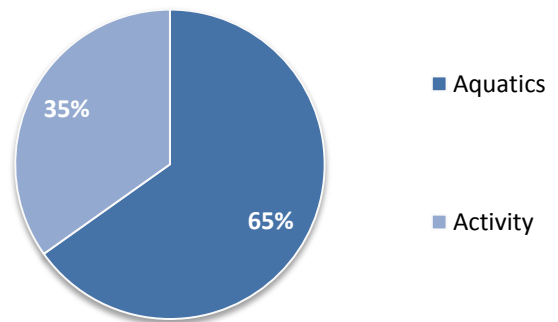


Recreation Division Financial Summary



Charges for services provide 99% of the operation’s funding.

Recreation Division FY19 Budget By Program



The Aquatics Program is the largest program in the division comprising 65% of the budget.

Recreation Division Budget History



This budget has increased from \$1.325 million in FY15 to \$1.588 million proposed for FY19 over the five-year period, or 3.98% annually. Due to the state mandatory minimum wage increase, seasonal wages represent the largest contribution to the increase to cost for Recreation because most of it is seasonal employees.

Recreation	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Charges for Services	\$ 1,724,059	\$ 1,665,000	\$ 1,631,434	\$ 1,644,000	\$ (21,000)	-1.26%
Interest and Other	12,125	12,000	12,722	12,000	-	0.00%
Enterprise Funds	16,958	2,776	2,776	-	(2,776)	-100.00%
<b>Total Sources</b>	<b>\$ 1,753,142</b>	<b>\$ 1,679,776</b>	<b>\$ 1,646,932</b>	<b>\$ 1,656,000</b>	<b>\$ (23,776)</b>	<b>-1.42%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 1,325,297	\$ 1,429,917	\$ 1,410,000	\$ 1,460,860	\$ 30,943	2.16%
Operating Expenses	99,551	99,000	96,000	99,000	-	0.00%
Capital Outlay	15,266	33,000	33,000	29,000	(4,000)	-12.12%
<b>Total Appropriation</b>	<b>\$ 1,440,114</b>	<b>\$ 1,561,917</b>	<b>\$ 1,539,000</b>	<b>\$ 1,588,860</b>	<b>\$ 26,943</b>	<b>1.72%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 19
Medicare	17,311
Health Insurance	15,624
County Retirement	99,718
<b>Total Employee Benefits (1)</b>	<b>\$ 132,672</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 1,572,786</b>

\$ 25
26,322
19,669
106,797
<b>\$ 152,813</b>
<b>\$ 1,691,813</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

### Summary of Significant Budget Changes

The Recreation Division's FY19 proposed budget is increasing by \$26,943 or 1.72% over FY18 budget. Personnel costs are increasing \$30,943 due to contractual obligations. Operating cost will remain level funded. Capital outlay costs include \$29,000 for recreation equipment such as, picnic tables, grills, benches, and aquatic equipment. This division requires no tax support.

**Full-time Equivalent Employees**

Job Title	FY 2017	FY 2018
Administrative Assistant	0.50	-
Asst Dir. Recreation & Leisure	1.00	1.00
Community Services Director	0.40	0.10
Dept/Div Assistant	1.00	1.00
Financial Supervisor	0.50	0.50
Leisure Services Director	1.00	1.00
Principal Dept/Div Assistant	1.00	1.00
Program Coordinator	3.00	3.00
<b>Full-time Equivalent Employees</b>	<b>8.40</b>	<b>7.60</b>

FY 2019	Change
-	-
1.00	-
0.10	-
1.00	-
0.50	-
1.00	-
1.00	-
3.00	-
<b>7.60</b>	<b>-</b>



**2017 TOWN OF BARNSTABLE LIFEGUARD COMPETITION CHAMPIONSHIP TEAM**

**Description of Division 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 Programs.

**Activities Program**

The purpose of the Activity Program is to provide an array of social, intellectual, and physical opportunities to our citizens so they can enhance their lifestyles through positive leisure experiences. The Town recognizes the Recreation Division as a significant revenue producer. However, the Town is sensitive to the respective fees charged for services to our residents/taxpayers. Under the Town Manager’s directive, the programs must recover 30% of the total costs. In FY 2016, the percentage recovered within the Activity Program was 30%. The Division is able to offer additional activities through the Revolving Fund Program. The Revolving Fund does not cover indirect costs of existing staff, facility uses and overhead. The Division annually develops and implements a needs assessment program to determine the accuracy of the comprehensive program through the customer satisfaction rating done for all activities.



Activities	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 436,721	\$ 461,468	\$ 495,901	\$ 468,360	\$ 6,892	1.49%
Charges for Services	76,275	76,000	35,989	73,000	(3,000)	-3.95%
Interest and Other	12,125	12,000	12,722	12,000	-	0.00%
Enterprise Funds	8,479	1,388	1,388	-	(1,388)	-100.00%
<b>Total Sources</b>	<b>\$ 533,600</b>	<b>\$ 550,856</b>	<b>\$ 546,000</b>	<b>\$ 553,360</b>	<b>\$ 2,504</b>	<b>0.45%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 478,616	\$ 492,136	\$ 490,000	\$ 498,640	\$ 6,504	1.32%
Operating Expenses	54,984	54,720	52,000	54,720	-	0.00%
Capital Outlay	-	4,000	4,000	-	(4,000)	-100.00%
<b>Total Appropriation</b>	<b>\$ 533,600</b>	<b>\$ 550,856</b>	<b>\$ 546,000</b>	<b>\$ 553,360</b>	<b>\$ 2,504</b>	<b>0.45%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 10
Medicare	5,841
Health Insurance	14,559
County Retirement	63,964
<b>Total Employee Benefits (1)</b>	<b>\$ 84,374</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 617,974</b>

\$ 12
7,016
17,313
68,505
<b>\$ 92,846</b>
<b>\$ 638,846</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

**Aquatics Program**

The purpose of the Aquatics Program is to provide a friendly, clean, and safe aquatic environment to all patrons, through effective controlled management at the various Town beaches, ponds, and lakes. The program provides and maintains aquatic services at sixteen Town beach sites. In working closely with the DPW, the various beach areas are receiving much of the attention they require resulting in more beach patrons frequenting the Town sites. The Recreation Division continues to assist the Marine & Environmental Affairs Division with the water safety component of Sandy Neck Beach Park. The various activities within this program begin on Memorial Weekend and conclude on Labor Day.



Aquatics	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Charges for Services	\$ 1,647,784	\$ 1,589,000	\$ 1,595,445	\$ 1,571,000	\$ (18,000)	-1.13%
Enterprise Funds	8,479	1,388	1,388	-	(1,388)	-100.00%
<b>Total Sources</b>	<b>\$ 1,656,263</b>	<b>\$ 1,590,388</b>	<b>\$ 1,596,833</b>	<b>\$ 1,571,000</b>	<b>\$ (19,388)</b>	<b>-1.22%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 846,681	\$ 937,781	\$ 920,000	\$ 962,220	\$ 24,439	2.61%
Operating Expenses	44,567	44,280	44,000	44,280	-	0.00%
Capital Outlay	15,266	29,000	29,000	29,000	-	0.00%
<b>Total Appropriation</b>	<b>\$ 906,514</b>	<b>\$ 1,011,061</b>	<b>\$ 993,000</b>	<b>\$ 1,035,500</b>	<b>\$ 24,439</b>	<b>2.42%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 9
Medicare	11,470
Health Insurance	1,065
County Retirement	35,754
<b>Total Employee Benefits (1)</b>	<b>\$ 48,298</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 954,812</b>

\$ 13
19,306
2,356
38,292
<b>\$ 59,967</b>
<b>\$ 1,052,967</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

# Senior Services Division

## Purpose Statement

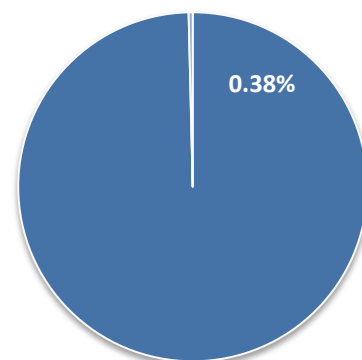
The Senior Services Division supports older adults in our community by providing programs and services designed to optimize their quality of life and help them maintain their independence so they may successfully age-in-place in Barnstable. Our vision at the Barnstable Senior Center is to provide an inclusive, diverse, and welcoming environment and to offer opportunities that enrich and empower our senior population. By offering a broad spectrum of programs and services, ranging from advocacy, transportation, adult supportive day, caregiver assistance, volunteer opportunities and social, educational and wellness activities, we are helping to ensure that our senior citizens remain physically, mentally and civically engaged in the Barnstable community.

## Recent Accomplishments

- The Cape Cod Regional Transit Authority (CCRTA) presented the Barnstable Senior Center with a brand new handicapped accessible eight-passenger van to assist us in providing transportation services. Together with representatives from each Council on Aging on Cape Cod, we participated in a regional forum that was hosted by the CCRTA to develop transportation solutions for senior citizens.
- With the guidance and support of Bridges Together, the Barnstable Intergenerational Leadership Team was created in collaboration with the Recreation Department, Barnstable High School Class of 2020, Youth Commission and Council on Aging board to develop meaningful intergenerational programming. The highlight of the collaboration was an Intergenerational Community Celebration in June where seniors aged 90 and over meet with students who presented them with certificates in honor of their incredible longevity.



Percentage of FY19 General Fund Budget



The Senior Services Division budget comprises 0.38% of the overall General Fund operating budget.

## Additional Recent Accomplishments

- We were grateful to receive funding from the Arts Foundation of Cape Cod and the Cape Cod Foundation's Euphemia Dobbie Memorial Fund to support an art therapy program for our Adult Supportive Day program clients entitled "The Voice Within."
- Thanks to the assistance of the Department of Public Works, lighting was installed in the new parking area and a new ADA compliant walkway was constructed.
- The Town Council approved funding for an emergency generator to be installed in the Senior Center to ensure the safe evacuation of seniors in the event of a power outage.
- We received a formula grant from the Executive Office of Elder Affairs in the amount of \$124,596. This grant funds a number of staff positions including the Activity Coordinator, Marketing and Events Coordinator and partially funds our Outreach Coordinator and Custodian salaries and helps to offset vehicle maintenance and mailing costs for the Compass magazine.
- In recognition of the continued success of our LGBT (Lesbian, Gay, Bisexual and Transgender) social programming, we received additional funding of \$1,742 from the Gay and Lesbian Equity Fund to sustain the program. Attendees have traveled from all over Cape Cod and beyond to attend these events, demonstrating the need for social activities for LGBT older adults to reduce social isolation.
- Due to the growing success of our 50+ Job Networking group, we received continued financial support from the Massachusetts Councils on Aging to offer this important program. Over the course of eighteen sessions, we had a total of 42 attendees with an average attendance of 8 people per session. We also collaborated with Career Opportunities to offer a well-attended career fair for older workers.
- Thanks to the partnership of the Structures and Grounds Cemeteries Division, we were able to offer "Dying to Know", a hugely popular workshop about end-of-life planning.
- We held another successful session of the Aging Mastery Program.
- The Friends of the Barnstable Council on Aging showed their ongoing commitment to the Senior Center by generously providing funding support for a variety of programs and services. They held a Masquerade Ball fundraiser in November to benefit the Senior Center.
- We are grateful to Elder Services of Cape Cod and the Islands for awarding us a \$6,000 Title III E grant to help support our "Silver Express" transportation program.
- We updated and enhanced our marketing materials and continued our community outreach efforts through our bimonthly Compass magazine, which is mailed out to approximately 4,000 households, a weekly e-newsletter, Facebook page, cable programming and media interviews. We also assisted the Massachusetts Councils on Aging in the development of a marketing manual to be used by Councils on Aging across the state.

## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

### Short-Term:

1. Continue implementation of the myseniorcenter.com registration software program that will enable us to better track visitor attendance and program participation and provide a more user-friendly check in experience for our guests. **(SP: Education, Communication, Public Health and Safety)**
2. Continue to advocate for evening programming hours to be more inclusive and welcoming to older adults who are unable to attend the Barnstable Senior Center during traditional hours, thereby allowing them to access our health, wellness and enrichment programs. **(SP: Education, Communication)**
3. Continue to collaborate with the Council on Aging, Youth Commission, Recreation Division and School Department through our Intergenerational Leadership Team to explore the development of meaningful intergenerational programming to build bridges between the younger and older generations that will benefit our community. **(SP: Education, Communication)**
4. Work with the Department of Public Works and Disability Commission to ensure the successful installation of an emergency generator at the Barnstable Senior Center. **(SP: Public Health and Safety, Infrastructure)**
5. Continue to work on facility improvements with the Structures and Grounds Division including an update to the kitchen and repair of the sprinkler system and balcony. **(SP: Public Health and Safety, Infrastructure)**
6. Join the AARP Age-Friendly/Livable Community Network. **(SP: Infrastructure, Education, Communication, Public Health and Safety)**
7. Continue to offer social and educational programming for LGBT older adults and conduct outreach to the LGBT elder community to increase access to our services and provide a welcoming, inclusive and supportive environment. **(SP: Education, Communication)**
8. Continue to promote awareness of the Adult Supportive Day program to caregivers to increase attendance. **(SP: Education, Communication)**
9. Using data from the 2018 Senior Services survey continue to develop targeted outreach and marketing efforts throughout the senior and boomer population to expand knowledge of the programs and services of the Barnstable Senior Center. **(SP: Education, Communication)**
10. Actively pursue available grant-funding to help sustain our services and offset program costs, including our adult supportive day and transportation programs. **(SP: Finance)**
11. Continue to enhance our volunteer recruitment and retention program to attract new volunteers to the Center. **(SP: Education, Communication)**
12. Continue to participate in regional aging and human service networks to assess and address the growing needs of the aging community. **(SP: Public Health and Safety, Education, Communication)**



## Fiscal Year 2019 Goals and Objectives (Continued)

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

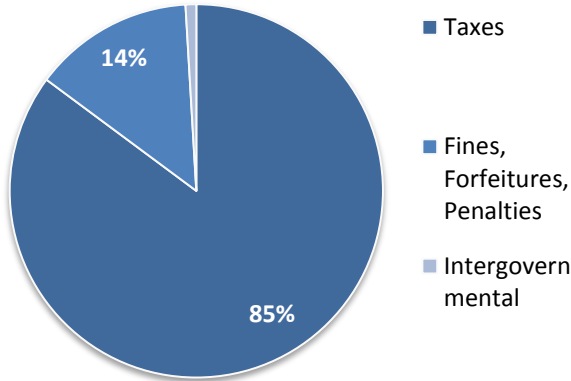
### Long-Term:

1. Continue to restructure, develop and enhance programs and services that improve the lives of Barnstable's senior population including advocacy, transportation, and caregiver services to ensure that our efforts to assist seniors to age in place and maintain their independence are maintained. **(SP: Public Health and Safety, Education, Communication)**
2. Continue to reach out to a more diverse population that more accurately reflects the changing demographics of the Town of Barnstable. **(SP: Education, Communication)**
3. Pursue the National Council on Aging accreditation process. **(SP: Education, Communication)**
4. Maintain commitment to community wide marketing efforts including social media, monthly government access television shows, The Compass newsletter and weekly e-newsletter and continue to develop innovative marketing strategies. **(SP: Education, Communication)**



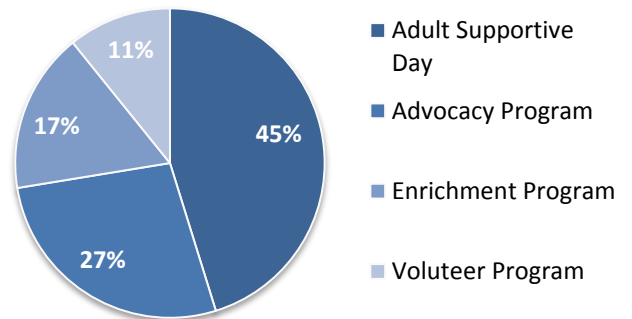
Senior Services Division Financial Summary

Senior Services Division FY19 Source of Funding



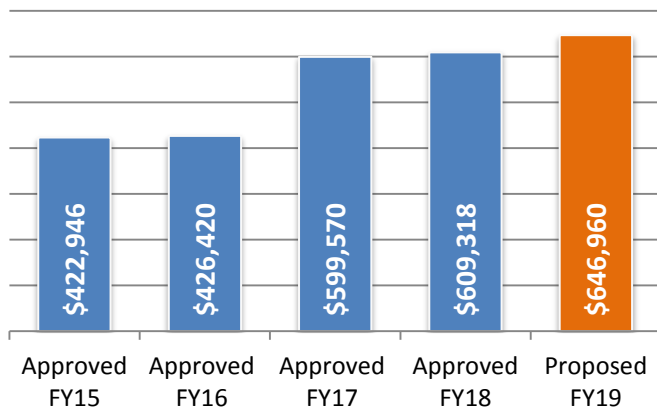
Taxes provide 85% of the funding for this operation. Charges for services provide 14%, which are mainly derived from the Adult Supportive Day Program.

Senior Services Division FY19 Budget By Program



Adult Supportive Day Program is the largest program area in this division representing 45% of the overall budget.

Senior Services Division Budget History



The division’s budget has increased from \$422,946 in FY15 to a proposed amount of \$646,960 in FY19 over the five-year period, or 10.59% annually. The spike in FY17 is due to the Adult Supportive Day Program being integrated into the General Fund.

Senior Services	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 483,532	\$ 512,318	\$ 490,324	\$ 550,960	\$ 38,642	7.54%
Fees, Licenses, Permits	6,020	7,000	3,697	6,000	(1,000)	-14.29%
Charges for Services	94,068	90,000	95,793	90,000	-	0.00%
Interest and Other	8,627	-	5,474	-	-	0.00%
<b>Total Sources</b>	<b>\$ 592,247</b>	<b>\$ 609,318</b>	<b>\$ 595,288</b>	<b>\$ 646,960</b>	<b>\$ 37,642</b>	<b>6.18%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 542,481	\$ 559,418	\$ 547,973	\$ 597,060	\$ 37,642	6.73%
Operating Expenses	49,766	49,900	47,315	49,900	-	0.00%
<b>Total Appropriation</b>	<b>\$ 592,247</b>	<b>\$ 609,318</b>	<b>\$ 595,288</b>	<b>\$ 646,960</b>	<b>\$ 37,642</b>	<b>6.18%</b>

Employee Benefits Allocation:			
Life Insurance	\$ 55		\$ 58
Medicare	7,201		7,641
Health Insurance	28,564		29,024
County Retirement	122,137		130,807
<b>Total Employee Benefits (1)</b>	<b>\$ 157,957</b>		<b>\$ 167,530</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 750,204</b>		<b>\$ 762,818</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

## Summary of Significant Budget Changes

The Senior Center Division's FY19 proposed budget is increasing by \$37,642 or 6.18% over FY18. Personnel costs are increasing \$37,642 due to contractual obligations as well as requests of \$15,579 for the evening enrichment program and \$4,259 for increased van driver hours. Operating costs will remain level funded. Tax support is increasing by \$38,642.

## Full-time Equivalent Employees

Job Title	FY 2017	FY 2018	FY 2019	Change
Adult Social Day Care	1.00	1.00	1.00	-
Adult Supportive Day Prog. Aide	1.50	1.50	1.50	-
Assistant Director Senior Services	0.75	0.75	0.75	-
Community Services Director	0.15	0.10	0.10	-
Custodian	0.60	0.60	1.00	0.40
Director Senior Services	1.00	1.00	1.00	-
Division Assistant	1.00	1.00	1.35	0.35
Outreach & Development Coord.	1.00	1.00	1.00	-
Outreach & Transportation Coord.	0.75	0.75	0.75	-
Principal Dept/Div Assistant	1.00	1.00	1.00	-
Receptionist	0.25	0.25	0.25	-
Van Driver Senior Services	0.75	0.75	0.95	0.20
<b>Full-time Equivalent Employees</b>	<b>9.75</b>	<b>9.70</b>	<b>10.65</b>	<b>0.95</b>

**Description of Division Services Provided**

The Senior Services Division has long been the gateway for elders in the Town of Barnstable to access programs and services to provide support and help them maintain their independence. According to Census 2010 data, 28.4% of the Town’s population is over 60 and there are 12,845 seniors spread throughout the seven villages of Barnstable. Demographic projections indicate that the senior cohort will rise steadily in the coming years and is projected to reach 42% by 2030, placing an increasing demand on the Senior Services Division to continue to meet the needs of our elderly population. We are responding to this by identifying and providing needed programs and services. The Senior Services Division is proud to offer a wide array of opportunities for interaction, assistance, engaging our seniors to stay connected to their community and our programs, and services help them to maintain a healthy and active lifestyle.

**Adult Supportive Day Program**

The Adult Supportive Day Program fills a vital need in our community for caregiver respite and participant support. Staffed by a full-time Program Coordinator and three part-time Program Assistants, this program seeks to meet the needs of elders who cannot, or do not wish to stay alone at home during the day. The Adult Supportive Day Program reduces the stress associated with caregiving by providing much-needed respite for the caregiver and helping seniors to age-in-place in our community. Our Adult Supportive Day Program offers a full day of structured, therapeutic activities five days per week, Monday-Friday from 9:00a.m.-3:00 p.m. Program participants pay a daily rate for services, on a sliding scale basis, and in some cases are eligible for reimbursement for part of the costs from other organizations in the community.



Adult Supportive Day	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 147,473	\$ 183,657	\$ 167,733	\$ 202,450	\$ 18,793	10.23%
Charges for Services	94,068	90,000	95,793	90,000	-	0.00%
Interest and Other	8,627	-	5,474	-	-	0.00%
<b>Total Sources</b>	<b>\$ 250,168</b>	<b>\$ 273,657</b>	<b>\$ 269,000</b>	<b>\$ 292,450</b>	<b>\$ 18,793</b>	<b>6.87%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 230,218	\$ 248,732	\$ 245,000	\$ 267,525	\$ 18,793	7.56%
Operating Expenses	19,950	24,925	24,000	24,925	-	0.00%
<b>Total Appropriation</b>	<b>\$ 250,168</b>	<b>\$ 273,657</b>	<b>\$ 269,000</b>	<b>\$ 292,450</b>	<b>\$ 18,793</b>	<b>6.87%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 21
Medicare	3,069
Health Insurance	9,203
County Retirement	60,658
<b>Total Employee Benefits (1)</b>	<b>\$ 72,951</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 323,119</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Program Name	Program Goal	Outcome Measure	Results
Adult Supportive Day	Provide day care services to elders in need of supportive care in an active and engaging environment to maintain health and wellbeing and provide respite for caregivers.	Participant placement/ attendance	50 clients served; 2,142 units of service provided (6-hour day).

Enrichment Program

The Barnstable Senior Center offers numerous classes and activities on a daily basis designed to help seniors stay physically, mentally and socially active. We are proud of the wide and diverse variety of opportunities for learning and socialization we provide. Each week we offer a multitude of enrichment activities including exercise classes, computer classes, health seminars, caregiver support groups, movies, art workshops, musical entertainment, intergenerational activities and blood pressure clinics. Our current calendar of activities is packed with approximately 200 activities each month.



Enrichment Source of Funding	Actual FY 2017	Approved FY 2018	Projected FY 2018	Proposed FY 2019	Change FY18 - 19	Percent Change
Taxes	\$ 113,819	\$ 100,873	\$ 101,303	\$ 102,548	\$ 1,675	1.66%
Fees, Licenses, Permits	6,020	7,000	3,697	6,000	(1,000)	-14.29%
<b>Total Sources</b>	<b>\$ 119,839</b>	<b>\$ 107,873</b>	<b>\$ 105,000</b>	<b>\$ 108,548</b>	<b>\$ 675</b>	<b>0.63%</b>

Expenditure Category	Actual FY 2017	Approved FY 2018	Projected FY 2018	Proposed FY 2019	Change FY18 - 19	Percent Change
Personnel	\$ 90,284	\$ 90,898	\$ 89,000	\$ 91,573	\$ 675	0.74%
Operating Expenses	29,555	16,975	16,000	16,975	-	0.00%
<b>Total Appropriation</b>	<b>\$ 119,839</b>	<b>\$ 107,873</b>	<b>\$ 105,000</b>	<b>\$ 108,548</b>	<b>\$ 675</b>	<b>0.63%</b>

Employee Benefits Allocation:		
Life Insurance	\$ 15	\$ 16
Medicare	1,172	1,144
Health Insurance	6,928	10,460
County Retirement	8,008	8,576
<b>Total Employee Benefits (1)</b>	<b>\$ 16,123</b>	<b>\$ 20,196</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 135,962</b>	<b>\$ 125,196</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Program Name	Program Goal	Outcome Measure	Results
Enrichment Program	To encourage and promote healthy aging among Barnstable's senior citizens by offering a wide array of opportunities for seniors to remain mentally and physically active.	Number of participants in activities and classes.	Over 2,000 individuals made over 27,000 visits. High level of customer satisfaction through class evaluation and continuing participation in events and activities.

**Volunteer Program**

Research has shown that volunteering is good for your mental and physical health. The Senior Services Division relies heavily on the valuable services provided by those who graciously volunteer their time at the Center. Elders, likewise, find great meaning and value in the time spent volunteering. This mutually beneficial activity enables the Senior Services Division to conduct many of its programs and services. Volunteer positions include van drivers, front desk receptionists, class instructors, special events volunteers. Without the support of the dedicated volunteers that we have, we could not simply provide the range and depth of services we offer to the community.



Volunteer	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 63,064	\$ 66,469	\$ 66,200	\$ 69,883	\$ 3,414	5.14%
<b>Total Sources</b>	<b>\$ 63,064</b>	<b>\$ 66,469</b>	<b>\$ 66,200</b>	<b>\$ 69,883</b>	<b>\$ 3,414</b>	<b>5.14%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 62,939	\$ 63,244	\$ 63,000	\$ 66,658	\$ 3,414	5.40%
Operating Expenses	125	3,225	3,200	3,225	-	0.00%
<b>Total Appropriation</b>	<b>\$ 63,064</b>	<b>\$ 66,469</b>	<b>\$ 66,200</b>	<b>\$ 69,883</b>	<b>\$ 3,414</b>	<b>5.14%</b>

Employee Benefits Allocation:		
Life Insurance	\$ 9	\$ 10
Medicare	827	873
Health Insurance	3,754	4,255
<b>Total Employee Benefits (1)</b>	<b>\$ 4,590</b>	<b>\$ 5,138</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 67,654</b>	<b>\$ 71,338</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Program Name	Program Goal	Outcome Measure	Results
Volunteer	To provide opportunity for elders to engage in valuable community service remaining active in their community	Recruitment and placement volunteers. Dollar value of volunteer service hours	165 volunteers provided over 7,300 hours valued at \$23.56 per hour.

Advocacy Program

For many seniors, maneuvering through the complex maze of benefit-related problems, family and health issues, and retirement plans facing them is overwhelming, especially in a technology-driven, ever-changing world such as ours is today. Our Outreach staff assists seniors to ensure they are enrolled in any federal, state or local government programs they are eligible for, resulting in significant cost savings for many seniors who are already living on fixed incomes. These programs include Medicare, MassHealth, Prescription Advantage, Fuel Assistance, and Food Stamps. Through our telephone reassurance program, mailbox sticker program, brown bag and turkey trot programs, our Outreach Program also acts as a safety net for isolated and homebound seniors in our community.



Advocacy	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 159,176	\$ 161,319	\$ 155,088	\$ 176,079	\$ 14,760	9.15%
<b>Total Sources</b>	<b>\$ 159,176</b>	<b>\$ 161,319</b>	<b>\$ 155,088</b>	<b>\$ 176,079</b>	<b>\$ 14,760</b>	<b>9.15%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 159,040	\$ 156,544	\$ 150,973	\$ 171,304	\$ 14,760	9.43%
Operating Expenses	136	4,775	4,115	4,775	-	0.00%
<b>Total Appropriation</b>	<b>\$ 159,176</b>	<b>\$ 161,319</b>	<b>\$ 155,088</b>	<b>\$ 176,079</b>	<b>\$ 14,760</b>	<b>9.15%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 10
Medicare	2,133
Health Insurance	8,679
County Retirement	53,471
<b>Total Employee Benefits (1)</b>	<b>\$ 64,293</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 223,469</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Program Name	Program Goal	Outcome Measure	Results
Advocacy	To address and assist elders with critical needs related to public benefits, financial, health and human services issues.	Number of clients served through case management (face to face, on the phone, home visits) and cost savings to seniors.	1,080 clients served; 100% client response and satisfaction. \$1,525,377 in savings to clients through enrollment in public benefits.

Transportation Program

By offering safe, courteous and reliable transportation services to life-sustaining, life-maintaining and life-enriching destinations including medical appointments, grocery shopping, banking, and the Barnstable Senior Center. Our “Silver Express” transportation program empowers senior citizens to stay connected to their community and age-in-place in their homes, providing them with a sense of independence and reducing social isolation. In addition to our handicapped accessible vans we also operate an electric vehicle to help reduce fuel costs. Our drivers are trained to understand the needs of seniors with dementia and mobility impairments and ensure that they reach their destinations safely. Utilizing volunteer drivers, in addition to our paid driver, allows us to significantly expand service delivery to our clients and ensures that we can continue to sustain this important program.



Program Name	Program Goal	Outcome Measure	Results
Transportation	To address and assist elders with transportation needs.	Number of clients served and number of rides provided.	131 clients served through 6,624 one-way trips.



**VOLUNTEER LUNCH**



# Communications Division

## Purpose Statement

Communications oversees the day-to-day operations of the Community Services Department and provides media and communication strategies to provide the Town’s residents and visitors with timely and accurate information relative to municipal government.

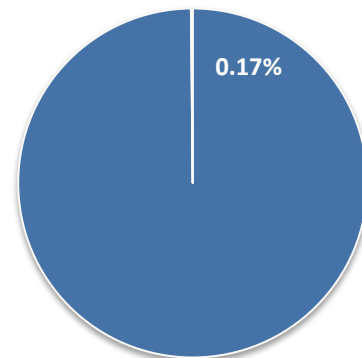
Public Information

Community Relations

## Recent Accomplishments

- Produced 2016 Annual Town Report
- Maintains Town website
- Transitioned weekly eNewsletter to the Community Services Department
- Produces monthly newsletter, The Barnstable Bulletin, in both digital and print versions
- Maintains Town of Barnstable Facebook and Twitter pages
- Worked with Barnstable Police Department and People of Action on 2<sup>nd</sup> Annual Unity Day event

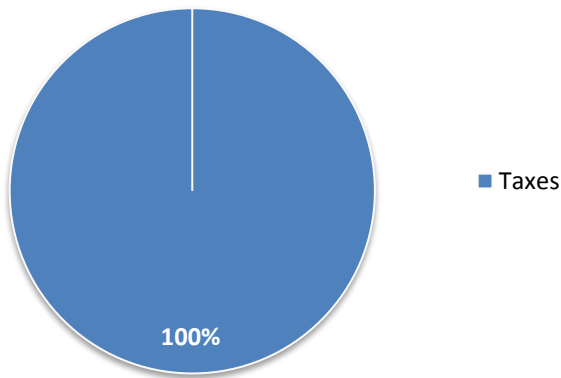
Percentage of FY19 General Fund Budget



The Communications Division budget comprises 0.17% of the overall General Fund operating budget.

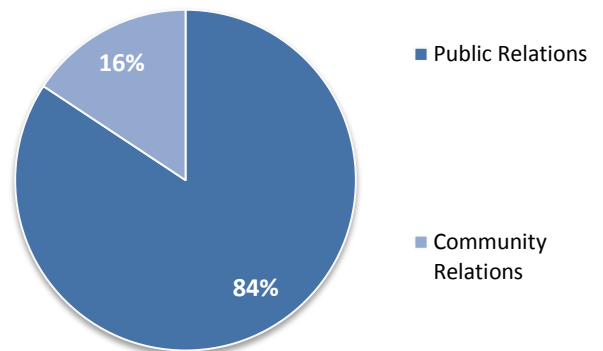
### Communications Division Financial Summary

FY19 Source of Funding



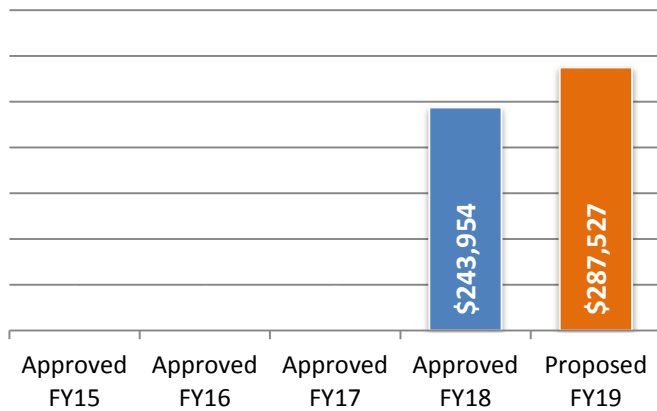
Taxes provide 100%.of the funding source for this division.

FY19 Budget By Program



Public Relations is the largest program at 84%.

Communications Division Budget History



The Communications Division is a new division enacted in fiscal 2018 in order to facilitate informative relations with Town’s residents and visitors.

## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

### Short-Term:

1. Evaluate government and educational access television programming as well as physical plant. **(SP: Education, Communication)**
2. Evaluate and update Town of Barnstable's website keeping in mind mobile compatibility. **(SP: Education, Communication)**
3. Produce FY18 Annual Report in a timely manner. **(SP: Education, Communication)**
4. Increase resident participation in Code RED emergency notification system with Barnstable Police Department. **(SP: Education, Communication)**

### Long-Term:

1. Keep pace with modern communication formats. **(SP: Education, Communication)**
2. Increase awareness of all communication methods used to inform citizenry. **(SP: Education, Communication)**

## Description of Division Services Provided

The Communications Division provides a wide and diverse array of programs designed to meet the needs of the community that includes government, education and public access television, website, weekly and monthly newsletters, press releases, social media and other communication channels. Services are developed and provided through staff, volunteers and cooperative efforts with community groups and agencies. It also serves as a resource to other departments concerning media issues.

Communications	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 1,039	\$ 243,954	\$ 242,450	\$ 287,527	\$ 43,573	17.86%
<b>Total Sources</b>	<b>\$ 1,039</b>	<b>\$ 243,954</b>	<b>\$ 242,450</b>	<b>\$ 287,527</b>	<b>\$ 43,573</b>	<b>17.86%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 1,039	\$ 236,454	\$ 235,000	\$ 280,027	\$ 43,573	18.43%
Operating Expenses	-	7,500	7,450	7,500	-	0.00%
<b>Total Appropriation</b>	<b>\$ 1,039</b>	<b>\$ 243,954</b>	<b>\$ 242,450</b>	<b>\$ 287,527</b>	<b>\$ 43,573</b>	<b>17.86%</b>

Employee Benefits Allocation:	Actual	Approved	Projected	Proposed
Life Insurance	\$ -		\$ 23	
Medicare	-		3,809	
Health Insurance	-		16,180	
<b>Total Employee Benefits (1)</b>	<b>\$ -</b>		<b>\$ 20,012</b>	
<b>Total Expenditures Including Benefits</b>	<b>\$ 1,039</b>		<b>\$ 262,462</b>	

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

## Summary of Significant Budget Changes

Communications Division FY19 proposed budget is increasing by \$43,573 or 17.86% over FY18. Personnel costs are increasing \$43,573 mainly due to contractual obligations, however, due to the reorganization of personnel one full-time position has been transferred to the Communications Division. Operating costs will remain level funded. Tax support will increase by \$43,573.

## Full-time Equivalent Employees

Job Title	FY 2017	FY 2018	FY 2019	Change
Web/Intranet Developer	-	1.00	1.00	-
Marketing Manager	-	1.00	1.00	-
Community Services Director	-	0.60	0.35	(0.25)
Executive Assistant	-	0.85	1.00	0.15
<b>Full-time Equivalent Employees</b>	<b>-</b>	<b>3.45</b>	<b>3.35</b>	<b>(0.10)</b>

# Planning & Development Department

## Purpose Statement

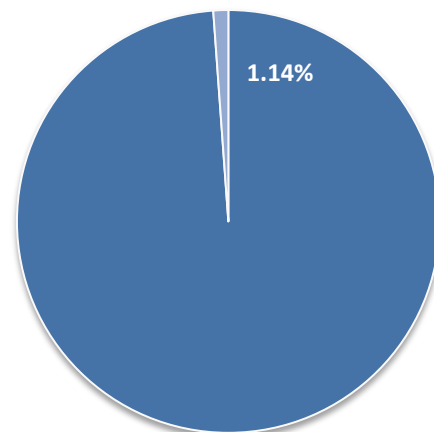
The department is comprised of eight organizational functions, seven of which are program functions and one that serves as the administrative component. The department’s purpose is to preserve the character of the seven villages and improve the quality of life for Town residents by developing and implementing 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.

## Recent Accomplishments

- Economic Development:** New Business Assistance & Outreach Tools: Business & Permitting Guide & Business Barnstable website; renewal of the Hyannis HyArts Cultural District; created “Discover Barnstable” programs, designed to connect residents & visitors to Town services
- Regulatory Process:** Continued work to improve permitting climate through non-residential zoning review; Permanent designation of the Downtown Hyannis GIZ and adoption strategic planning framework
- Housing:** Created CDBG homeowner buy-down program; Adoption of Downtown Hyannis Housing Development Incentive Program Zone; DHCD adoption of Housing Production Plan
- Environment & Natural Resources:** Updated Open Space and Recreation Plan; treatment of Mystic Lake and Middle Pond, Marstons Mills and Long Pond, Centerville to combat hydrilla; Fanwort control in Wequaquet Lake, Centerville by mechanical means; Control burn at Crocker Neck Conservation Area, Cotuit for wildlife habitat restoration and forest fire fuel reduction



Percentage of FY19 General Fund Budget



The Planning & Development Department comprises 1.14% of the overall General Fund budget

## Additional Recent Accomplishments

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### Conservation Accomplishments

- Treatment of Mystic Lake and Middle Pond in Marstons Mills and Long Pond in Centerville with Sonar to combat hydrilla.
- Fanwort control in Wequaquet Lake, Centerville by mechanical means.
- Control burn at Crocker Neck Conservation Area, Cotuit for wildlife habitat restoration and forest fire fuel reduction.
- Directed three Eagle Scout projects: Hathaway's Pond trail marking improvements with bench; Crocker Neck Conservation Area steps and trail marking improvements.
- Coordinated Coastsweep Beach Cleanup for the 17th year.
- Performed 506 site inspections/regulatory reviews for the Conservation Commission.
- Prepared cost analysis and reviewed fee schedule. New fee schedule approved by Conservation Commission went into effect July 1, 2017.
- Implemented administrative review process to help streamline permit review and approval.

### Parking Management Accomplishments

- Began work on redesigning website.
- Participated in international "PARKing Day".
- Through Town Manager public hearing, received approval for a Hyannis Main Street Vendor/Contractor Parking Permit.
- Through Town Manager public hearing, received approval for a Special Event Parking Permit.
- Assisted Sturgis Charter School with issuance of student parking permits.
- Working with MassDOT to improve signage and management at the Exit 6 commuter lot.
- Worked with the Chamber of Commerce to create a bus drop-off pilot program.
- Worked with the Disability Commission on handicapped parking signage in town parking lots.
- Worked with the Disability Commission on the creation of a Discover Barnstable program at the Senior Center on Handicap placard and plate parking.
- Worked with DPW in creation of "Kiss n' Ride" spaces at Bismore Park.
- Presented to the Town Manager at the Fiscal Year Fee Hearing a request to formalize the parking meter rates.

**Gateway Greeters Accomplishments**

- With the assistance from the Arts & Culture Coordinator, created “Discover Barnstable”; a family friendly outreach program informing and connecting Bismore guests with various programs available within our organization.
- Enhanced visitor services within the Bismore Welcome Center.
- Created “Kids-more @ Bismore” activities such as Scavenger Hunts and Word Searches focused on various town services and Bismore Park’s history.
- With assistance from DPW Structures & Grounds, completed Greeter Island at Bismore Park.
- Installed “Park Happy” cornhole game at Bismore Park.
- Participated in the July 4<sup>th</sup> Parade with the Parking Team.

**Fiscal Year 2019 Goals and Objectives**

(All Goals relate to the nine areas of the Town Council’s Quality of Life Strategic Plan- See Introduction Section)

**Short-Term:**

1. Continue to develop business resources and marketing strategies to support business sector development and job growth **(SP: Communication, Economic Development)**
2. Continue lake and pond restoration projects to combat invasive plants, hydrilla and fanwort. Continue to assist Health Division on lake and pond projects to reduce toxic cyanobacteria. **(SP: Environment and Natural Resources)**
3. Repair erosion and safety concerns Hathaway’s Pond Conservation Area trail. **(SP: Environmental and Natural Resources, Public Safety)**
4. Update Meetinghouse Farm Conservation Area Land Management Plan. **(SP: Environmental and Natural Resources)**

**Long-Term:**

1. Work with the community to implement parking management strategies and associated efforts, including review of a Parking Benefit District and place making opportunities, to support business success and continued investment in Downtown Hyannis and beyond **(SP: Economic Development, Regulatory Access & Accountability)**
2. Continue to plan and zone for commercial redevelopment on the Route 132 corridor and pursue other non-residential zoning reforms **(SP: Regulatory Access & Accountability, Economic Development)**
3. Implementation of Downtown Hyannis Growth Incentive Zone strategic plan, including continued development of measures/benchmarks, and review of the Design & Infrastructure Plan and Downtown Hyannis zoning ordinances. **(SP: Economic Development, Regulatory Access & Accountability, Communication)**

4. Pursue implementation of Housing Production Plan recommendations for reuse of municipal and other property for the development of workforce and affordable housing and explore accessory dwelling unit program options **(SP: Regulatory Access & Accountability, Economic Development)**
5. Continue efforts to improve parking management through employing new technologies for parking enforcement collaborating with the Disability Commission and businesses, and improved signage and capital improvements in cooperation with the Department of Public Works. **(SP: Quality of Life, Public Safety, Economic Development)**
6. Continue wildfire management efforts for public safety purposes at key conservation parcels. **(SP: Environment and Natural Resources, Public Safety)**

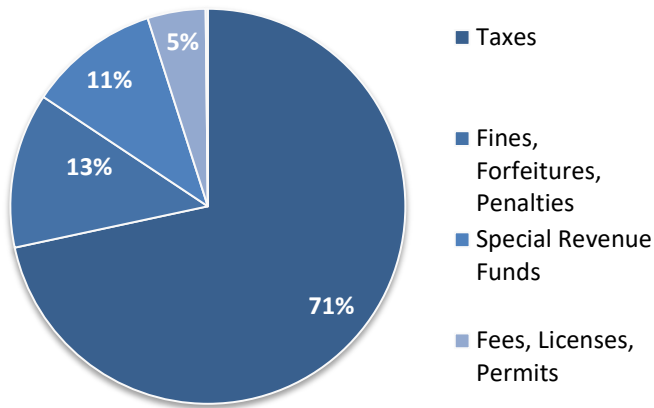


BARNSTABLE VILLAGE



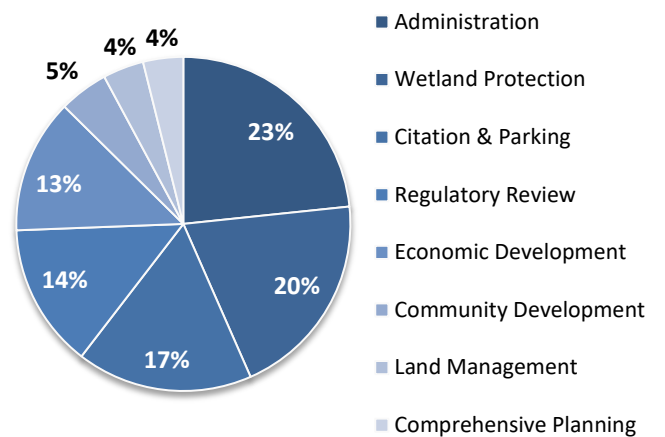
Planning & Development Department Financial Summary

FY19 Source of Funding



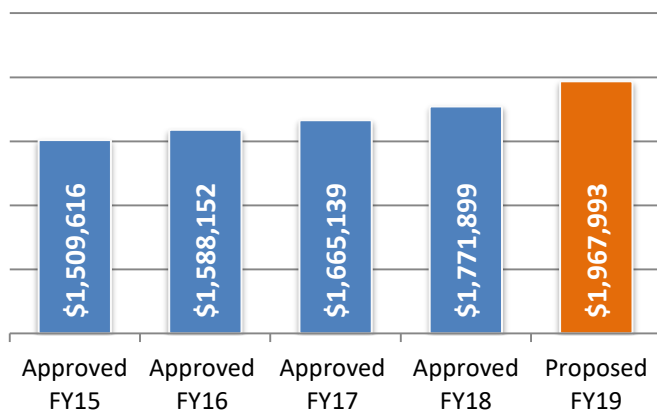
Taxes provide 71% of the department’s funding. Citations & Parking fines, forfeitures, and penalties represent 13% of the department’s total funding source.

Planning & Development Department FY19 Budget By Program



Administration is the largest division within the department at 23%, and Wetland Protection is the second largest at 20%.

Planning & Development Department Budget History



This department’s budget has increased from \$1.509 million in FY15 to \$1.967 million FY19 over the five-year period, or 6.07% annually.

Planning & Development	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 947,958	\$ 1,204,299	\$ 1,064,631	\$ 1,337,227	\$ 132,928	11.04%
Fines, Forfeitures, Penalties	288,195	249,000	253,375	250,000	1,000	0.40%
Fees, Licenses, Permits	117,320	104,000	142,344	93,500	(10,500)	-10.10%
Charges for Services	1,907	-	34,072	-	-	0.00%
Interest and Other	1,410	-	-	-	-	0.00%
Special Revenue Funds	188,100	211,100	211,100	211,100	-	0.00%
Enterprise Funds	3,500	3,500	3,500	3,500	-	0.00%
Free Cash/Surplus Funds	-	-	-	72,666	72,666	0.00%
<b>Total Sources</b>	<b>\$ 1,548,390</b>	<b>\$ 1,771,899</b>	<b>\$ 1,709,022</b>	<b>\$ 1,967,993</b>	<b>\$ 196,094</b>	<b>11.07%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 1,338,037	\$ 1,442,688	\$ 1,385,695	\$ 1,614,722	\$ 172,034	11.92%
Operating Expenses	210,353	247,771	243,327	236,771	(11,000)	-4.44%
Capital Outlay	-	81,440	80,000	116,500	35,060	43.05%
<b>Total Appropriation</b>	<b>\$ 1,548,390</b>	<b>\$ 1,771,899</b>	<b>\$ 1,709,022</b>	<b>\$ 1,967,993</b>	<b>\$ 196,094</b>	<b>11.07%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 77
Medicare	17,880
Health Insurance	80,431
County Retirement	281,553
<b>Total Employee Benefits (1)</b>	<b>\$ 379,941</b>

<b>Total Expenditures Including Benefits</b>	<b>\$ 1,928,331</b>
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<b>Full-time Equivalent Employees</b>	<b>16.50</b>	<b>16.50</b>	<b>19.00</b>	<b>2.50</b>
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(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

### Summary of Significant Budget Changes

Planning & Development Department's FY19 proposed budget is increasing by \$196,094 or 11.07% over FY18. Personnel costs are increasing \$172,034 due to contractual obligations and the addition of 2.5 full-time positions. The full-time positions include an Economic Development Coordinator \$76,489, Assistant Director of Planning & Development \$99,000, and a portion of a position being transferred from the Weights & Measures Revolving Fund \$22,645. Operating Costs are decreasing (\$11,000) as one-time costs for Bismore Park improvements in FY18 will not be repeated. Capital outlay costs include \$95,500 for Hydrilla Control at Mystic Lake, Middle Pond Marstons Mills and Long Pond Centerville, and \$21,000 for Fanwort Control at Wequaquet Lake, Gooseberry Cover and Bearnse Pond. Tax support is increasing by \$137,928.

**Additional Funding Recommended**

**Planning & Development**

<b>1. Economic Development Coordinator</b>	<b>\$76,489 Requested \$76,489 Recommended</b>
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The Economic Development Coordinator position is would be responsible for the marketing of the Town of Barnstable to the business community and the coordination and implementation of Town economic development activities, strategies, policies, and procedures. This position will serve as an advisor and make policy recommendations to the Town Manager and Director of Planning and Development.

<b>2. Assistant Director of Planning &amp; Development</b>	<b>\$99,000 Requested \$99,000 Recommended</b>
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The Assistant Director position will develop, plan, coordinate and oversee a variety of planning, zoning, parking and development issues to meet the needs of the department and the community. Participates in discussions and forums on growth management, housing, economic and community development and related issues, prepares reports and makes presentations to support and explain planning goals, objectives, policies, strategies and programs.

**Conservation**

<b>3. Hydrilla Control</b>	<b>\$95,500 Requested \$95,500 Recommended</b>
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Perform whole lake Sonar treatment (herbicide) to control hydrilla, the relentless invasive aquatic weed, in Long Pond, Centerville. In addition, perform a whole lake Sonar treatment at Mystic Lake and treat 5 acres in Middle Pond, Marstons Mills. A combination of liquid and pellets will be used. In addition, multiple aquatic vegetation surveys of the non-native hydrilla and dominant native plant growth in Long Pond, Mystic and Middle Pond will be completed. Hydrilla treatment is an on-going process. It is important to continue to treat with Sonar if we do not want hydrilla to get out of control.

<b>4. Fanwort Control</b>	<b>\$21,000 Requested \$21,000 Recommended</b>
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Fanwort is a very invasive aquatic plan and without control will spread throughout the lake. We are seeing some increasing occurrence of fanwort in Wequaquet Lake. The growth is still at levels appropriate for mechanical DASH removal, but there will need to be an increase for time spent performing the DASH work. Without this funding support, infestation will increase making it difficult to control only by mechanical means. Bottom habitat will be affected as well as recreation on the lake.

**Full-time Equivalent Employees**

Job Title	FY 2017	FY 2018	FY 2019	Change
Administrative Assistant	5.00	5.00	5.00	-
Assist. Director of Planning and Development	-	-	1.00	1.00
Conservation Administrator	1.00	1.00	1.00	-
Conservation Agent	1.00	1.00	1.00	-
Conservation Assistant	1.00	1.00	1.00	-
Director of Planning and Development	1.00	1.00	1.00	-
Economic Development Specialist	1.00	1.00	1.00	-
Economic Development Coordinator	-	-	1.00	1.00
Parking Manager Transportation	1.00	1.00	1.00	-
Principal Dept/Div Assistant	1.00	1.00	1.50	0.50
Principal Planner	2.00	2.00	2.00	-
Special Projects Coordinator	2.00	2.00	2.00	-
Zoning Board/Site Plan Review	0.50	0.50	0.50	-
<b>Full-time Equivalent Employees</b>	<b>16.50</b>	<b>16.50</b>	<b>19.00</b>	<b>2.50</b>

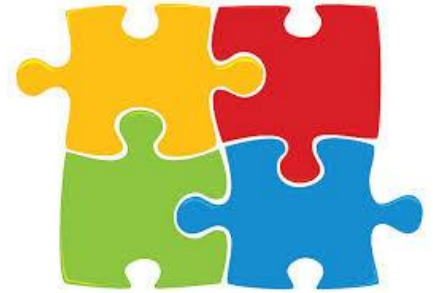


**ASELTON PARK**

Description of Services Provided

Administration

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, community planning, infrastructure, transportation, capital improvement, 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 direct support to Barnstable Economic Development Commission the Housing Committee, and other Boards, Committees, and Commissions as necessary.



Administration	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 304,064	\$ 303,063	\$ 286,027	\$ 452,298	\$ 149,235	49.24%
Fees, Licenses, Permits	8,245	6,000	11,320	7,000	1,000	16.67%
<b>Total Sources</b>	<b>\$ 312,309</b>	<b>\$ 309,063</b>	<b>\$ 297,347</b>	<b>\$ 459,298</b>	<b>\$ 150,235</b>	<b>48.61%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 226,216	\$ 200,663	\$ 192,347	\$ 350,898	\$ 150,235	74.87%
Operating Expenses	86,093	108,400	105,000	108,400	-	0.00%
<b>Total Appropriation</b>	<b>\$ 312,309</b>	<b>\$ 309,063</b>	<b>\$ 297,347</b>	<b>\$ 459,298</b>	<b>\$ 150,235</b>	<b>48.61%</b>

Employee Benefits Allocation:		
Life Insurance	\$ 12	\$ 12
Medicare	3,019	2,764
Health Insurance	14,281	12,362
County Retirement	36,411	38,996
<b>Total Employee Benefits (1)</b>	<b>\$ 53,723</b>	<b>\$ 54,134</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 366,032</b>	<b>\$ 351,481</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Community Development Program

The Community Development program’s purpose is to strengthen and renew neighborhoods in Barnstable and enhance and enrich the quality of life for the Town’s residents through housing and community development planning, funding, and implementation.



**Community Development Block Grant (CDBG) Program:** Through the CDBG Action Plans developed by PD, CDBG grant funds from the U.S. Department of Housing and Urban Development (HUD) are allocated to activities that assist the Town’s low and moderate-income residents. **During FY 2018, CDBG funded first-time homebuyer assistance; rehabilitation of public housing; and small business assistance through the Hyannis façade improvement program.**

**Community Housing:** Community Housing implements our state and locally approved housing plan; monitors affordable housing compliance with permit requirements and deed restrictions; coordinates with Department of Housing and Community Development (DHCD) to maintain the Subsidized Housing Inventory; provide assistance affordable housing project review; works with the Community Preservation Committee and the Housing Committee on affordable housing. During FY 2018, received DHCD certification for the Housing Production Plan, adopted the Downtown Hyannis Housing Development Incentive Program Plan and Zone and supported the Accessory Affordable Apartment program.

Community Development	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 86,845	\$ 89,870	\$ 88,146	\$ 93,590	\$ 3,720	4.14%
<b>Total Sources</b>	<b>\$ 86,845</b>	<b>\$ 89,870</b>	<b>\$ 88,146</b>	<b>\$ 93,590</b>	<b>\$ 3,720</b>	<b>4.14%</b>

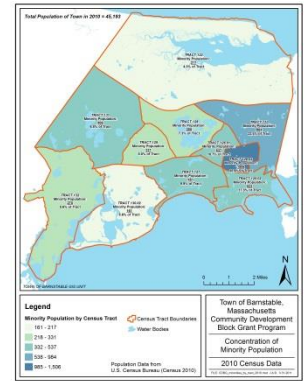
Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 86,845	\$ 89,870	\$ 88,146	\$ 93,590	\$ 3,720	4.14%
<b>Total Appropriation</b>	<b>\$ 86,845</b>	<b>\$ 89,870</b>	<b>\$ 88,146</b>	<b>\$ 93,590</b>	<b>\$ 3,720</b>	<b>4.14%</b>

Employee Benefits Allocation:			
Medicare	\$ 1,246		\$ 1,353
County Retirement	17,725		18,984
<b>Total Employee Benefits (1)</b>	<b>\$ 18,971</b>		<b>\$ 20,337</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 105,816</b>		<b>\$ 108,483</b>

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Comprehensive Planning Program

Comprehensive Planning’s purpose is research, analyze, and develop plans, through civic engagement activities, for the Town’s long-term needs in the areas of economic development, preservation and enhancement of resources, sustainable development practices, provision of adequate public facilities and infrastructure. This program also monitors existing regulations and works to redraft those that are outdated or unnecessarily restrictive. A broad range of comprehensive planning information, including policy advice and research, is shared with Town Council, the Town Manager, regulatory boards and Town agencies, committees, residents and business owners. Ongoing planning projects include targeted regulatory amendment to improve efficiency; strategic infrastructure, transportation and capital improvements planning to foster economic activity; environment and resource planning; village center planning and downtown revitalization.



Comprehensive Planning	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 23,468	\$ 40,759	\$ 41,883	\$ 76,422	\$ 35,663	87.50%
<b>Total Sources</b>	<b>\$ 23,468</b>	<b>\$ 40,759</b>	<b>\$ 41,883</b>	<b>\$ 76,422</b>	<b>\$ 35,663</b>	<b>87.50%</b>
Expenditure Category						
Personnel	\$ 23,468	\$ 40,759	\$ 41,883	\$ 76,422	\$ 35,663	87.50%
<b>Total Appropriation</b>	<b>\$ 23,468</b>	<b>\$ 40,759</b>	<b>\$ 41,883</b>	<b>\$ 76,422</b>	<b>\$ 35,663</b>	<b>87.50%</b>
Employee Benefits Allocation:						
Medicare	\$ 305		\$ 462			
Health Insurance	2,123		2,098			
County Retirement	14,247		15,258			
<b>Total Employee Benefits (1)</b>	<b>\$ 16,675</b>		<b>\$ 17,818</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 40,143</b>		<b>\$ 59,701</b>			

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## Economic Development Program

Economic Development's purpose is to implement economic development planning to enhance quality of life for Barnstable, its residents, and visitors. 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 the Iyannough Road Regional Commercial Center corridor; and placemaking strategies to attract and retain visitors to Hyannis Harbor and Village centers. The Economic Development implementation strategy is based on business outreach, peer review, professional organization membership and consultation with professionals. The strategy focuses on designated growth areas with active support for village centers and monitors sector activity to determine new program components.



- **Business Support:** P&D continues to assist with coordination and support services for businesses seeking permits at the 200 Main Street. 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.
- **Business Outreach:** Business outreach remains integral to the economic development program. The Director and PDD's Economic Development team continually connect with business owners to understand the business climate and share the Town's goals and planning initiatives in these interactions. Most importantly, we engage in open and honest discussion about how Barnstable fares at being "Open for Business". This cornerstone communication strategy remains a top priority.
- **Web Presence:** P&D Economic Development staff administer the newly updated [businessbarnstable.com](http://businessbarnstable.com). The site goal is to provide government information, resource connections and a snapshot of the Barnstable economy. Additional resources, including video content and enhanced business resources are continually in development.
- **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 alike; supports our business community; and continues to establish downtown Hyannis and the entire Town of Barnstable as a regional destination for the arts. Through a series of arts-oriented initiatives, we have successfully integrated Arts and Culture into the socio-economic fabric of our community. By promoting the creative sector and facilitating artistic interactions, we see exponentially the energy and enthusiasm reinvested in our town and has increased our social capital and emotional infrastructure. Impacts of our efforts include: consistent venues and steady revenue for local artists and artisans; a positive image for our urban core; spontaneous partnerships between artists and local businesses; increased demand for more artist exhibit and work space; further downtown revitalization with private investments and infrastructure improvements; and strengthening collaborations with arts, cultural and business organizations. A visit to [artsbarnstable.com](http://artsbarnstable.com) gives a thorough overview of Arts and Culture activities in all seven villages.



Economic Development	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 127,500	\$ 155,363	\$ 124,057	\$ 220,442	\$ 65,079	41.89%
Fees, Licenses, Permits	51,424	45,500	62,184	35,500	(10,000)	-21.98%
<b>Total Sources</b>	<b>\$ 178,924</b>	<b>\$ 200,863</b>	<b>\$ 186,241</b>	<b>\$ 255,942</b>	<b>\$ 55,079</b>	<b>27.42%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 178,924	\$ 200,863	\$ 186,241	\$ 255,942	\$ 55,079	27.42%
<b>Total Appropriation</b>	<b>\$ 178,924</b>	<b>\$ 200,863</b>	<b>\$ 186,241</b>	<b>\$ 255,942</b>	<b>\$ 55,079</b>	<b>27.42%</b>

Employee Benefits Allocation:		
Life Insurance	\$ 3	\$ -
Medicare	2,411	2,417
Health Insurance	11,933	12,470
County Retirement	49,123	52,610
<b>Total Employee Benefits (1)</b>	<b>\$ 63,470</b>	<b>\$ 67,497</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 242,394</b>	<b>\$ 253,738</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.



BARNSTABLE CAPE COD ARTS ASSOCIATION SUMMERFEST

**Regulatory Review Program**

The Regulatory Review Program’s purpose is to provide exemplary assistance to residents, property owners, Boards, Commissions, Committees and Departments, assist with implementation of the Town’s land use ordinances and provide general advice and assistance 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, Old King's Highway Historic District Committee, Barnstable Historical Commission and Hyannis Main Street Waterfront Historic District Commission. Regulatory Review is a primary customer service presence for the Town.



Regulatory Review	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 221,620	\$ 253,781	\$ 236,128	\$ 270,084	\$ 16,303	6.42%
Fees, Licenses, Permits	5,350	5,000	5,950	4,500	(500)	-10.00%
<b>Total Sources</b>	<b>\$ 226,970</b>	<b>\$ 258,781</b>	<b>\$ 242,078</b>	<b>\$ 274,584</b>	<b>\$ 15,803</b>	<b>6.11%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 226,970	\$ 258,781	\$ 242,078	\$ 274,584	\$ 15,803	6.11%
<b>Total Appropriation</b>	<b>\$ 226,970</b>	<b>\$ 258,781</b>	<b>\$ 242,078</b>	<b>\$ 274,584</b>	<b>\$ 15,803</b>	<b>6.11%</b>

Employee Benefits Allocation:			
Life Insurance	\$ 23		\$ 37
Medicare	3,021		3,260
Health Insurance	15,575		18,610
County Retirement	47,151		50,498
<b>Total Employee Benefits (1)</b>	<b>\$ 65,770</b>		<b>\$ 72,405</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 292,740</b>		<b>\$ 314,483</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Parking Program

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. This year’s objective, keeping in line with the Town’s mission statement, is as follows:



*“The purpose of Parking Management is to consistently provide the highest level of service while positively assisting our residents and visitors through enriched customer services and efficient community parking management while promoting accessibility to the communities’ cultural and recreational resources as well as our downtown business districts.”*

The office processes approximately 7,600 parking citations per year for violations within all of the seven Villages including Bismore Park, Main Street, beaches, ramps, landings, commuter lot, and malls. We conduct approximately 1,100 hearings on appeals per year, and provide maintenance and collection services for parking kiosks. We work closely with our data processing company on payments and data collection, and the Police Department on enforcement, and with the Registry of Motor Vehicles on ticket clearances, handicapped placards and updated laws and systems. In addition, the Parking Team supports the Town in other various capacities including visitor services through the Gateway Greeter program and collaborative efforts of Arts & Culture projects in parking areas.

Parking	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Fines, Forfeitures, Penalties	\$ 288,195	\$ 249,000	\$ 238,375	\$ 250,000	\$ 1,000	0.40%
Fees, Licenses, Permits	32,921	31,000	37,336	31,000	-	0.00%
Charges for Services	-	-	32,157	-	-	0.00%
Interest and Other	1,410	-	-	-	-	0.00%
Special Revenue Funds	143,100	166,100	166,100	166,100	-	0.00%
Enterprise Funds	3,500	3,500	3,500	3,500	-	0.00%
<b>Total Sources</b>	<b>\$ 469,126</b>	<b>\$ 449,600</b>	<b>\$ 477,468</b>	<b>\$ 450,600</b>	<b>\$ 1,000</b>	<b>0.22%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 308,865	\$ 351,624	\$ 340,000	\$ 254,134	\$ (97,490)	-27.73%
Operating Expenses	64,615	92,066	90,000	81,066	(11,000)	-11.95%
<b>Total Appropriation</b>	<b>\$ 373,480</b>	<b>\$ 443,690</b>	<b>\$ 430,000</b>	<b>\$ 335,200</b>	<b>\$ (108,490)</b>	<b>-24.45%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 14
Medicare	4,248
Health Insurance	12,971
County Retirement	61,977
<b>Total Employee Benefits (1)</b>	<b>\$ 79,210</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 452,690</b>

\$ 24
3,903
22,793
66,377
<b>\$ 93,097</b>
<b>\$ 523,097</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Conservation: Wetlands Protection

The Wetlands Protection program is responsible for providing technical, administrative and clerical assistance to the Conservation Commission in carrying out its responsibilities under M.G.L. Ch. 131, Sec. 40 and Chapter 237 of the Town Code (Wetlands Protection). The program provides services in the areas of project review, permit issuance and compliance, enforcement, building permit application review, aquatic restoration and public education. The program serves to protect, promote and enhance the quality of wetland resources within the Town. These resources range from coastal beaches, banks, marshes and dunes, to streams, rivers, ponds and their adjacent wetlands. The public benefits derived from the program include protection of surface and ground water quality, protection from flooding and storm damage, protection of shellfish beds and fisheries, enhanced recreation, and protection of wildlife habitat.



Wetlands Protection	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 223,643	\$ 322,870	\$ 288,804	\$ 261,768	\$ (61,102)	-18.92%
Fines, Forfeitures, Penalties	-	-	15,000	-	-	0.00%
Fees, Licenses, Permits	19,380	16,500	25,554	15,500	\$ (1,000)	-6.06%
Charges for Services	1,907	-	1,915	-	-	0.00%
Special Revenue Funds	45,000	45,000	45,000	45,000	-	0.00%
Free Cash/Surplus Funds	-	-	-	72,666	72,666	0.00%
<b>Total Sources</b>	<b>\$ 289,930</b>	<b>\$ 384,370</b>	<b>\$ 376,273</b>	<b>\$ 394,934</b>	<b>\$ 10,564</b>	<b>2.75%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 270,071	\$ 279,228	\$ 275,000	\$ 254,732	\$ (24,496)	-8.77%
Operating Expenses	19,859	23,702	21,273	23,702	-	0.00%
Capital Outlay	-	81,440	80,000	116,500	35,060	43.05%
<b>Total Appropriation</b>	<b>\$ 289,930</b>	<b>\$ 384,370</b>	<b>\$ 376,273</b>	<b>\$ 394,934</b>	<b>\$ 10,564</b>	<b>2.75%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 24
Medicare	3,558
Health Insurance	22,757
County Retirement	54,919
<b>Total Employee Benefits (1)</b>	<b>\$ 81,258</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 371,188</b>

\$ 25
3,818
21,728
58,817
<b>\$ 84,388</b>
<b>\$ 460,661</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Conservation: Land Management Program

The 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. Through the Land Management Program, grant funding is sought. 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	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 56,464	\$ 44,503	\$ 47,054	\$ 78,023	\$ 33,520	75.32%
<b>Total Sources</b>	<b>\$ 56,464</b>	<b>\$ 44,503</b>	<b>\$ 47,054</b>	<b>\$ 78,023</b>	<b>\$ 33,520</b>	<b>75.32%</b>
Expenditure Category						
Personnel	\$ 16,678	\$ 20,900	\$ 20,000	\$ 54,420	\$ 33,520	160.38%
Operating Expenses	39,786	23,603	27,054	23,603	-	0.00%
<b>Total Appropriation</b>	<b>\$ 56,464</b>	<b>\$ 44,503</b>	<b>\$ 47,054</b>	<b>\$ 78,023</b>	<b>\$ 33,520</b>	<b>75.32%</b>
Employee Benefits Allocation:						
Life Insurance	\$ 1		\$ 1			
Medicare	72		109			
Health Insurance	791		1,342			
<b>Total Employee Benefits (1)</b>	<b>\$ 864</b>		<b>\$ 1,452</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 57,328</b>		<b>\$ 48,506</b>			

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

## Performance Measures / Workload Indicators

### Parking & Gateway Greeters Program

Parking Management is responsible for compliance of parking regulations in all of Barnstable's village centers, the Hyannis regional commercial center, public roads, beaches and boat ramps. Parking Management operates year round and has one full-time Parking Manager/Transportation Coordinator and up to six seasonal Parking Resource Officers. The majority of tickets are written in the summer months. The top violation locations are shown below:

Location of Citations	Citations Written	Percentage of Total
Bismore	1,983	25.93%
Malls	1,593	20.83%
Commuter Lot	872	11.40%
Beaches	797	10.42%
Town Lots	738	9.65%
Cape Cod Hospital	472	6.17%
Hyannis Main Street	366	4.79%
Town Landings/Ramps	359	4.69%
Other Retail Lots	172	2.25%
Old Colony Blvd	28	0.37%
Other	268	3.50%
<b>Total</b>	<b>7,648</b>	<b>100.00%</b>

Ticket Processing & Meter	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
# of Citations Processed	\$ 6,968	\$ 6,500	\$ 6,500
Citations Receipts	\$ 290,590	\$ 240,000	\$ 240,000
Meter Receipts	\$ 374,271	\$ 350,000	\$ 350,000
<b>Total Receipts</b>	<b>\$ 664,861</b>	<b>\$ 590,000</b>	<b>\$ 590,000</b>

Optimizing and integrating the elements of valuable and positive interactions, engaged services and site enhancement, the Gateway Greeter team’s five operational standards: safety, courtesy, presentation, efficiency and teamwork are simple priorities, which drive each decision towards providing an ever growing, positive experience for all ages well beyond the boundaries of parking assistance.

Bismore Welcome Center Guests (approx.)	2017
April 28-30	111
May	679
June	1,602
July	2,764
August	2,558
September	1,300
October	1,006
Nov 30 – Dec 3 (Holiday Stroll Weekend)	34
<b>Total</b>	<b>10,054</b>

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

Countries where Guests Travelled From		
Australia	France	Poland
Belgium	Germany	Portugal
Brazil	Ireland	Russia
Canada	Italy	Scotland
Denmark	Netherlands	Sweden
England	New Zealand	Switzerland
Finland	Norway	Taiwan

Conservation Program

Conservation Program	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Total Site Inspections	506	490	490
# Certificates of Compliance issued	78	110	110
# Wetland Violations Complaints	58	54	54

Permit Review Process	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Applications Requiring Commission Review	153	165	165
(Applications Approved by Commission)	(152)	-	-
Total Building Permit Applications Reviewed by Division	977	950	950

Land Management Program	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
# Land management complaints	11	6	6



CONSERVATION LAND – CROCKER NECK



# Police Department



Administrative & Investigative Services Bureau

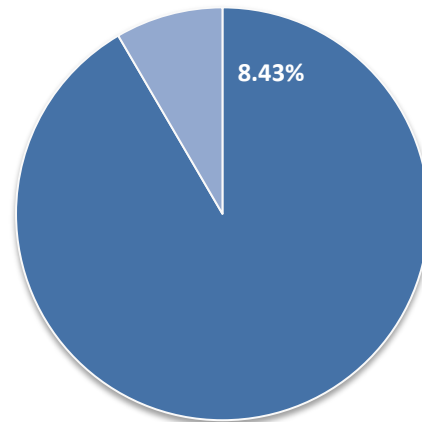
Field Services Bureau



## Department Description

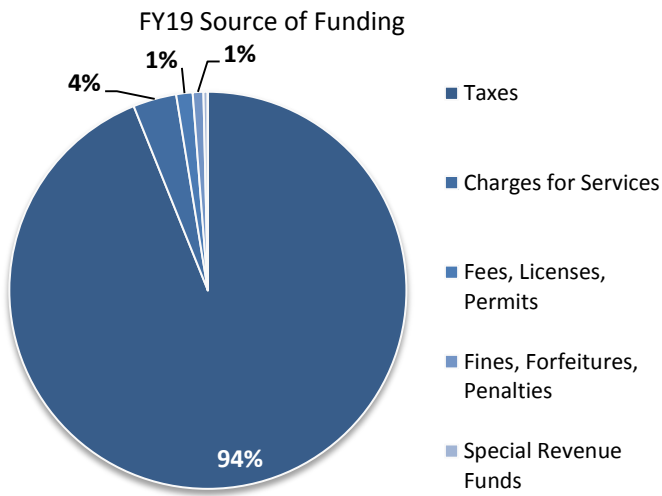
The Barnstable Police Department is comprised of two principal organizational Bureaus whose members strive to work in partnership with our community in seeking out and solving problems in order to enhance our quality of life. We are committed to preserving the peace and protecting the lives, property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

Percentage of FY19 General Fund Budget



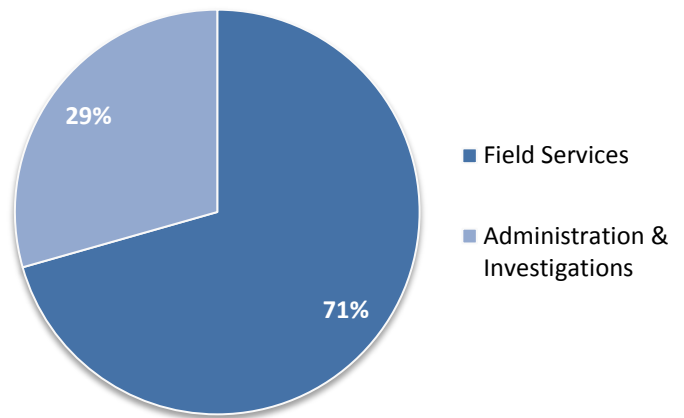
The Police Department budget comprises 8.43% of the overall General Fund budget.

Police Department Financial Summary



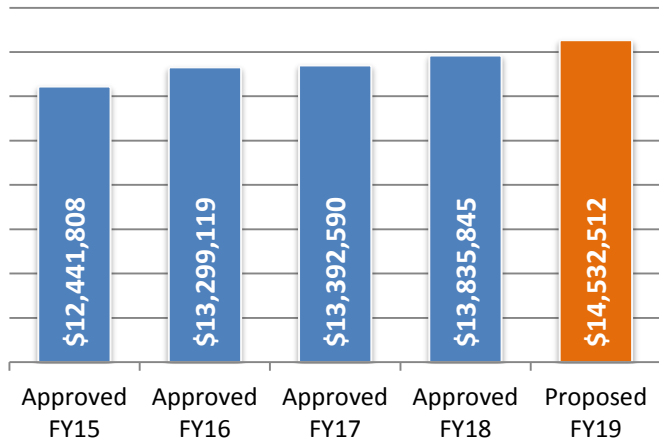
Taxes support 94% of the budget.

Police Department FY19 Budget By Bureau



Field Services represent 71% of this operating budget.

Police Department Budget History



The Police Department budget has increased from \$12.4 million in FY15 to \$14.532 million proposed in FY19 over the five-year period, or 3.36% annually. Most of the increase is attributable to contractual costs as well as an increase in the number of staff for dispatching.

**Fiscal Year 2019 Overall Department Goals (in practice by both Bureaus)**

1. Continue to address quality of life issues within our community, including:
  - a) **Homelessness:** The Department continues to make progress working with outside resources, the court and people within this population to address the many concerns surrounding this topic.
  - b) **Opiate trafficking and use:** The Department continues to not only use proactive enforcement strategies, but also working with outside agencies to address community awareness of this epidemic.

Police Department	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 12,559,982	\$ 13,162,845	\$ 13,171,464	\$ 13,646,930	\$ 484,085	3.68%
Fines, Forfeitures, Penalties	132,706	126,000	126,779	126,000	-	0.00%
Fees, Licenses, Permits	228,848	149,000	162,063	194,000	45,000	30.20%
Charges for Services	380,436	345,000	287,208	513,582	168,582	48.86%
Interest and Other	2,511	3,000	1,812	2,000	(1,000)	-33.33%
Special Revenue Funds	50,000	50,000	50,000	50,000	-	0.00%
<b>Total Sources</b>	<b>\$13,354,483</b>	<b>\$13,835,845</b>	<b>\$13,799,326</b>	<b>\$14,532,512</b>	<b>\$ 696,667</b>	<b>5.04%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 12,144,519	\$ 12,572,784	\$ 12,541,126	\$ 13,201,573	\$ 628,789	5.00%
Operating Expenses	889,671	868,941	864,200	970,939	101,998	11.74%
Capital Outlay	320,293	394,120	394,000	360,000	(34,120)	-8.66%
<b>Total Appropriation</b>	<b>\$13,354,483</b>	<b>\$13,835,845</b>	<b>\$13,799,326</b>	<b>\$14,532,512</b>	<b>\$ 696,667</b>	<b>5.04%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 747
Medicare	149,610
Health Insurance	854,423
County Retirement	2,126,246
<b>Total Employee Benefits (1)</b>	<b>\$ 3,131,026</b>
<b>Total Expenditures Including Benefits</b>	<b>\$16,485,509</b>

\$ 784
161,664
976,398
2,277,177
<b>\$ 3,416,023</b>
<b>\$17,215,349</b>

<b>Full-time Equivalent Employees</b>	<b>132.75</b>	<b>141.75</b>	<b>144.75</b>	<b>3.00</b>
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(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

**Summary of Significant Budget Changes**

The Police Department FY19 proposed budget is increasing by \$696,667 or 5.04% over FY18 budget. Personnel costs are increasing \$628,789 with most of the increase attributed to the addition of 3 full-time positions for the Hyannis Fire District dispatchers as well as contractual obligations. Personnel costs also include \$39,840 to continue the Community Service Officer Program which was previously funded from a gift and \$20,186 for professional training services. The FY19 budget also includes fully funding the new civilian dispatch force created in FY18, which is offset by a grant of \$202,000 from the state. Operating costs are increasing \$101,998. This increase will provide additional funding to pay for the police academy cost for 5 patrol officers (\$69,252) due to retirements, IT software & hardware costs \$8,762, fuel contract price increases \$30,000, training materials \$19,260, and marketing and safety equipment for dispatchers \$6,800. Cost increases are offset by one-time costs in FY18 of (\$32,076). Capital outlay costs of \$360,000 will continue to support an annual patrol vehicle replacement program. This provides funding for 8 new vehicles.

### Full-time Equivalent Employees

Job Title	FY 2017	FY 2018	FY 2019	Change
Administrative Assistant	3.00	3.00	3.00	-
Alarm Administrator	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	-
Crossing Guard	0.75	0.75	0.75	-
Deputy Chief	2.00	2.00	2.00	-
Detective	12.00	12.00	12.00	-
Director of Finance & Support Services	1.00	1.00	1.00	-
Domestic Violence/Victim Services	1.00	1.00	1.00	-
Financial Coordinator	1.00	1.00	1.00	-
Lieutenant	6.00	6.00	6.00	-
Mechanic	2.00	2.00	2.00	-
Patrol Officer	78.00	78.00	78.00	-
Records/Property Supervisor	1.00	1.00	1.00	-
Secretary to Detective Division	1.00	1.00	1.00	-
Sergeant	18.00	18.00	18.00	-
Tech Administrator	1.00	1.00	1.00	-
Telecomm. Specialist/Jail Assistant	2.00	11.00	14.00	3.00
<b>Full-time Equivalent Employees</b>	<b>132.75</b>	<b>141.75</b>	<b>144.75</b>	<b>3.00</b>

**Additional Funding Recommended**

**1. Police Patrol Vehicles**

**\$360,000 Requested**  
**\$360,000 Recommended**

Vehicles used for police patrol are often run 24 hours per day and log numerous miles per year. As the vehicles in the police fleet age the frequency of their need for repair increases. With vehicles unavailable due to mechanical or safety related issues the ability of the police department to deliver public service while providing a safe work environment is compromised. Safe, reliable vehicles are necessary to ensure that police officers are able to perform their essential community functions and respond effectively in a time of need. The current vehicle fleet will continue to age, increase in mileage, hours of use, and need for repair.

**2. Police Training**

**\$83,494 Requested**  
**\$36,186 Recommended**

This request addresses the need for specialized and ongoing training. Proper training is one of the key ways that the department ensures the delivery of a high level of service to the community and reduces liability. Allowing department members to attend specialized training improves the overall quality of services delivered, helps with the retention of valuable employees, and demonstrates the Department’s commitment to the professional development of its members. Some of the specialized training we will be seeking in the coming year includes drone operation and licensing, drug investigations, driver instructor training, firearms instructor training, smart phone analysis, and executive development for supervisors. In order to enhance our IT infrastructure, additional training in virtual networking will be required. The request for continuing and specialized training is designed to help officers keep pace with the changing demands of policing. Updated training reflective of advancements in technology ensures that we continue to provide outstanding service to the community while reducing liability.

**3. Recruit Hiring and Equipment Costs for 5 Officers**

**\$ 74,377 Requested**  
**\$69,252 Recommended**

The Barnstable Police Department is a civil service police department, which means that the department follows Massachusetts Civil Service laws relative to the selection and appointment of police officers. The Civil Service exam for police officers is given approximately every two years and score rank candidates. Due to a limited pool of applicants and the timing of available police academies, hiring is often done in groups. Once an officer is selected and hired, he/she attends the police academy. The academy is 22 weeks long and the in-house field training runs for approximately another 14 weeks. The process is very involved and very lengthy. Due to natural attrition mostly through retirements, the department typically has to replace 5-10 officers each year in order to maintain a full strength. The cost of hiring and training these new recruits is significant and includes: a medical exam; a psychological exam; a physical agility test; police academy tuition; an academy uniform and gear bag; a firearm; a taser; a portable radio; a bulletproof vest; academic books; and an initial patrol uniform. We propose that 5 recruits be given offers of employment in the summer of 2018 with an August start date coinciding with the commencement of the police academy class. Additionally, we foresee that potentially up to 5 more recruits will need to be hired in the winter of 2018 to coincide with the early 2019 winter academy. While we anticipate, the need to fill 10 sworn vacancies during FY19 this request is for 5 because the academy is scheduled to commence very close to the beginning of FY19. Funding for the other 5 would be request as a supplemental budget request. If not funded the department will not be able to hire new officers and the department will have an insufficient number of sworn officers.

**Additional Funding Recommended (Continued)**

**4. Seasonal Community Service Officer Program Expansion**

**\$63,100 Requested**  
**\$43,100 Recommended**

The Community Service Officer (CSO) Program currently consists of six funded positions and was increased to ten positions in FY18 through grant funding. However, since the grant funding available for this project has been expended we request funding in our budget for an additional 4 seasonal positions. The CSOs patrol Main Street, Hyannis and the surrounding business district on foot. As unarmed, non-sworn civilians, their primary role is to observe for criminal activity, suspicious behavior, potential safety hazards, and people in need of assistance. The CSOs also work closely with the Community Impact Unit and its target population. The current program is a resounding success, so much so that the CSOs have remained on patrol for an additional five weeks through Columbus Day. The Department would like to expand the CSO Program from six funded individuals to ten, which allows for extended coverage to the West End of Main Street and the Ocean Street Docks/Bulkhead area south of South Street. The additional CSOs help facilitate a faster police response to a larger area. This request also includes funding for six CSOs to remain on patrol for an additional five weeks from Labor Day through Columbus Day. The Community Service Officer Program has proven thus far to be a great benefit to the Town, the Department, the business community, and the citizens and visitors of the Main Street, Hyannis area, for a relatively small expense. Expanding the program to ten individuals, and retaining six through Columbus Day, would have a noticeable impact on the entire Main Street, Hyannis area, as well as the rest of the Town of Barnstable.

**5. Detail Tracking Software**

**\$8,762 Requested**  
**\$8,762 Recommended**

The Detail Tracking System (DTS) is the cloud-based program that the department currently subscribes to in order to manage the extra paid details. The system is priced annually on a per license cost. The DTS provides the department with customized, automated, assignment disbursements. The current system also allows us to manage the billing process. The DTS has allowed us to reduce the man-hours in the administrative of the detail system as well as providing full Vendor Billing and Invoice tools. It has provided Payment Processing for Vendor balance management, Digital detail slips for officers and full communications that can notify officers when emergency assignments are available. If we were not to continue with this system the number of man-hours to administer the detail system would go up substantially.

**6. Collaboration of Telecommunications Specialists with Hyannis Fire Department**

**\$173,582 Requested**  
**\$173,582 Recommended**

The Town of Barnstable and the Hyannis Fire Department have entered into an agreement to establish a Public Safety Communications Call Center (“The Center”) for the purpose of providing improved and effective communications for Emergency Medical Dispatch, 911/PSAP, and efficient dispatching of and responses by Police, Fire, and additional resources to the Hyannis Fire District. The Center will be under the direction of the Barnstable Police Department to render emergency dispatch, communications, and operations services as appropriate to their joint and respective needs. The members agree that the Telecommunications Specialists will be Town of Barnstable Police employees, and their salaries, benefits, and other employment service, and contractual matters will be the responsibility of the Town of Barnstable. Hyannis Fire agrees to pay the Barnstable Police Department/Town of Barnstable at the fully burdened rate for three (3) Telecommunications Specialists. The Center will be housed at the Barnstable Police facility. Hyannis Fire agrees to provide any infrastructure and equipment specifically required to dispatch fire apparatus. With this collaboration, the Barnstable Police Department will have fourteen (14) civilian Telecommunications Specialists.

**Additional Funding Recommended (Continued)**

**7. Increase in Overtime**

**\$34,000 Requested  
\$34,000 Recommended**

The department requests an increase the FY19 overtime budget by 2% in order to keep pace with anticipated contractual cost of living increases. This will help the department to keep pace with overtime demands in the areas that present the most challenges to our overtime budget - court, minimum staffing, and training. While we constantly monitor our overtime budget on a daily basis, these aforementioned areas demand overtime which is not easily avoided - - as officers must appear in court; a shift cannot run without an adequate number of officers; and training occurs most commonly during the business hours and evening and midnight shift officers generally must attend on an overtime basis. This translates to an increase in overtime of \$22,667 across all divisions. Additionally, about half of the department will be eligible for contractual step increases in the amount of 2%. In light of this we also request an additional increase of 1% in overtime or \$11,333 across all divisions to account for half of the sworn strength who will be eligible for step increases. While our overtime usage is strictly monitored by recording, analyzing, managing and supervising its use; certain areas of overtime cannot be avoided in a police department and are truly a fixed cost of policing (court, minimum staffing and training). There is also the ever-present possibility of a singular crime or weather event that requires extensive overtime. If the overtime budget remains the same from year to year and is not adjusted for contractual increases, then we have fewer and fewer hours of overtime to work with – yet the overtime hours required remain the same.

# Administrative & Investigative Services Bureau

## Bureau Description

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.

## Recent Accomplishments

### Quantitative Points of Interest – Investigative Services

#### FY18:

- Arrests: 412
- Search Warrants: 35
- Undercover/Informant Controlled Buys: 77
- Drugs Seized:
  - Fentanyl: 405 Grams
  - Heroin: 182 Grams
  - Cocaine: 635 Grams
  - Oxycontin: 375 Pills
  - LSD: 885 Doses
- Cash Seized: \$75,050
- Vehicles seized: 6



**Administrative Services Program**

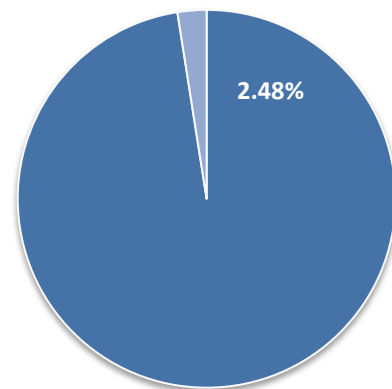


**Investigative Services Program**



**Records Program**

Percentage of FY19 General Fund Budget



This division comprises 2.48% of the total General Fund budget



## Additional Recent Accomplishments

### **Major Investigations:**

- During the first several months of 2017, Barnstable Police Detectives investigated two individuals involved in a large-scale Fentanyl distribution operation. The targets of the investigation, Troy Monteiro and Trevor Rose, traveled daily from New Bedford to Hyannis port to distribute the deadly drug to other dealers and customers near the Kennedy Compound. In order to overcome counter surveillance issues, detectives used a newly acquired aerial drone to surveil the suspects selling Fentanyl and hiding their stash of drugs along the Hyannis port beaches. The drone surveillance technique was the first of its kind in Massachusetts and greatly assisted the narcotics investigation and arrest of the two suspects. At the conclusion of the investigation, detectives seized over 200 grams of Fentanyl and more than \$20,000 from Rose and Monteiro.
- A second major investigation undertaken by the Barnstable Police Detective Division involved the suspect Michael Bryant of New York and West Barnstable. Bryant was the target of a large-scale cocaine and prescription drug trafficking investigation. During the investigation, detectives discovered that Bryant was bringing thousands of illegal oxycodone pills and hundreds of grams of cocaine to Cape Cod each month for distribution to local dealers and customers. In June, detectives arrested Bryant at his West Barnstable residence. He was found to be in possession of more than 300 Oxycodone and Xanax pills and over 500 grams (1/2 Kilo) of Cocaine with a street value of over \$70,000.
- During the fall of 2017, detectives saw the conclusion of the most significant investigation undertaken in the history of the Barnstable Police Department. In September 2018, NAUTI-Block gang leader Denzel Chisholm was convicted and sentenced to 28 years in federal prison for his role in leading the criminal enterprise that distributed massive amounts of heroin to the Mid Cape area. Chisholm was the last of the 18 members of the violent Hyannis street gang to be convicted in Federal Court after an extensive 2015/16 wiretap drug investigation.

### **Community Impact Unit (CIU):**

- The CIU has trained 55% of the Barnstable Police Department in Mental Health First Aid and coordinated the certification of 14 officers in Community Crisis Intervention Team Training
- In October 2017, Senator Julian Cyr presented Sgt Jennifer Ellis and Sgt Jason Sturgis with an Official Citation from the Massachusetts Senate for *"Excellence in Mental Health Service"* at the Annual Summit for the Behavioral Health Coalition of Cape Cod & the Islands
- In October 2017 the CIU was invited to participate in a Community Policing Forum at Cape Cod Community College
- In December 2017 the CIU was granted The Barnstable Human Rights Commission 2017 Rosenthal Award for their *"support of human rights, concepts, and ideals and continued dedication to promoting the rights of our most vulnerable population in the Town of Barnstable"*
- During the Barnstable County Human Rights Annual Breakfast, the CIU was also presented with an Official Citation from the Massachusetts Senate, an Official Citation from the Massachusetts House of Representatives and a Certificate of Special Congressional Recognition for their *"work with the homeless and persons with mental illness."*
- In partnership with Gosnold on Cape Cod, conducted 36 outreach visits to opiate overdose victims to offer detox, treatment, and support services

- The CIU broadened its purpose in the fall 2017 to include participation in the weekly Barnstable District Court “Drug Court” sessions and assignment of a full-time officer to the Hyannis Youth and Community Center. The HYCC officer participates in the supervision of an after-school program for middle school students, works closely with our youth population, and coordinates regularly with the High School Resource Officer to address juvenile issues
- In November 2017, the CIU collaborated with the National Alliance for Mental Illness of Cape Cod & the Islands to coordinate Community Crisis Intervention Team Training to local first responders and social service agencies
- The CIU coordinated monthly multi-agency meeting of the Barnstable Community Crisis Intervention Team (CCIT) and strategizes to provide appropriate services to the target population by coordinating housing, mental health services, substance abuse treatment, terms of probation, and jail diversion
- The CIU coordinated weekly meetings with the Street Outreach Team, which collaborates daily to identify individuals in crisis and to provide aggressive outreach and support services
- During FY 2017, two street crimes officers are responsible for strict enforcement of disorder and public nuisance crimes that directly affect the Quality of Life for residents, businesses, and visitors
- Ten Community Service Officers (CSO) were assigned to the CIU for the 2017 summer season. The CSOs patrolled downtown Hyannis on foot and provided a highly visible police presence while engaging the homeless population and collaborating with the CIU.

**Hiring/Promotions:**

- Three officers promoted to the rank of sergeant
- Four full-time patrol officers hired (twelve candidate backgrounds and interviews)
- Ten Community Service Officers hired (39 candidates, 17 interviews, 12 backgrounds)
- Nine civilian Telecommunications Specialists hired (140 candidates, 30 interviews, 12 backgrounds)
- Five candidate backgrounds conducted on behalf of Hyannis Fire Department
- One hiring and one promotion in the Records Division
- Ten Special Police Officers (retirees) sworn-in

**Training:**

- Hosted 2 of the 3 FBI LEEDA Trilogy classes on leadership
- Provided continuing education for officers performing dispatch function including emergency medical dispatch
- Trained one additional officer in motor vehicle crash reconstruction
- Trained two officers to teach CPR/First Responder class to Department members

**Other Accomplishments of Note:**

- Continued regular participation with the Barnstable Youth Commission and the programming for the annual Barnstable Youth Summit and Community Forum
- Joined the YMCA Achievers steering committee to assist first generation college bound high school students with study and life skills
- Conducted 92 background checks for outside agencies including military recruiters during FY17, 35 to date in early January 2018
- Collaborated with Hyannis Fire Department to begin implementation of a joint dispatch system to reduce transfers and response time
- Within our IT framework we stabilized our storage system; upgraded our cameras; and successfully completed an FBI CJIS Audit
- We also through the generous gift from the Blue Coats were able to re-furnish the multi-purpose room to increase seating capacity and allow us to host important trainings and events

**FY18 Goals and Results****Short-Term:**

1. Collaborating with community resources, such as the Barnstable Youth Commission, continues to develop and promote a drug education and prevention programs for school-age children.

**Result:** Members of the Department served as adult advisors to the Barnstable Youth Commission, which meets on a monthly basis and takes on projects/programs that benefit the youth in our community especially on issues regarding youth drug prevention and education. In FY18, the department was involved in the program for the 3<sup>rd</sup> Annual Barnstable Youth Summit and Community Forum. Beginning in FY18, a youth officer will be assigned on an ongoing basis to serve at the Hyannis Youth and Community Center. The department also continues to assign officers in the elementary and middle schools to serve as Adopt-a-School Officers.

2. Continue ongoing Mental Health training for all patrol officers.

**Result:** The CIU continued Mental Health training for all patrol officers, having trained over 55% of the BPD in Mental Health First Aid. The CIU collaborated with the National Alliance of Cape Cod and the Islands (NAMI) to coordinate Community Crisis Intervention Team Training to first responders across the Cape and Islands.

3. Increase the number of Community Service Officers working in the summer from six to ten.

**Result:** The CIU successfully increased its Community Service Officer Program from six to 10 CSOs during the summer of 2017. This allowed for more geographic coverage in downtown Hyannis and an increased police presence.

4. Work with the Town Manager and the Town Council on a favorable plan to reopen the Shooting Range.

**Result:** The department has worked with DPW to clean up the shooting range with plans to reopen for police use in the fall of 2018 and a longer-term plan to open to the public in 2019 or later.

**Long-Term:**

1. Continue to address quality of life issues especially in the areas of homelessness; opiate trafficking and use; and a continued reduction in Part I crimes. **(SP: Education, Public Health and Safety)**

**Result:** Three major drug cases were solved and data collection points to an increasing trend in the use of Fentanyl over Heroin.

2. Replacement of the Police Department's Radio System. **(SP: Public Health and Safety, Infrastructure)**

**Result:** In the combining of the Dispatch Center in FY19 between the police department and the Hyannis Fire Department, the radio system will be upgraded from Analog to Digital.

## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

**Short-Term:**

1. Expand the CIU mission and partner in the Barnstable District Court "Drug Court" program by attending and participating in weekly sessions. **(SP: Education, Public Health and Safety, Communication)**
2. Expand the CIU mission to include youth services and jail diversion by implementing a full-time officer at the Hyannis Youth and Community Center. **(SP: Education, Public Health and Safety, Communication)**
3. Send two officers to a driver instruction course so that they can instruct officers on proper operation of emergency vehicles. Host an intensive interview and interrogation class to enhance officers' investigation skills. **(SP: Education, Public Health and Safety, Communication)**

## Fiscal Year 2019 Goals and Objectives (Continued)

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

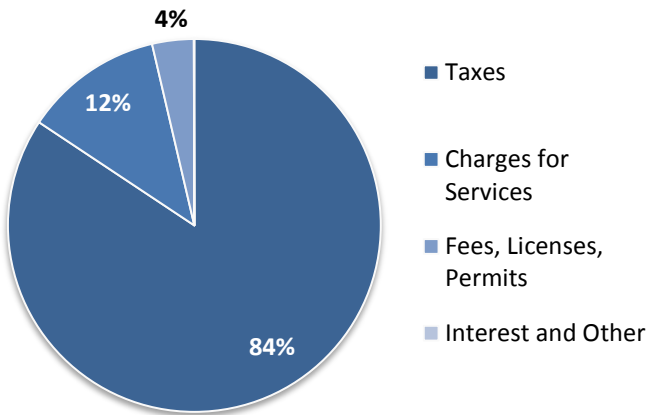
### Long-Term:

1. Collaborate with community resources, such as Duffy Health, Housing Assistance Corporation, AIDS Support Group of Cape Cod, Vinfen, and Gosnold of Cape Cod to address quality of life issues related to homelessness, mental illness, and substance abuse. **(SP: Education, Public Health and Safety, Communication)**
2. Continue ongoing Mental Health training for all patrol officers, including MHFA and CCIT training. **(SP: Education, Public Health and Safety, Communication)**
3. Continue to address quality of life issues especially in the areas of homelessness; Fentanyl distribution and use; and a continued reduction in Part I crimes. **(SP: Education, Public Health and Safety)**



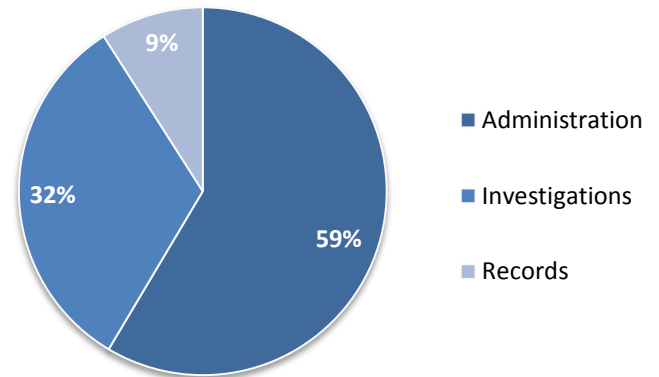
Administrative & Investigative Services Bureau Financial Summary

FY19 Source of Funding



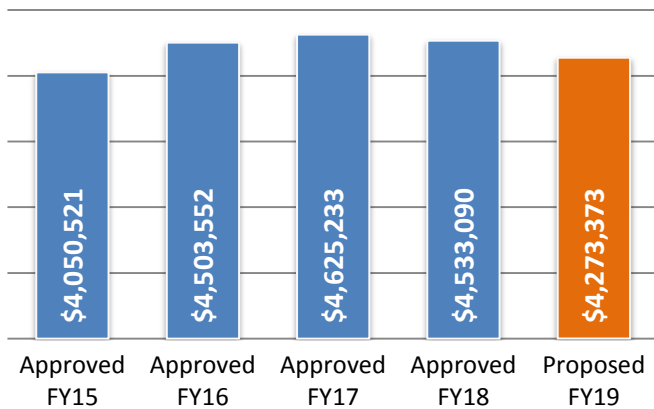
Tax support provides 84% of the funding source.

Administrative & Investigative Services FY19 Budget By Program



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

Administration & Investigative Services Budget History



The budget has increased from \$4.050 million in FY15 to \$4.273 million in FY19 over the five-year period, or 1.10% annually.

Admin & Investigative Services	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 3,220,265	\$ 4,076,090	\$ 4,129,138	\$ 3,603,791	\$ (472,299)	-11.59%
Fees, Licenses, Permits	183,728	109,000	97,743	154,000	45,000	41.28%
Charges for Services	380,436	345,000	287,208	513,582	168,582	48.86%
Interest and Other	2,511	3,000	1,812	2,000	(1,000)	-33.33%
<b>Total Sources</b>	<b>\$ 3,786,940</b>	<b>\$ 4,533,090</b>	<b>\$ 4,515,901</b>	<b>\$ 4,273,373</b>	<b>\$ (259,717)</b>	<b>-5.73%</b>
Expenditure Category						
Personnel	\$ 2,616,071	\$ 3,283,275	\$ 3,270,901	\$ 2,953,194	\$ (330,081)	-10.05%
Operating Expenses	850,576	855,695	851,000	960,179	104,484	12.21%
Capital Outlay	320,293	394,120	394,000	360,000	(34,120)	-8.66%
<b>Total Appropriation</b>	<b>\$ 3,786,940</b>	<b>\$ 4,533,090</b>	<b>\$ 4,515,901</b>	<b>\$ 4,273,373</b>	<b>\$ (259,717)</b>	<b>-5.73%</b>
Employee Benefits Allocation:						
Life Insurance	\$ 177		\$ 171			
Medicare	24,942		25,002			
Health Insurance	223,085		241,333			
County Retirement	243,323		260,595			
<b>Total Employee Benefits (1)</b>	<b>\$ 491,527</b>		<b>\$ 527,101</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 4,278,467</b>		<b>\$ 5,043,002</b>			

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

### Summary of Significant Budget Changes

The Administrative & Investigative Services Division's FY19 proposed budget is decreasing by (\$259,717) or (5.73%) from the FY18 budget. Most of the decrease is attributed to personnel costs as some positions are moved into the Field Services Division and staffing turnover. Personnel cost include contractual obligations and a net of \$8,306 for police training. Operating costs are increasing by \$104,484 due to the following: \$30,000 for fuel contract price increases, \$16,000 police training materials, \$8,762 for outside detail tracking software, and \$69,252 for police academy recruitment cost. These operating costs are offset by reductions of \$26,330 for one-time request in FY18. Capital outlay costs of \$360,000 will continue to support annual patrol vehicle replacements.

## Description of Division Services Provided

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### Administrative Services Program

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Administrative Services provides the Department with leadership and support via the senior staff through a variety of functional areas as follows:

- Under the direction of a Lieutenant, the Executive Services includes the Personnel Selection Unit, the Professional Standards Unit, the Information Systems Office, the Research and Analysis Unit, the Accreditation Office, and the Training Unit
- Personnel Selection is responsible for the recruitment, investigation and selection of new police officers. Coordinates and monitors medical, psychological and physical aptitude testing for police officer candidates. Conducts background investigations on all civilian employees of the Department
- Professional Standards is responsible for the investigation of allegations of misconduct by members of the Police Department
- The Research and Analysis unit is responsible for the compilation of data-driven information that identifies trends in activity and crime then enables the department to direct specific action to an area and target the negative activity for remediation
- Computer Support Operations is responsible for programming, maintenance and user support of all computer systems in the police facility and in the police vehicles. Additionally, computer support is responsible for the maintenance and support of all electronic equipment
- Training provides for the development of in-service training programs covering firearms, use of force, criminal and case law updates and other related training
- Motor Vehicle Maintenance is responsible for the repair and upkeep of the Department's motor vehicles, motorcycles and boats
- Administrative Services also includes areas relating to Communications Maintenance; Emergency Management; Budgeting and Finance; Grant Writing and Administration; and Facility Supervision and Maintenance
- Volunteer Services incorporates approximately 45 Volunteers in Police Service (VIPs) serving at the Main Station, Main Street-Hyannis Substation, and West Villages Station-Marstons Mills Substation



Administrative Services	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 1,761,233	\$ 1,933,351	\$ 1,997,538	\$ 1,832,471	\$ (100,880)	-5.22%
Fees, Licenses, Permits	183,728	109,000	97,743	154,000	45,000	41.28%
Charges for Services	380,436	345,000	287,208	513,582	168,582	48.86%
Interest and Other	2,511	3,000	1,812	2,000	(1,000)	-33.33%
<b>Total Sources</b>	<b>\$ 2,327,908</b>	<b>\$ 2,390,351</b>	<b>\$ 2,384,301</b>	<b>\$ 2,502,053</b>	<b>\$ 111,702</b>	<b>4.67%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 1,195,591	\$ 1,203,354	\$ 1,200,301	\$ 1,244,692	\$ 41,338	3.44%
Operating Expenses	812,024	792,877	790,000	897,361	104,484	13.18%
Capital Outlay	320,293	394,120	394,000	360,000	(34,120)	-8.66%
<b>Total Appropriation</b>	<b>\$ 2,327,908</b>	<b>\$ 2,390,351</b>	<b>\$ 2,384,301</b>	<b>\$ 2,502,053</b>	<b>\$ 111,702</b>	<b>4.67%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 72
Medicare	10,876
Health Insurance	111,361
County Retirement	144,285
<b>Total Employee Benefits (1)</b>	<b>\$ 266,594</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 2,594,502</b>

\$ 74
11,416
133,305
154,527
<b>\$ 299,322</b>
<b>\$ 2,683,623</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.



JUNIOR POLICE ACADEMY GRADUATES

**Records Program**

Records Program is responsible for the processing of all incident/accident/arrest reports to allow retrieval in a variety of formats. The Records Unit processes all firearm and hackney licenses within the Town of Barnstable.



- Evidence Preservation and Accountability is responsible for the processing, submitting for analysis and safekeeping of all evidence, drugs and property that come into possession of the department;
- Licensing and Permits investigates the suitability of issuing licenses to persons applying for firearms, taxi and other licenses;
- The Division maintains an active database of all sex offenders living and working in the Town of Barnstable. The Department disseminates all information regarding Level 3 Sex Offenders, including posting on our website. [www.barnstablepolice.com](http://www.barnstablepolice.com); and
- Alarm Administration provides for the registration of all alarms in both private residences and businesses in order to reduce the number of false alarm dispatches.

Records	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 340,824	\$ 382,450	\$ 375,200	\$ 386,858	\$ 4,408	1.15%
<b>Total Sources</b>	<b>\$ 340,824</b>	<b>\$ 382,450</b>	<b>\$ 375,200</b>	<b>\$ 386,858</b>	<b>\$ 4,408</b>	<b>1.15%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 312,018	\$ 331,450	\$ 325,200	\$ 335,858	\$ 4,408	1.33%
Operating Expenses	28,806	51,000	50,000	51,000	-	0.00%
<b>Total Appropriation</b>	<b>\$ 340,824</b>	<b>\$ 382,450</b>	<b>\$ 375,200</b>	<b>\$ 386,858</b>	<b>\$ 4,408</b>	<b>1.15%</b>

Employee Benefits Allocation:			
Life Insurance	\$ 33		\$ 25
Medicare	4,220		4,012
Health Insurance	16,722		16,746
County Retirement	60,109		64,375
<b>Total Employee Benefits (1)</b>	<b>\$ 81,084</b>		<b>\$ 85,158</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 421,908</b>		<b>\$ 460,358</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

### Investigative Services Program

The Investigative Services Program falls under the supervision of a Deputy Chief. Those functions include a Narcotics Unit, a General Investigations Unit, Juvenile Services, an Arson Investigator, a Sexual Assault Investigator, a Domestic Violence Detective and the Community Impact Unit. The focus of the Investigative Services Bureau is the investigation of serious crimes including, but not limited to, homicides, assaults, sexual assaults, robberies, burglaries, narcotics trafficking, weapons (gun) violations, larcenies, and identity fraud. The Bureau accomplishes its work through a number of functional areas as follows:

- A Detective Lieutenant supervises the day-to-day operations of General Investigations Unit and is responsible for the investigation of all felony and serious crimes;
- Narcotics and Vice Control Unit is responsible for the investigation of drug offenses and conditions that may promote crime. A Detective Sergeant supervises the day-to-day operations of this unit;
- The primary function of the Community Impact Unit is to address the adverse impact of homelessness, mental illness and drug addiction on the community and to deter crimes of violence, “open air” (in public) narcotics distribution, disorderly conduct, and other public nuisance offenses such as prostitution and vandalism. The unit is active in all the villages of the Town of Barnstable;
- 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.);
- Juvenile Services investigates crimes and status offenses involving juveniles and the investigation of sexual assaults; provides a School Resource Officer at Barnstable High School and Adopt-A-School Officers at six (6) elementary schools and one (1) middle school;
- Criminal Identification assists in the collection and preservation of evidence, photographing crime and accident scenes and the fingerprinting and photographing of arrested persons;
- 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 hearings, show cause hearings, warrant applications, summons and alcohol commitments. The Prosecution Unit includes a Sergeant and a Detective, who act as the Department’s liaison, and maintains an effective working relationship scheduling and coordinating all cases with the Court, District Attorney’s Office, defense counselors and witnesses. The unit assures that police officers are notified of pending cases, of cancellation of cases, and assures that evidence is available when needed; and
- The Citizen’s Police Academy provides training to the citizens of the Town on the duties and functions of the Police Department, and recently graduated its 28<sup>th</sup> class.

Investigative Services	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 1,118,208	\$ 1,760,289	\$ 1,756,400	\$ 1,384,462	\$ (375,827)	-21.35%
<b>Total Sources</b>	<b>\$ 1,118,208</b>	<b>\$ 1,760,289</b>	<b>\$ 1,756,400</b>	<b>\$ 1,384,462</b>	<b>\$ (375,827)</b>	<b>-21.35%</b>
Expenditure Category						
Personnel	\$ 1,108,462	\$ 1,748,471	\$ 1,745,400	\$ 1,372,644	\$ (375,827)	-21.49%
Operating Expenses	9,746	11,818	11,000	11,818	-	0.00%
<b>Total Appropriation</b>	<b>\$ 1,118,208</b>	<b>\$ 1,760,289</b>	<b>\$ 1,756,400</b>	<b>\$ 1,384,462</b>	<b>\$ (375,827)</b>	<b>-21.35%</b>
Employee Benefits Allocation:						
Life Insurance	\$ 72		\$ 72			
Medicare	9,846		9,574			
Health Insurance	95,002		91,282			
County Retirement	38,929		41,693			
<b>Total Employee Benefits (1)</b>	<b>\$ 143,849</b>		<b>\$ 142,621</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 1,262,057</b>		<b>\$ 1,899,021</b>			

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

### Performance Measures / Workload Indicators

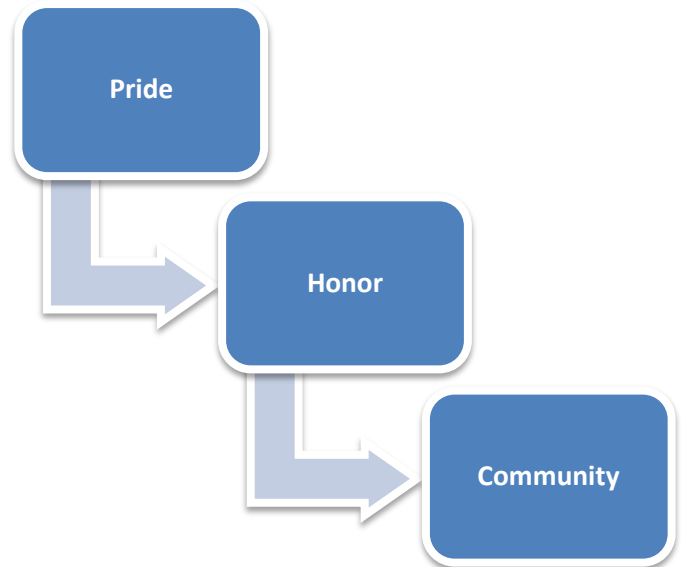
Performance Measures:	Training (Police Officer and Telecommunications Specialized Training Hours)			
Training Topic	# of Officers	Hours Per Officer	Frequency	Yearly Avg Hours
Armorer	4	8	Bi-Annual	16
Breath Test Operator	80	8	Tri-Annual	213
Chemical Munitions Instructor Re-cert	4	40	Bi-Annual	80
CJIS	119	4	Bi-Annual	220
Computer Forensics	2	40	Annual	80
Crisis Negotiator	5	60	Annual	300
K-9	3	196	Annual	588
SWAT In-Service	12	112	Annual	1,344
Crime Analysis	1	80	Annual	80

Workload Indicators	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Firearms Licenses Processed	776	814	855
Taxi/Limousine Licenses Issued	107	117	122
Processed Arrest/Incident/Accident Reports	7,324	7,397	7,470
Processed Item Evidence/Property	3,041	3,071	3,101
Process sex offenders for annual registrations, etc.	238	261	287
Home sex offender verification checks	58	90	121

# Field Services Bureau

## Purpose Statement

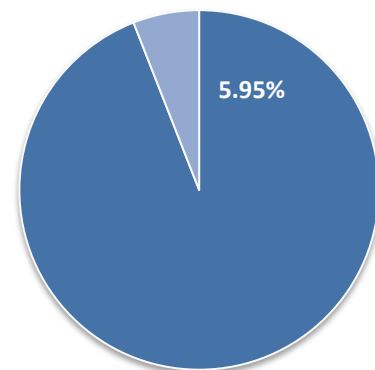
The Field Services Bureau - police relations includes detection and apprehension of criminal perpetrators and the maintenance of the safe and orderly flow of traffic. The mission of the patrol force is to develop our complement of officers and supervisors into a team. This team will become a cohesive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



## Recent Accomplishments

- The Marine Division assisted with the successful maritime rescue of 54 passengers when a ferryboat ran aground on the Hyannis Port jetty.
- Enacted a high visibility and traffic enforcement patrol around the mall corridor in an effort to reduce traffic accidents and crimes of opportunity in the area. To date the patrol has made 964 vehicle stops, 39 arrests, issued 609 citations, and 277 verbal warnings.
- Initiated a mental health awareness and wellness program to educate officers and dispatchers on the signs, symptoms and causes of Post-Traumatic Stress. Officers and dispatchers are also provided time to attend an annual meeting with an EAP counselor in a private setting.
- Continued Community Crisis Intervention Training for sworn officers.
- Began a new high school student intern program in cooperation with Barnstable High School and the Barnstable Superior Court for high school seniors interested in law enforcement or court-based careers.

Percentage of FY19 General Fund Budget



The Field Services Bureau comprises 5.95% of the total General Fund budget.

### Additional Recent Accomplishments

- Conducted outreach meetings with several community associations, businesses and other groups to provide education and guidance on various subjects to include community watch programs, workplace violence, police activities, and community specific concerns.
- Hired and trained new civilian staff for the dispatch center allowing more officers to be assigned to patrol and other functions.
- Completed upgrading the old 911 PSAP equipment to the new 'Next Generation 911' equipment and software. Finished process for receiving all cellular 911 calls made in the Town of Barnstable directly in our communications center instead of being transferred from the State Police. These upgrades will improve efficiency while reducing response times and unnecessary call transfers between agencies.
- Began a new partnership with Hyannis Fire Department that combines police and fire 911 dispatching in the Barnstable Police communications center. This partnership will allow for the upgrading of communications equipment in the center and greatly increases the efficiency of emergency services in the Hyannis area and police communications throughout the Town.



## Additional Recent Accomplishments

### Quantitative Points of Interest – Field Services

- Processed 1,685 'on view' arrests, 855 summonses, 626 protective custodies, and 496 warrant attempts
- Performed 18,273 security checks and 884 foot patrols of areas at potential risk of crime or quality of life issues
- Handled 2,495 medical emergency calls, 1,132 well-being checks, 184 Section 12 (mental health), 111 Section 35 (alcohol) services, and 143 overdoses
- Responded to 1,532 commercial, and 1,701 residential alarms
- Responded to 2,237 motor vehicle accidents. 1,701 accidents were property damage only, 336 were hit and run, 163 resulted in injury, and 1 was fatal
- Officers conducted 9,140 motor vehicle stops, issued 5,625 citations, 1,845 verbal warnings, investigated 974 traffic complaints, conducted 1,444 various traffic enforcement activities and made 294 traffic related arrests

## FY18 Goals and Results

### Short-Term:

1. Continue to strengthen shift based training (**SP: Quality of Life, Education, Public Health and Safety, Communication**) **Results:** This is an ongoing process as officers and supervisors use the time before each shift to provide short training sessions on topical subjects. We project further expansion of this goal as changes are implemented in the overall department training program.

2. Increase the number of field interactions for each officer. (**SP: Public Health and Safety, Communication**)

### Results:

- Expanded the use of foot and mountain bike patrols in conjunction with community meetings to target specific problem-areas, increase interactions, and deter disorder.
- Implemented a pro-active traffic plan to increase interactions with motorists in high traffic areas, promote traffic safety, and suppress criminal activity.

3. Identify new programs to increase community outreach and interaction. (**SP: Public Health and Safety, Communication**)

### Results:

- This year we partnered with Barnstable Superior Court and Barnstable High School to run a joint student internship program for high school seniors interested in law enforcement or court system based careers.
- Attended several community meetings to help establish community watch style programs.
- Began a partnership with local religious community to help prepare for active shooter style threats within houses of worship.

4. Obtain national narcotic K9 certification and add an additional general purpose K9. (SP: Public Health and Safety)

**Results:**

- The narcotic K9 certification was obtained.
- We project filling the general-purpose K9 slot before the end of this fiscal year.

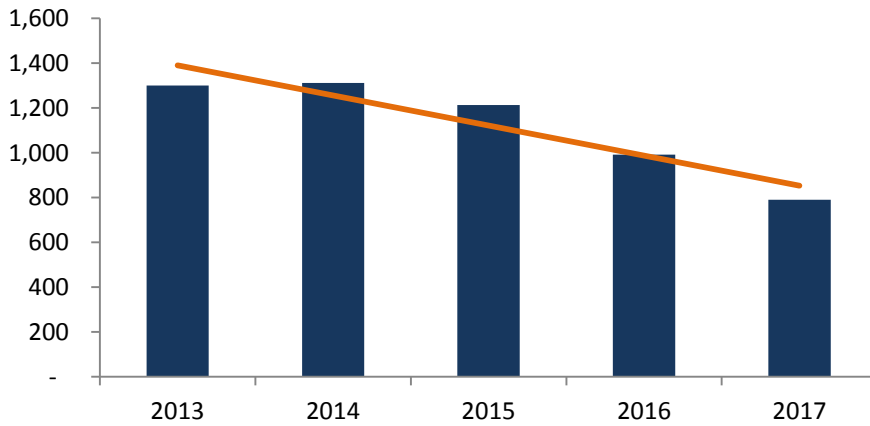
**Long-Term:**

1. Continue to expand our community policing efforts and non-traditional policing methods (SP: Public Health & Safety)

**Results:**

- This is an ongoing endeavor to expand our community policing efforts and initiate contemporary policing methods.

**Part 1 Crimes by Fiscal Year**



The total reported crimes have declined from 1,300 in year 2013 to 790 in year 2017 or 40% decline.



## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council’s Quality of Life Strategic Plan- See Introduction Section)

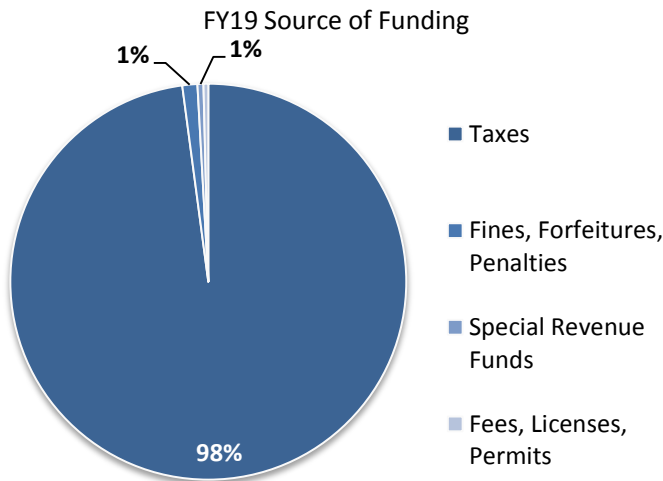
### Short-Term:

1. Provide each Field Services Bureau officer with a refresher course in emergency vehicle operation **(SP: Public Health and Safety, Communication)**
2. Combine the police dispatch center with Hyannis Fire Department to be housed at the police facility **(SP: Public Health and Safety, Communication)**

### Long-Term:

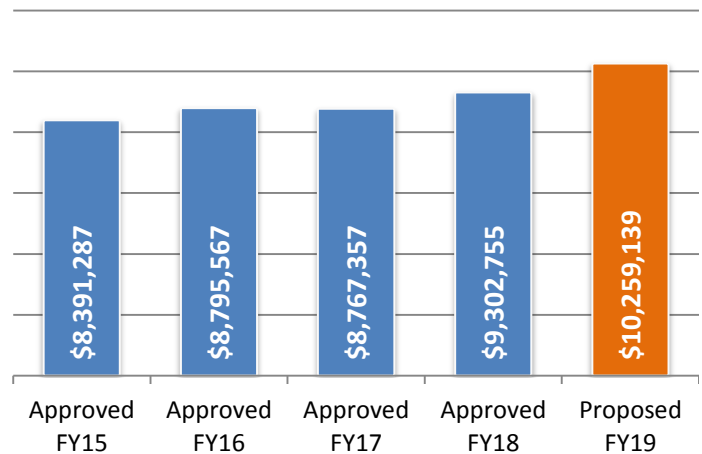
1. Continue to improve and develop our community policing model **(SP: Public Health and Safety, Communication)**
2. Continue to develop new programs/initiatives for community outreach and involvement **(SP: Public Health and Safety, Communication, Communication, Quality of Life)**

## Field Services Division Financial Summary



Tax support provides 98% of the funding source for this operation.

Field Services Budget History



The Field Services budget has increased from \$8.391 million in FY15 to \$10.259 million proposed in FY19 over the five-year period, or 4.45% annually. The increase is primarily due to an increase in the number of additional positions and contractual obligations for personnel.

## Description of Division Services Provided

The patrol force consists of four patrol shifts, lock-up oversight, the marine unit, mountain bike unit, traffic unit, firearms licensing, and the canine unit. Field Services also includes the SWAT Team, the Public Information Office, Accreditation Office, Emergency Preparedness and Telecommunications. The SWAT is responsible for high-risk warrant service and the apprehension of armed felons. Emergency Preparedness is responsible for coordinating 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 four watches. Each watch is under the command of a Lieutenant. The major function of patrol is crime prevention and crime suppression. The Town of Barnstable has been geographically divided into patrol sectors, and staffing levels are assigned to a sector based on activity. There are currently six sectors to which one or more officers may be assigned. The Patrol Division has a variety of functional areas of responsibility:

- Two K-9 officers provide overlapping shift coverage
- The Traffic Unit implements community enforcement programs and public education
- The Marine Unit is responsible for patrolling and safeguarding the waterways of the Town of Barnstable
- The Mountain Bike Unit is responsible for patrol coverage throughout the downtown Hyannis Area
- The All-Terrain Vehicle Unit is responsible for patrolling limited access areas
- The Field Training Officer Unit is responsible for training all new recruits upon their graduation from the police academy
- Crime Prevention provides citizens of the Town with the information necessary to assist them in decreasing the chances they will be the victims of a crime through such things as the Operation Identification and Neighborhood Watch Programs

**FISCAL YEAR 2019 BUDGET**

**FIELD SERVICES BUREAU**

**GENERAL FUND**

Field Services Bureau	Actual	Approved	Projected	Proposed
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019
Taxes	\$ 9,339,717	\$ 9,086,755	\$ 9,042,326	\$ 10,043,139
Fines, Forfeitures, Penalties	132,706	126,000	126,779	126,000
Fees, Licenses, Permits	45,120	40,000	64,320	40,000
Special Revenue Funds	50,000	50,000	50,000	50,000
<b>Total Sources</b>	<b>\$ 9,567,543</b>	<b>\$9,302,755</b>	<b>\$ 9,283,425</b>	<b>\$10,259,139</b>

Change	Percent
FY18 - 19	Change
\$ 956,384	10.53%
-	0.00%
-	0.00%
-	0.00%
<b>\$ 956,384</b>	<b>10.28%</b>

Expenditure Category	Actual	Approved	Projected	Proposed
Personnel	\$ 9,528,448	\$ 9,289,509	\$ 9,270,225	\$ 10,248,379
Operating Expenses	39,095	13,246	13,200	10,760
<b>Total Appropriation</b>	<b>\$ 9,567,543</b>	<b>\$9,302,755</b>	<b>\$ 9,283,425</b>	<b>\$10,259,139</b>

\$ 958,870	10.32%
(2,486)	-18.77%
<b>\$ 956,384</b>	<b>10.28%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 570
Medicare	124,668
Health Insurance	631,338
County Retirement	1,882,923
<b>Total Employee Benefits (1)</b>	<b>\$ 2,639,499</b>
<b>Total Expenditures Including Benefits</b>	<b>\$12,207,042</b>

\$ 613
136,662
735,065
2,016,582
<b>\$ 2,888,922</b>
<b>\$12,172,347</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

**Summary of Significant Budget Changes**

The budget in this area is increasing \$956,384 due to the addition of 3 dispatch positions to service the Hyannis Fire District. The budget increase also includes all contractual labor obligations and additional funds for the Community Service Officer Program.

**Performance Measures / Workload Indicators**

Workload Indicator Part I Crime Category	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	% Change 2016-2017
Murder	1	-	1	1	2	100%
Rape	23	23	23	26	30	15%
Robbery	34	25	26	18	14	-22%
Aggravated Assault	197	204	180	151	126	-17%
<i>*Aggravated Assault with a Firearm</i>	<i>2</i>	<i>1</i>	<i>2</i>	<i>1</i>	<i>1</i>	0%
Burglary / Breaking and Entering	312	206	217	173	99	-43%
Larceny	695	798	702	581	500	-14%
Motor Vehicle Theft	36	54	62	40	18	-55%
<b>Totals:</b>	<b>1,300</b>	<b>1,311</b>	<b>1,213</b>	<b>991</b>	<b>790</b>	<b>-20%</b>

Workload Indicator	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	% Change 2016-2017
Calls for Service	56,520	65,915	60,209	61,487	65,759	7%
Number of Motor Vehicle Stops	6,455	7,209	5,689	6,998	9,140	31%
Number of Part II Crimes	1,056	938	814	728	844	16%
Number of Arrests	1,938	1,840	1,733	1,728	1,685	-2%
Number of Criminal Summons	953	1,033	821	829	858	3%
Number of Protective Custody Cases	531	583	604	614	626	2%



**POLICE COMMAND VEHICLE**

# Public Works Department



**Administration & Technical Support Division**



**Highway Division**

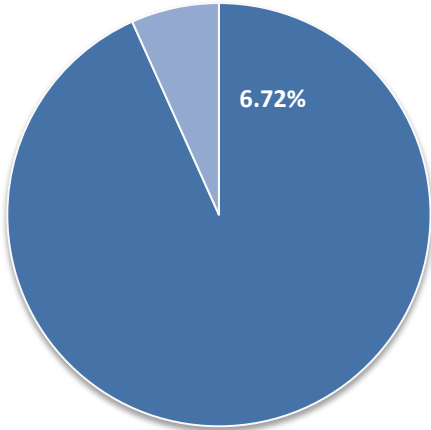


**Structures & Grounds Division**

Percentage of FY19 General Fund Budget

### Purpose Statement

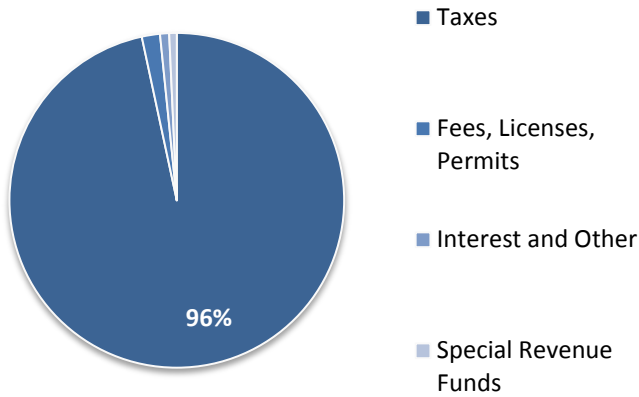
The purpose of the Department of Public Works is to protect, preserve and improve the Town’s infrastructure and related assets in a manner that meets the current and future social and economic needs of the community; and contributes to a healthy, safe and quality environment for the Town’s citizens and its visitors.



The Public Works Department comprises 6.72% of the overall General Fund budget; it is the third largest department after the School Department and Police Department.

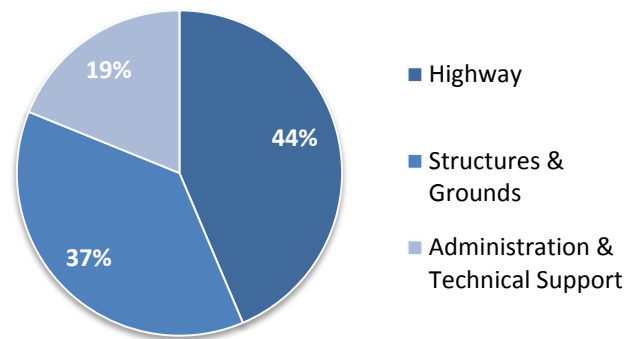
Public Works Department Financial Summary

FY19 Source of Funding



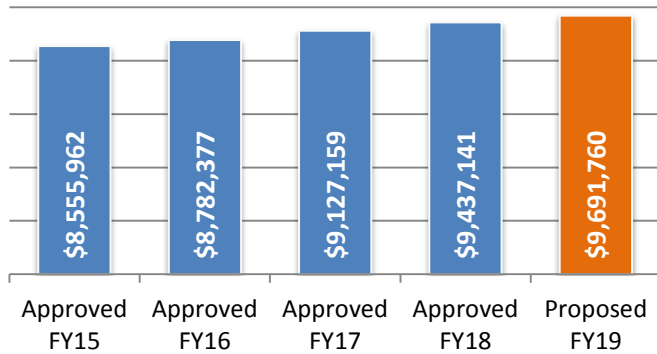
Taxes provide 96% of the funding for this operation.

Public Works Department FY19 Budget By Division



The Highway Division is the largest operation within the Public Works Department General Fund operations representing 44% of the proposed budget.

Public Works Department Budget History



The budget has increased from \$8.55 million in FY15 to \$9.691 million proposed FY19 over the five-year period, or 2.65% annually excluding snow/ice deficits.

Public Works Dept.	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 9,319,449	\$ 9,071,226	\$ 9,773,151	\$ 9,366,190	\$ 294,964	3.25%
Intergovernmental	268,468	-	4,159	-	-	0.00%
Fees, Licenses, Permits	174,260	189,000	187,259	170,000	(19,000)	-10.05%
Interest and Other	102,520	85,000	85,620	85,000	-	0.00%
Special Revenue Funds	70,570	70,570	70,570	70,570	-	0.00%
Enterprise Funds	21,345	21,345	21,345	-	(21,345)	-100.00%
<b>Total Sources</b>	<b>\$ 9,956,612</b>	<b>\$ 9,437,141</b>	<b>\$ 10,142,104</b>	<b>\$ 9,691,760</b>	<b>\$ 254,619</b>	<b>2.70%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 5,388,202	\$ 5,714,156	\$ 5,486,149	\$ 5,837,575	\$ 123,419	2.16%
Operating Expenses	3,963,135	3,071,985	4,005,955	3,238,185	166,200	5.41%
Capital Outlay	605,275	651,000	650,000	616,000	(35,000)	-5.38%
<b>Total Appropriation</b>	<b>\$ 9,956,612</b>	<b>\$ 9,437,141</b>	<b>\$ 10,142,104</b>	<b>\$ 9,691,760</b>	<b>\$ 254,619</b>	<b>2.70%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 389
Medicare	55,608
Health Insurance	208,522
County Retirement	820,297
<b>Total Employee Benefits (1)</b>	<b>\$ 1,084,816</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 11,041,428</b>

\$ 431
61,415
245,792
878,524
<b>\$ 1,186,162</b>
<b>\$ 11,328,266</b>

<b>Full-time Equivalent Employees</b>	<b>86.00</b>	<b>85.50</b>	<b>84.70</b>	<b>-0.80</b>
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(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

### Summary of Significant Budget Changes

Department Public Works (DPW) FY19 proposed budget is increasing by \$254,619 or 2.7% over the FY18 budget. Personnel costs are increasing \$123,419 due to contractual obligations and are offset by the elimination of (1) full-time Section Foreman position (\$57,346). Operating costs are increasing by \$166,200. This increase includes \$125,000 to the base budget for snow & ice removal, \$33,000 for utilities, \$25,000 for fuel contract price increases, and \$13,200 for uniforms. This is offset by a reduction of \$30,000 in professional services that was included in the FY18 budget and won't be repeated. Capital outlay cost total \$616,000, which includes \$500,000 for vehicle & equipment replacements, \$91,000 for mechanical and building improvements, and \$25,000 for leased property improvements. Tax support for this operation is increasing by \$294,964.

**Additional Funding Recommended**

**Public Works – Administration**

**1. Uniform Allowance**

**\$13,200 Requested**  
**\$13,200 Recommended**

This request is for \$13,200 to fund the new requirement from the recent BMEA and BMEA-DH union contracts that BMEA employees, with the exception of clerical staff, receive an allowance of \$600/year for uniforms. The safety officer, who is unaffiliated, is also accounted for in this number.

**Public Works – Structures and Grounds**

**2. Supplemental Electric Utility Funding**

**\$25,000 Requested**  
**\$25,000 Recommended**

Higher electricity prices are projected for at least the next 24 months. Ironically, the issue of higher priced electricity is due to the diminished availability of natural gas into the New England region to operate electricity producing power plants. With over 60% of the electricity in New England produced by burning natural gas, and an infrastructure (pipeline) that is becoming insufficient to meet demand for heat and power during the winter, we will have more than two years before we see the effects of the pipeline project.



**DEPARTMENT OF PUBLIC WORKS – ALL HANDS MEETING**



### Additional Funding Recommended (Continued)

#### 3. Mechanical and Building

**\$91,000 Requested**  
**\$91,000 Recommended**

The Structures & Grounds Division is responsible for the ongoing maintenance of (19) municipal facilities that require HVAC systems year round and almost 60 buildings in total. The HVAC systems that support these facilities are in desperate need of upgrading and in some cases complete replacement with new more energy efficient units. Subject funds allow the division to implement a multi year maintenance and replacement program to ensure reliability of our systems (HVAC and otherwise) and control annual maintenance and operating costs.

#### 4. Water Utility Increase

**\$5,000 Requested**  
**\$5,000 Recommended**

The Hyannis Water System has implemented a multi year rate increase policy following the purchase of the company in 2005. These rate increases have included a 7% commercial water usage rate that has impacted all 57 municipal water service accounts in Hyannis. Additionally a new public fire readiness rate was implemented in FY 2012 for all facilities with dedicated fire suppression systems. Other rate increases include general field service labor, meter settings, backflow tests and seasonal turn off / turn on charges.

#### 5. Sewage Increase

**\$3,000 Requested**  
**\$3,000 Recommended**

The division's sewer bills have increased as our service provider has increased rates over the last several years. This funding will cover the projected short fall.

### Public Works – Highway

#### 6. Operating Capital - Vehicles

**\$500,000 Requested**  
**\$500,000 Recommended**

The DPW has approximately 150 pieces of equipment, which are used to conduct its day-to-day business for the town. These pieces of equipment are replaced when they reach the end of their useful life with monies from the Vehicle Op-cap budget. The DPW has developed and implemented sustainable, long-term, plans for the vehicle program that has resulted in efficiencies and cost savings. The snow fighter initiative alone is saving the DPW over \$750,000 over this 5 year period, and over \$1.7M by FY2031. Other savings have come from the use of Chapter 90 funds for large vehicles (such as the Vac-Truck in FY14, and the loader in FY15); and the US Government DERMO program (a new large wrecker and water tanker for effectively no money). Finally, we are looking hard at how best to extend the life of our existing fleet to make sure we get as many years out of it as possible. These and other initiatives have allowed the DPW to level fund this program at \$500,000 for a number of years, which will continue for FY2019.

#### 7. Leased Property Operating Capital

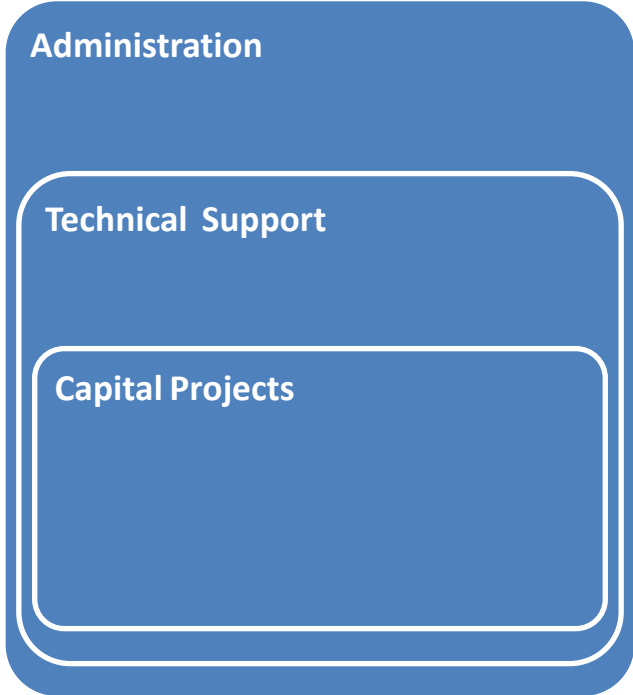
**\$25,000 Requested**  
**\$25,000 Recommended**

The Structures & Grounds Division has been tasked with managing capital improvements for (7) seven Town properties that are currently under lease agreements. Under this program a percentage of rental income is allocated for larger capital improvements that fall outside the responsibility of our tenants. These improvements include structural repairs, roof & siding replacement, window & door replacement, HVAC upgrades, painting and electrical improvements.

# Administration & Technical Support Division

## Purpose Statement

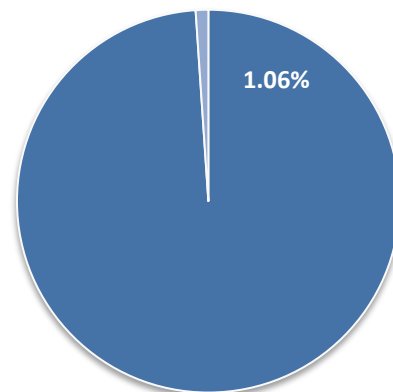
The Administration and Technical Support Section provides centralized administrative and technical support services to the Department’s five operating divisions. These services include policy and procedural guidance, program and capital planning, oversight of division operations, procurement and budgetary management services, community relations and it maintains close liaison with the Town Manager. In addition, the division provides efficient, cost-effective and professional quality engineering, architectural, survey, and project management services in support of capital improvement and other projects.



## Recent Accomplishments

- **Town Hall Restoration Project:** Initiated design work for renovation of the first floor corridor. Continued the engineering design for the replacement of the Town Hall steam heating system with a new energy efficient hot water system using modular boilers. Developed a building master plan in coordination with plans to secure the building. Developed plans to install a new PA system at Town Hall. Developed master planning and acquired funding to renovate existing toilet rooms for ADA.
- **Centerville Recreation Building:** Developed construction documents for electrical and mechanical building upgrades.
- **West Barnstable Community Building:** Applied for and received CPC funds to replace metal windows with wood historic replications. Project in design.
- **US Custom House:** Acquired funding for restoration of the Carriage Shop behind the US Custom House. Met with the curator of the Coast Guard Heritage Museum to review building needs and program improvements.

Percentage of FY19 General Fund Budget



This division comprises 1.06% of the overall General Fund budget.

## Additional Recent Accomplishments

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### Town Architect

#### Fiscal 2018 Major Accomplishments

- Barnstable High School Cafeteria Repairs: Provided document review and contract administration services for repairs to the storefront and existing windows. Project in design.
- DPW Administration & Emergency Response Center: Completed design documents for phase III renovations of the building. Developed funding budgets.
- Paine Black House Restoration: Completed the installation of a new red cedar roof, white cedar shingle siding and trim, a new septic system, electrical service upgrade and new gas service, furnace, restored windows and doors. Began work for interior structural repairs, ADA access, and ADA toilet renovation.
- Hyannis Golf Club: Completed ADA entrance improvements, interior stair replacement, rear deck and deck stair replacement, canopy replacement.
- Lombard Field Design: Bid and awarded contract. Began construction of the ball field and other site improvements.
- Tennis Courts at the Osterville Bay School site completed.
- Centerville Community Building Site: Developed construction documents for life safety, ADA bathroom, Interior finish work. Acquired CPC funding for historic window and lighting replacements.
- Barnstable High School Cafeteria Repairs: Provided document review and contract administration services for repairs to the storefront and existing windows. Project in design.
- DPW Administration & Emergency Response Center: Completed design documents for phase III renovations of the building. Developed funding budgets.
- Lombard Field Design: Bid and awarded contract. Began construction of the ball field and other site improvements.
- Tennis Courts at the Osterville Bay School site completed.
- Centerville Community Building Site: Developed construction documents for life safety, ADA bathroom, Interior finish work. Acquired CPC funding for historic window and lighting replacements.
- Old Town Hall: Coordinated in an advisory capacity with the JFK Museum curator and Town Of Barnstable personnel regarding proposed interior renovations.
- Barnstable Dog Park: Obtained design approval and acquired construction document funding from the Stanton Foundation. Bid and awarded contract for construction of the dog park.
- Craigville Beach Bathhouse: Completed design and construction of a tight tank septic system.
- Walkway To The Sea Shanties: Design, bid and began construction of three new artist shanties.

## Additional Recent Accomplishments (Continued)

- Osterville Bay School & Recreation Building: Completed existing conditions study. Worked with the Osterville Civic Association to develop alternative schemes for demolition of the existing buildings and rehabilitation of the site. Acquired funding for building demolition work. Acquired funding for park and building design & engineering, Bid, awarded and began demolition of the existing school building.
- Olde Barnstable Fairground Golf Facility: Completed construction / renovation of windows, doors, interior finishes, and decking.
- Horace Mann Charter Public School: Provided design coordination, funding and budgeting assistance for restoration and repair work. Acquired construction funding for the project. Project is currently under construction.
- HYCC Skate Park Renovations: Completed extensive repairs to the concrete skate park bowls.
- Senior Center ADA Entrance Access: Developed designs and acquired approval bid and constructed a new ADA entrance walk.
- JFK Memorial: Design & Construction phase assistance. Project is waiting for funding for the next phase of construction documentation.
- Police Facility Dispatch Improvements: Provided budgeting, planning, and funding assistance. Project is currently under construction.
- Senior Center Stand-by Generator: Acquired funding and started design drawings for the project.
- Barnstable United School Plumbing Upgrades: Provided project management services for the construction / renovation phase of the project. Project is complete
- Marstons Mills Elementary School: Provided estimating services for possible demolition of the building.
- Armory: Developed multiple design schemes and budgeting information for possible rehabilitation of the building.

### Town Engineer

#### **Fiscal 2018 Major Accomplishments**

##### **Procurement and Management of Contracted Services**

- Design for Bumps River Bridge Repairs
- Design for Bayview Street Improvements
- Planning for Comprehensive Dredge Program
- Design, Permitting, and Execution of Barnstable Harbor Channel Dredging
- Construction of Joshua's Pond Site Improvements
- Design of Barnstable Village Streetscape Improvements
- Design of Sea Street Improvements
- Design of Main Street East End Improvements

## Additional Recent Accomplishments (Continued)

- Design of Barnstable Transfer Station Improvements
- Design of Marstons Mills Village Streetscape Improvements
- Study for Barnstable Comprehensive Athletics Fields Evaluation
- Study for Infiltration and Inflow for 314 CMR 12.00 compliance
- Design of Bearse's Way Shared-Use Path

### Special Projects

- Developed Draft Comprehensive Nitrogen Management Plan
- Evaluated Options for Nitrogen Reduction at Prince Cove Marina
- Grant Administration for Marstons Mills River Fishway Improvements
- Grant Preparation for Hyannis Regional Commercial Center Traffic & Pedestrian Improvements
- Municipal Separate Storm Sewer System Permitting
- Planning for Shooting Range Improvements
- Chapter 91 (Waterways) Licensing/Permitting for Prince Cove Marina
- Beneficial Use Determination for Street Sweepings

### Managed Public Roads Program

- Pavement Chipseal/Overlay/Reclamation (total approximately 6 miles)
- Drainage Improvements (total 29 systems in the following roads)
- Sidewalk Repairs:
  - Main Street Hyannis Sidewalk Repairs
  - Legacy Trail Sidewalk Repairs

### Town Surveyor

#### Fiscal 2018 Major Accomplishments

- Completed additional field and office work for bike path along Bearse's Way
- Completed Lease Plan for Luke's Love playground relocation
- Field location of wells for EPA and Dale Saad on Prince Ave
- Locations and drafting of additional topo and wetlands flags off of Ocean St. for Sea St project
- Field survey to verify grades at proposed dog park. Survey was correct
- Topo of Maher well site for Water Supply Div
- Pot hole and locate 16" water main along Mary Dunn Road
- Located monitoring wells along service road in W. Barnstable
- Field and office work to prepare a plan for the Marston's Mills Elementary School
- Stake-out of numerous street sidelines for Snip Grant for 3 Bays infrastructure
- Located many wells along Prince Cove Road for PMB study
- Topo and property line survey to Town parking lot at the end of Pleasant Street, and stake-out of new signage for parking
- Topo property line at the Bay side of Bone Hill Road for parking group
- Topo property line at entrance to the Hyannis Yacht Club for parking group
- Verification/as-built of the sidewalks/parking area at the Town Senior Center
- Fieldwork to begin sanitary sewer easement planning at Attuck's Way
- Detail of Crosby circle in Osterville to provide as-built to facilitate repairs to recent construction
- Numerous responses to other departments for survey research or small field jobs (like tide gauges, etc.)

## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

### Short-Term:

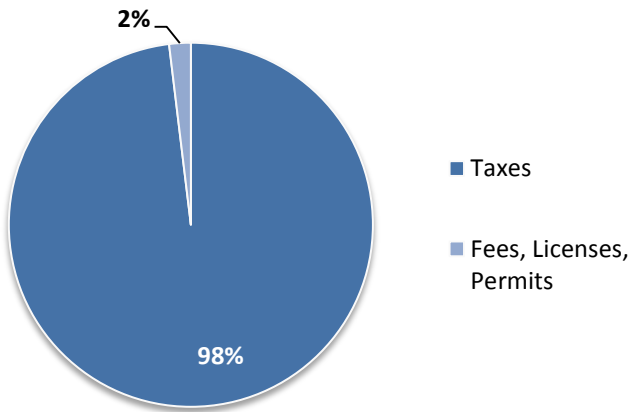
1. Finalize Nutrient/Wastewater Management Planning; begin execution of select wastewater projects. **(SP: Public Health and Safety)**
2. Complete DPW Safety Manual. Prepare for Commonwealth of Massachusetts changes to municipal worker safety laws. **(SP: Public Health and Safety, Education, Communication)**
3. Conduct planning to prepare the DPW for the assumption of maintenance for all Town assets. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**
4. Broaden and Hurricane/Emergency Preparedness training. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**
5. Continue to find solutions for clean water sources for the Water Supply Division. **(SP: Public Health and Safety)**
6. Design and permit the Osterville Bay School project site. **(SP: Infrastructure)**
7. Begin construction on the Marstons Mills Village reconfiguration project. **(SP: Infrastructure)**
8. Begin construction on the Sea Street Project. **(SP: Infrastructure)**

### Long-Term:

1. Finalize the Hyannis East End and West End planning and designs. **(SP: Communication, Education)**
2. Begin planning and design for the reconfiguration and rehabilitation of the Route 132 corridor from Bearses Way to the Airport Rotary. **(SP: Communication, Education)**
3. Implement the nutrient wastewater management plan. **(SP: Regulatory Process and Performance, Environmental and Natural Resources, Infrastructure, Public Health and Safety)**
4. Create an electronic filing system. **(SP: Communication, Education)**
5. Implement the master plan for the solid waste facility. **(SP: Infrastructure, and Public Health and Safety)**
6. Broaden asset management inventory program to include all horizontal disciplines. **(SP: Communication, Education)**
7. Fund, design and implement Phase III of the DPW facilities plan. **(SP: Infrastructure, Public Health and Safety)**

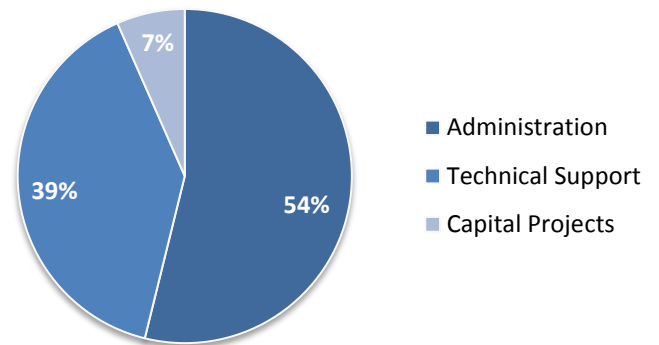
Administration & Technical Support Division Financial Summary

FY19 Source of Funding



Taxes support 98% of the operation.

Administration & Technical Support Division FY19 Budget By Program



The Administration program is the largest program area within this division representing 54%. This is mainly due to the management of all capital outlay within the Public Works Department being included in this program area.

Administration & Technical Support Division Budget History



The budget has increased from \$1.664 million in FY15 to \$1.827 million proposed FY19 the budget over the five-year period, or 1.96% annually.

Admin & Tech Support	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 1,705,895	\$ 1,798,990	\$ 1,757,187	\$ 1,792,890	\$ (6,100)	-0.34%
Fees, Licenses, Permits	36,550	35,000	30,120	35,000	-	0.00%
Interest and Other	720	-	620	-	-	0.00%
<b>Total Sources</b>	<b>\$ 1,743,165</b>	<b>\$ 1,833,990</b>	<b>\$ 1,787,927</b>	<b>\$ 1,827,890</b>	<b>\$ (6,100)</b>	<b>-0.33%</b>
Expenditure Category						
Personnel	\$ 1,014,254	\$ 986,554	\$ 963,495	\$ 1,032,254	\$ 45,700	4.63%
Operating Expenses	123,636	196,436	174,432	179,636	(16,800)	-8.55%
Capital Outlay	605,275	651,000	650,000	616,000	(35,000)	-5.38%
<b>Total Appropriation</b>	<b>\$ 1,743,165</b>	<b>\$ 1,833,990</b>	<b>\$ 1,787,927</b>	<b>\$ 1,827,890</b>	<b>\$ (6,100)</b>	<b>-0.33%</b>
Employee Benefits Allocation:						
Life Insurance	\$ 69		\$ 78			
Medicare	12,472		13,588			
Health Insurance	72,448		88,497			
County Retirement	277,151		296,823			
<b>Total Employee Benefits (1)</b>	<b>\$ 362,140</b>		<b>\$ 398,986</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 2,105,305</b>		<b>\$ 2,186,913</b>			

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

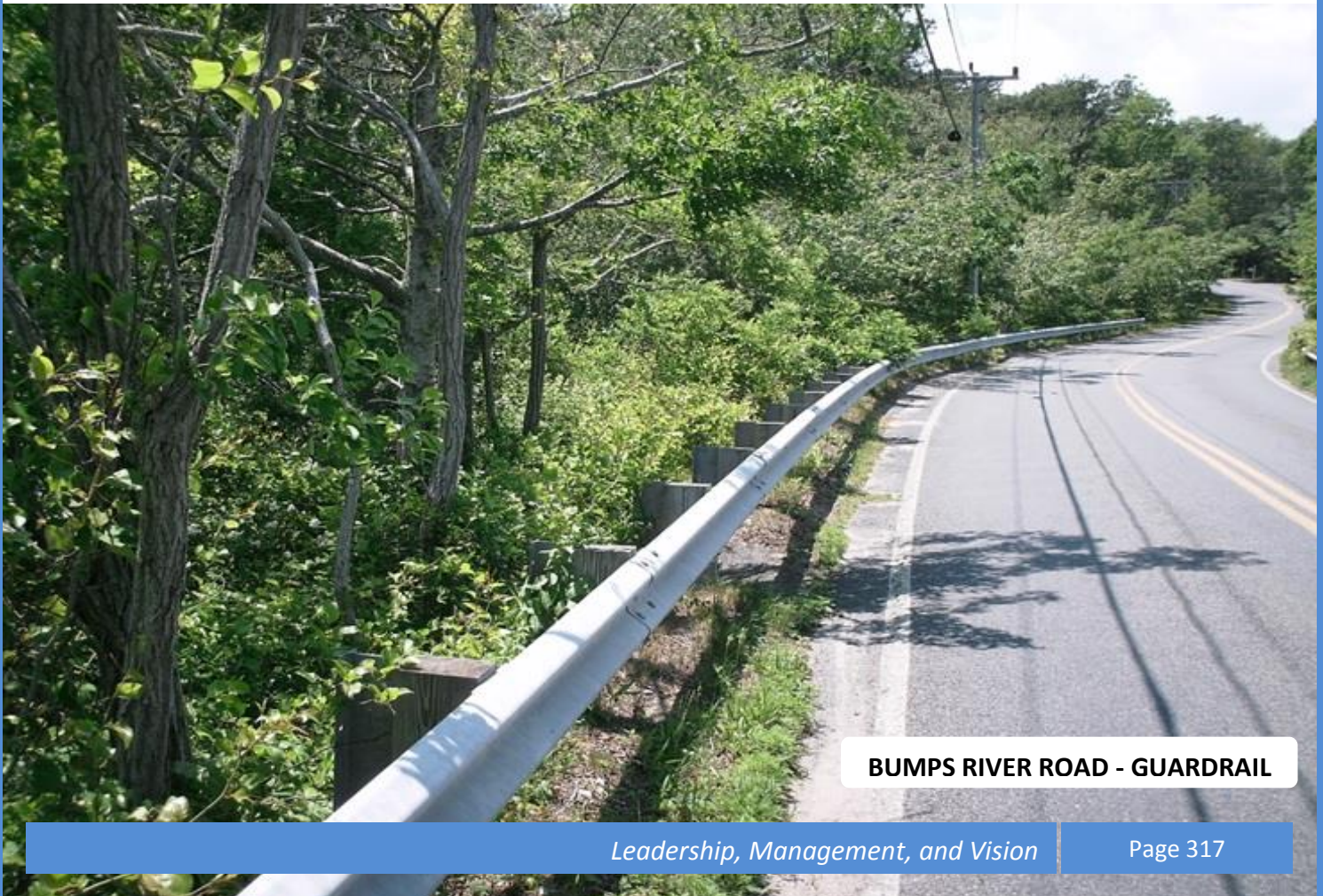
### Summary of Significant Budget Changes

Admin & Technical Support Division FY19 proposed budget is decreasing by (\$6,100) or (0.33%) from the FY18 budget. Personnel costs are increasing \$45,700 due to contractual obligations. Operating costs are decreasing (\$16,800). This change is a result of a one-time cost of \$30,000 being eliminated for a Stewarts Creek monitoring contract in FY18 and an additional \$13,200 for uniform allowances. Capital outlay cost total \$616,000, which includes \$500,000 for vehicle & equipment replacements, \$91,000 mechanical and building improvements, and \$25,000 for leased property improvements. Tax support with decrease by (\$6,100).



**Full-time Equivalent Employees**

Job Title	FY 2017	FY 2018	FY 2019	Change
Admin Assistant to Public Works Director	0.55	0.55	0.55	-
Assistant Public Works Director	0.55	0.55	0.55	-
Director of Public Works	0.55	0.55	0.55	-
Energy Coordinator	0.50	-	-	-
Engineer Records Manager	1.00	1.00	1.00	-
Financial Coordinator	0.55	0.55	0.55	-
Safety Officer	0.55	0.55	0.55	-
Assistant Town Engineer	1.00	1.00	1.00	-
Senior Engineering Technician	1.00	1.00	1.00	-
Senior Project Manager	1.20	1.20	1.20	-
Special Proj Mgr Embayments	-	-	0.20	0.20
Survey Assistant Instrument Technician	1.00	1.00	1.00	-
Survey Crew Chief	1.00	1.00	1.00	-
Town Architect	1.00	1.00	1.00	-
Town Engineer	0.55	0.55	0.55	-
Town Surveyor	1.00	1.00	1.00	-
<b>Full-time Equivalent Employees</b>	<b>12.00</b>	<b>11.50</b>	<b>11.70</b>	<b>0.20</b>



**BUMPS RIVER ROAD - GUARDRAIL**

**Description of Division Services Provided**

**Administration Program**

This Division is organized into four groups. The Administration Group leads the Department and provides management and fiscal oversight. The Engineering Group supports the operational divisions with engineering and project management expertise in all matters relating to horizontal construction (roads, sidewalks, sewers, water, etc.; and marine matters). The Architectural Group supports the operational divisions with architectural and project management expertise for vertical construction. The Survey Group supports the Department with in-house survey capabilities.



Administration	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 915,869	\$ 1,025,282	\$ 1,004,722	\$ 984,296	\$ (40,986)	-4.00%
<b>Total Sources</b>	<b>\$ 915,869</b>	<b>\$ 1,025,282</b>	<b>\$ 1,004,722</b>	<b>\$ 984,296</b>	<b>\$ (40,986)</b>	<b>-4.00%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 222,035	\$ 208,682	\$ 204,722	\$ 219,496	\$ 10,814	5.18%
Operating Expenses	88,559	165,600	150,000	148,800	(16,800)	-10.14%
Capital Outlay	605,275	651,000	650,000	616,000	(35,000)	-5.38%
<b>Total Appropriation</b>	<b>\$ 915,869</b>	<b>\$ 1,025,282</b>	<b>\$ 1,004,722</b>	<b>\$ 984,296</b>	<b>\$ (40,986)</b>	<b>-4.00%</b>

Employee Benefits Allocation:			
Life Insurance	\$ 15		\$ 15
Medicare	3,081		2,991
Health Insurance	6,754		8,863
County Retirement	80,250		85,946
<b>Total Employee Benefits (1)</b>	<b>\$ 90,100</b>		<b>\$ 97,815</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 1,005,969</b>		<b>\$ 1,102,537</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Technical Support Program

The information support program supplies services and records to other DPW divisions, various town boards, committees and agencies, as well as the public. These services range from review of subdivision submittals for Planning Board and Site Plan Review, to supplying address assignments and corrections to the telephone company in support of the 911 system. Many hours are spent answering questions and responding to requests from the public for traffic control, road improvements, parcel information, and plan reproduction. Technical support on numerous issues is provided to the administrative and operating divisions of DPW, as well as other Town departments. The Division assists the Assessing Department by annually updating the Assessor’s maps to reflect changes in property delineations.



Technical Support	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 607,773	\$ 657,187	\$ 639,260	\$ 687,939	\$ 30,752	4.68%
Fees, Licenses, Permits	36,550	35,000	30,120	35,000	-	0.00%
Interest and Other	720	-	620	-	-	0.00%
<b>Total Sources</b>	<b>\$ 645,043</b>	<b>\$ 692,187</b>	<b>\$ 670,000</b>	<b>\$ 722,939</b>	<b>\$ 30,752</b>	<b>4.44%</b>

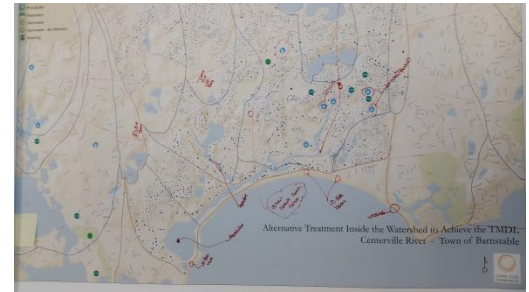
Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 614,760	\$ 666,882	\$ 650,000	\$ 697,634	\$ 30,752	4.61%
Operating Expenses	30,283	25,305	20,000	25,305	-	0.00%
<b>Total Appropriation</b>	<b>\$ 645,043</b>	<b>\$ 692,187</b>	<b>\$ 670,000</b>	<b>\$ 722,939</b>	<b>\$ 30,752</b>	<b>4.44%</b>

Employee Benefits Allocation:			
Life Insurance	\$ 53		\$ 62
Medicare	7,930		9,074
Health Insurance	56,407		69,842
County Retirement	73,803		79,041
<b>Total Employee Benefits (1)</b>	<b>\$ 138,193</b>		<b>\$ 158,019</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 783,236</b>		<b>\$ 828,019</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Capital Projects Program

The Capital Projects Program provides project and engineering management services for the capital projects. Project management of capital projects involves preliminary planning of a project through to the successful completion of the project. This entails planning, design or review of design by a consultant, permitting, bidding, construction, inspection, grant management, contract management, and all other management functions to assure the timely and cost effective completion of the capital project.



Capital Projects	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 182,253	\$ 116,521	\$ 113,205	\$ 120,655	\$ 4,134	3.55%
<b>Total Sources</b>	<b>\$ 182,253</b>	<b>\$ 116,521</b>	<b>\$ 113,205</b>	<b>\$ 120,655</b>	<b>\$ 4,134</b>	<b>3.55%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 177,459	\$ 110,990	\$ 108,773	\$ 115,124	\$ 4,134	3.72%
Operating Expenses	4,794	5,531	4,432	5,531	-	0.00%
<b>Total Appropriation</b>	<b>\$ 182,253</b>	<b>\$ 116,521</b>	<b>\$ 113,205</b>	<b>\$ 120,655</b>	<b>\$ 4,134</b>	<b>3.55%</b>

Employee Benefits Allocation:			
Life Insurance	\$ 1		\$ 1
Medicare	1,461		1,523
Health Insurance	9,287		9,792
County Retirement	123,098		131,836
<b>Total Employee Benefits (1)</b>	<b>\$ 133,847</b>		<b>\$ 143,152</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 316,100</b>		<b>\$ 256,357</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

# Highway Division

## Purpose Statement

The purpose of the Highway Division and from its employees is to protect, maintain and improve the Town’s roadway system. This also includes its’ parking facilities and drainage facilities in a manner which promotes maximum life, improves traffic flow and enhances both pedestrian and vehicular safety; and to provide a level of routine and emergency repairs to certain Town-owned vehicles and equipment that maximizes their life and minimizes down-time. The Division strives to accomplish its purpose in an environmentally responsible manner and in full cooperation with all other divisions and departments of the Town.

## Recent Accomplishments

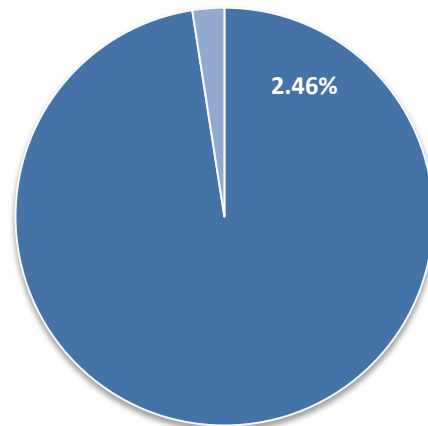
- The Division received and responded to over 2,803 unscheduled work requests from citizens
- Cleaned over 1,694 catch basins
- Repaired 42 catch basin structures
- Installed 595 tons of new asphalt road patches
- Maintain and graded 88 gravel roads
- Swept over 271.58 miles of roads and 43 parking lots
- Replaced and maintained 1,260 street signs
- Mowed 271 miles of road shoulders and picked up litter on 209.25 miles
- Maintained 39 traffic and 13 school lights
- Responded to 43 Traffic/school light malfunctions
- Repainted 641 stop bars, 257 crosswalks
- Repainted 182 miles of fog lines Town-wide

Roadway Maintenance

Equipment Support

Snow & Ice Removal

Percentage of FY19 General Fund Budget



The Highway Division comprises 2.46% of the overall General Fund budget.

## Additional Recent Accomplishments

- Repainted 190 miles of center lines Town-wide
- Repainted 48 road markings(only, arrows and speed humps)
- Removed and installed 3,077' of new guardrail
- Opened the West Bay Draw Bridge 1,738 times for boat traffic
- Maintained and repaired 331 pieces of Fleet Equipment
- Maintained 80 pieces of snow and ice equipment
- Provided traffic control, fencing, sweeping, signs and decorations for many parades and festivities including Fourth of July, Village Festivals, Father's Day car show and the Pops by the Sea concert
- Continued with rebuilding of Marsh Trail on Sandy Neck
- Removed 65 hazardous trees town wide
- Planted 25 new trees
- With the help and cooperation of staff from many other divisions and departments, roadways were cleared of snow and ice. (Last winter, the Highway Division responded to 14 snow and ice events and removed over 45.25 inches of snow accumulation, and applied 6,385 tons of road salt and 23,680 gallons of liquid de-icer).



## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

### Short-Term:

1. Document and record characteristic data for the Town's catch basins in Asset Management program. **(SP: Education, and Communication)**
2. Have all road markings repainted by June 15th on a yearly basis. **(SP: Infrastructure, and Public Health and Safety)**
3. Position the Town to qualify for "Tree City" recognition. **(SP: Environment and Natural Resources)**
4. Continue with sidewalk overlay repair program and guardrail replacement. **(SP: Infrastructure)**
5. Continue to digitize the Division, utilizing tablets in the field to manage and record work order requests. **(SP: Education, and Communication)**

### Long-Term:

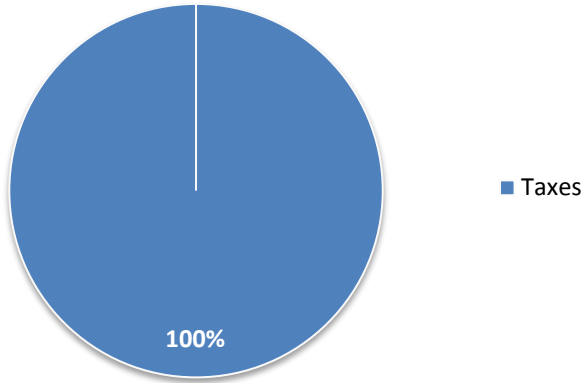
1. Utilize asset management program data to predict infrastructure failure and requirements **(SP: Public Health and Safety, Communication, and Education)**
2. Develop long-term plan to address cleaning and preventive maintenance for the catch basin and drainage systems throughout the Town. **( SP: Infrastructure , and Public Health and Safety)**
3. Implement a plan to trim trees over hanging the road on Town Main Roads. **(SP: Infrastructure)**



SALT ROCK ROAD – ROAD MAINTENANCE

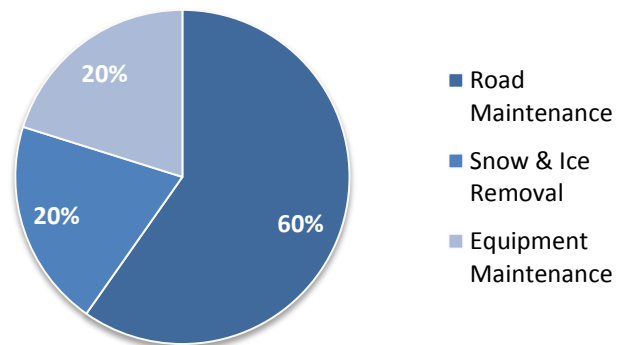
## Highway Division Financial Summary

FY19 Source of Funding



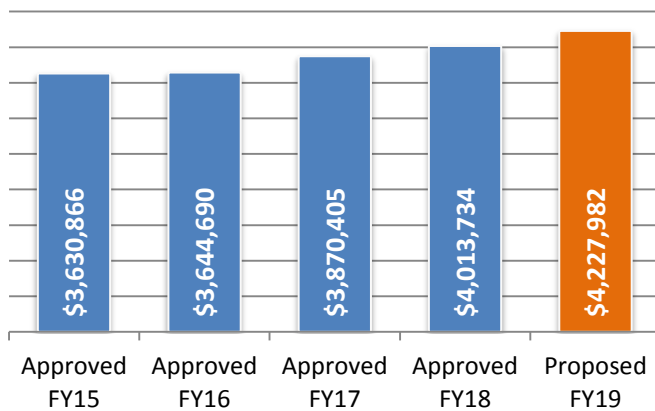
Taxes provide 100% of the support for this operation.

Highway Division FY19 Budget By Program



Roadway maintenance is the largest program area within the Highway Division comprising 60% of the proposed budget.

Highway Division Budget History



Highway's budget has increased from \$3.630 million in FY15 to \$4.227 million proposed in FY19 over the five-year period, or 3.29% annually excluding snow & ice deficits.



**FISCAL YEAR 2019 BUDGET**

**HIGHWAY DIVISION**

**GENERAL FUND**

Highway	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 4,636,227	\$ 4,013,734	\$ 4,877,027	\$ 4,227,982	\$ 214,248	5.34%
Intergovernmental	268,468	-	4,159	-	-	0.00%
<b>Total Sources</b>	<b>\$ 4,904,695</b>	<b>\$ 4,013,734</b>	<b>\$ 4,881,186</b>	<b>\$ 4,227,982</b>	<b>\$ 214,248</b>	<b>5.34%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 2,218,291	\$ 2,316,817	\$ 2,215,870	\$ 2,381,065	\$ 64,248	2.77%
Operating Expenses	2,686,404	1,696,917	2,665,316	1,846,917	150,000	8.84%
<b>Total Appropriation</b>	<b>\$ 4,904,695</b>	<b>\$ 4,013,734</b>	<b>\$ 4,881,186</b>	<b>\$ 4,227,982</b>	<b>\$ 214,248</b>	<b>5.34%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 85
Medicare	15,144
Health Insurance	27,135
County Retirement	154,596
<b>Total Employee Benefits (1)</b>	<b>\$ 196,960</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 5,101,655</b>

\$ 109
18,067
31,059
165,570
<b>\$ 214,805</b>
<b>\$ 5,095,991</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

### Summary of Significant Budget Changes

Highway Division FY19 proposed budget is increasing by \$214,248 or 5.34% over FY18 budget. Personnel costs are increasing by \$64,248 due to contractual obligations. Operating costs are increasing \$150,000, which includes snow & ice budget increase of \$125,000 and \$25,000 to funding increased fuel contract prices. Tax support will increase by \$214,248.

**Full-time Equivalent Employees**

Job Title	FY 2017	FY 2018	FY 2019	Change
Administrative Assistant Highway	1.00	1.00	1.00	-
Arborist	2.00	2.00	2.00	-
Bridge Operator/Laborer Craftsperson	3.00	3.00	2.00	(1.00)
Courier/Maintenance Person	0.50	0.50	0.50	-
Division Supervisor Highway	1.00	1.00	1.00	-
Equipment Operator	11.00	11.00	13.00	2.00
Forestry Foreman	1.00	1.00	1.00	-
General Foreman	1.00	1.00	1.00	-
General Foreman Fleet Manager	1.00	1.00	1.00	-
Laborer/Craftsperson	4.00	4.00	4.00	-
Mechanic	5.00	5.00	5.00	-
Principal Division Assistant Highway	1.00	1.00	1.00	-
Section Foreman	2.00	2.00	2.00	-
Working Foreman	4.00	4.00	3.00	(1.00)
<b>Full-time Equivalent Employees</b>	<b>37.50</b>	<b>37.50</b>	<b>37.50</b>	<b>-</b>



**MAPLE STREET AND WALNUT STREET - DRAINAGE**

**Description of Division Services Provided**

The Division is organized into four Sections: Traffic, Forestry, Roads, and Equipment Section. The Division is responsible for 250 miles of Town roads, 70 miles of Town sidewalks, 4 miles of bike paths, 74 Town parking lots, 4,000 drainage systems on Town roads, 8,000 regulatory and non-regulatory signs on town roads and street signs on private roads, and over 48,500 feet of guardrail. It also performs emergency repairs to 200 miles of private roads, and operates and maintains the Town’s only drawbridge. The Division also maintains the DPW fleet of over 150 vehicles including trucks, automobiles, street sweepers, backhoes and everything in between. The crews are supported by a small office staff, which answers the telephone, dispatches, and deals with administrative matters and equipment procurement for DPW.

**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 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, and maintains and repairs 48,549’ feet of guardrails on Town roads, and provides pavement marking on Town primary roads and parking lots. The Forestry section plants approximately 25 new trees per year and maintains and waters 100 trees per week during the summer months. The bridge crew operates the drawbridge and the courier moves interdepartmental mail, as well as picking up dead animals. 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.

<b>Road Maintenance</b>	<b>Actual</b>	<b>Approved</b>	<b>Projected</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Source of Funding</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY18 - 19</b>	<b>Change</b>
Taxes	\$ 1,974,298	\$ 2,481,325	\$ 2,206,186	\$ 2,526,039	\$ 44,714	1.80%
<b>Total Sources</b>	<b>\$ 1,974,298</b>	<b>\$ 2,481,325</b>	<b>\$ 2,206,186</b>	<b>\$ 2,526,039</b>	<b>\$ 44,714</b>	<b>1.80%</b>
<b>Expenditure Category</b>						
Personnel	\$ 1,486,360	\$ 1,784,189	\$ 1,550,870	\$ 1,828,903	\$ 44,714	2.51%
Operating Expenses	487,938	697,136	655,316	697,136	-	0.00%
<b>Total Appropriation</b>	<b>\$ 1,974,298</b>	<b>\$ 2,481,325</b>	<b>\$ 2,206,186</b>	<b>\$ 2,526,039</b>	<b>\$ 44,714</b>	<b>1.80%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	\$ 51		\$ 62			
Medicare	5,559		7,609			
Health Insurance	2,670		6,593			
County Retirement	76,307		81,724			
<b>Total Employee Benefits (1)</b>	<b>\$ 84,587</b>		<b>\$ 95,988</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 2,058,885</b>		<b>\$ 2,302,174</b>			

**(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.**

Equipment Maintenance Support Program

The Equipment Maintenance 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 Marine & Environmental Affairs (including Natural Resources, Animal Control, Sandy Neck and Harbormaster programs), Weights and Measures, Recreation, and the Hyannis Youth & Community Center. The Equipment Maintenance Support Program also maintains 27 traffic signals, 13 school flashers, the Osterville drawbridge, and operates the municipal fueling depot.



Equipment Maintenance	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 874,183	\$ 807,409	\$ 775,000	\$ 851,943	\$ 44,534	5.52%
<b>Total Sources</b>	<b>\$ 874,183</b>	<b>\$ 807,409</b>	<b>\$ 775,000</b>	<b>\$ 851,943</b>	<b>\$ 44,534</b>	<b>5.52%</b>
Expenditure Category						
Personnel	\$ 497,112	\$ 452,628	\$ 425,000	\$ 472,162	\$ 19,534	4.32%
Operating Expenses	377,071	354,781	350,000	379,781	25,000	7.05%
<b>Total Appropriation</b>	<b>\$ 874,183</b>	<b>\$ 807,409</b>	<b>\$ 775,000</b>	<b>\$ 851,943</b>	<b>\$ 44,534</b>	<b>5.52%</b>
Employee Benefits Allocation:						
Life Insurance	\$ 24		\$ 41			
Medicare	6,438		8,114			
Health Insurance	19,562		22,390			
County Retirement	78,289		83,846			
<b>Total Employee Benefits (1)</b>	<b>\$ 104,313</b>		<b>\$ 114,391</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 978,496</b>		<b>\$ 889,391</b>			

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Snow & Ice Removal Program

The Snow & 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 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.



Snow & Ice Removal	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 1,787,746	\$ 725,000	\$ 1,895,841	\$ 850,000	\$ 125,000	17.24%
Intergovernmental	268,468	-	4,159	-	-	0.00%
<b>Total Sources</b>	<b>\$ 2,056,214</b>	<b>\$ 725,000</b>	<b>\$ 1,900,000</b>	<b>\$ 850,000</b>	<b>\$ 125,000</b>	<b>17.24%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 234,819	\$ 80,000	\$ 240,000	\$ 80,000	\$ -	0.00%
Operating Expenses	1,821,395	645,000	1,660,000	770,000	125,000	19.38%
<b>Total Appropriation</b>	<b>\$ 2,056,214</b>	<b>\$ 725,000</b>	<b>\$ 1,900,000</b>	<b>\$ 850,000</b>	<b>\$ 125,000</b>	<b>17.24%</b>

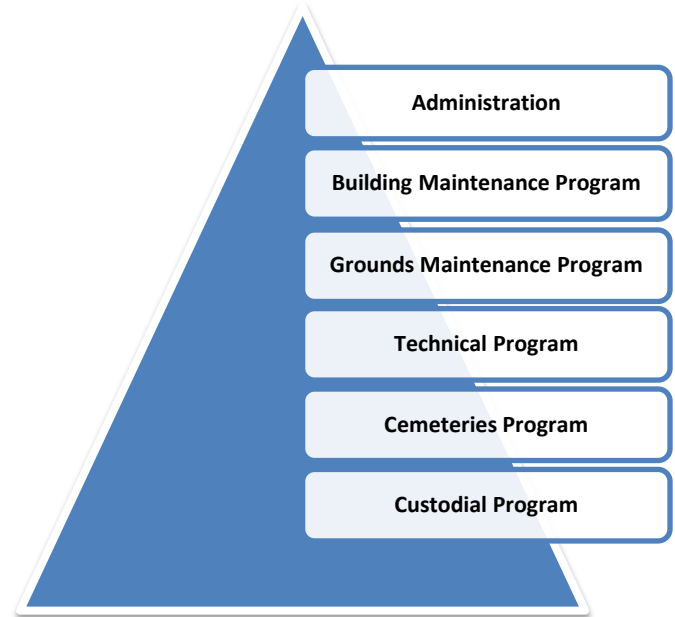
Employee Benefits Allocation:			
Life Insurance	\$ 10		\$ 6
Medicare	3,147		2,344
Health Insurance	4,903		2,076
<b>Total Employee Benefits (1)</b>	<b>\$ 8,060</b>		<b>\$ 4,426</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 2,064,274</b>		<b>\$ 1,904,426</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

# Structures & Grounds Division

## Purpose Statement

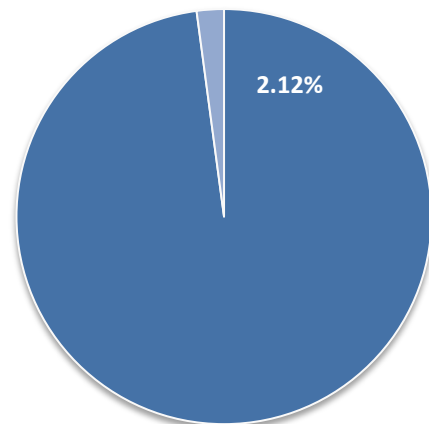
The purpose of the Structures & Grounds Division is to protect, enhance and maintain the Town’s buildings, parks, cemeteries, marinas, recreational and community facilities and resources. We strive to accomplish this in a manner that maximizes safety, life, utility and enhances the Town’s unique environmental and aesthetic qualities. Our goal is to construct, renovate and maintain our facilities in the most responsive, and cost effective manner without diminishing the quality we seek to implement.



## Recent Accomplishments

- Completed (88) HVAC related service calls.
- Completed (316) building maintenance and repair work orders.
- Completed (150) electrical related service and repair work orders.
- Completed (59) plumbing related service work orders.
- Completed (37) locksmith related work orders.
- Completed (64) phone service and hardware relocation work orders.
- Completed (236) custodial services work orders and provided interior painting services.

Percentage of FY19 General Fund Budget



The Structures & Grounds Division comprises 2.12% of the overall General Fund budget.

## Additional Recent Accomplishments

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### Buildings

- Provided installation and removal services for (189) docks & finger piers at (6) marina locations
- Completed major interior renovations to the Craigville Beach Bathhouse
- Finished construction of new pump house for the Hyannis Water Division
- Completed interior renovations to Sandy Neck Gatehouse
- Completed exterior trim repairs and painting at the Hyannis Youth & Comm. Center
- Built and installed security gates for Covell's and Craigville beaches
- Installed new AED's at 5 Beach Buildings
- Replaced hardware and renovated awning windows at Kalmus Beach house
- Completed routine maintenance and exterior painting at Barnstable Senior Center
- Completed renovating Loops Bathhouse including exterior painting, door replacement and venting
- Replaced handrails, stairs and pressure washed the Dowses Beach Handicapped Fishing Pier
- Remodeled the Foremen's trailer at the Highway Division including new flooring waterproofing and electrical upgrades
- Completed interior renovations to the Barnstable Senior Center including; carpet replacement, construction of a new meeting room and painting
- Renovated Highway Division utility shed including a new roof, underpinning, sub floor and exterior paint.
- Remodeled the Highway Division Sign Shop including new doors, storage area and paint
- Replaced kitchen service counter in the Kalmus Beach Snack Bar facility

### Technical

- Provided selective sprinkler system repairs at the Barnstable Senior Center
- Provided industrial electrical repairs for the Water Pollution Control Division
- Completed installation of a new heating system at the Paine Black House
- Installed junction boxes, conduit and components for a new 3-phase electrical service at the Burgess property
- Provided a comprehensive preventive maintenance program for the Hyannis Youth and Community Center mechanical systems

- Implemented a new traffic light and school light monitoring software program
- Worked with Facility Dude Software Company to set up and implement a new work order system and a utility usage-tracking program
- Completed Facility Condition assessment with EMG Corporation for all mechanical systems at the Hyannis Youth & Community Center

**Grounds**

- Assisted with large-scale homeless camp clean ups at multiple locations
- Completed management plan and inventoried all CPC and Conservation Properties
- Completed phase two renovations at Lope's Field to include construction of a new warning track, removal of obsolete netting systems, installation of high visibility fence coping and continued improvement to turf grass quality
- Serviced (35) seasonal trash receptacles at 30 locations weekly
- Provided support for snow removal services town-wide
- Maintained Landbank CPC properties and completed associated work orders
- Continued comprehensive maintenance program with Conservation Division
- Propagated, installed and maintained approximately 9,000 annuals and perennials
- Completed annual periodic maintenance of 81 Town Ways to Water
- Provided technical support and project management for the Lombard Ballfield construction project
- Provided ongoing management for the Towns Adopt a Spot program totaling 61 sites
- Completed Greeter Island landscape improvements including fencing, beach grass planting and boardwalk installation
- Removed and disposed of unsafe playground equipment, picnic tables and athletic equipment from the Marstons Mills Elementary School
- Provided technical support and project management for the Joshua's pond site improvements project
- Managed multiple projects related to conservation properties including RDA filings and oversight of regulatory compliance
- Coordinated Americorps Member Service Day for the Cape Cod pathway's maintenance and trail blazing, Eugenia Forts Beach invasive plant control and grass plantings at several locations



- Completed major renovation of Burgess Property to include: removal of overgrown yew hedges, grading of 220 yards of loam, installation of 320' of split-rail fencing, installed 70 "Hickorii" yew plants and installation of a twelve-zone irrigation system
- Provided beach raking from mid- May through Labor Day
- Completed electrical service and 9 zones of irrigation installation at Chili's – CPC Property

#### **Cemeteries**

- Issued, mapped and deeded (94) grave sites
- Poured concrete monument foundations and set (110) grave markers
- Coordinated community outreach end of life seminar at the Barnstable Senior Center
- Continued stone restoration at the historic Bacon Lot, Cobb Hill and Governor Bradford crypt at Lothrop Hill
- Screened 600 yards of compost in support of the organic fertilizer program
- Continued organic fertilization program including annual aeration, composting and turf grass over-seeding
- Completed aerial tree pruning at Lothrop Hill and Cummaquid Cemeteries
- Completed irrigation expansion and upgrades at Mosswood Cemetery west
- Installed new flagpole and associated landscaping for Mosswood Cemetery
- Repaved access avenues Hillside Cemetery west
- Implemented monthly safety program in cooperation with the (DPW) Safety Officer
- Continued working on Kirkman Trust Fund Phase 9 project submittal
- In cooperation with Information Technology Department upgraded and implemented a new cemetery database for lot sales, interments and marker installations

## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

### Short-Term:

1. Continue to implement transitional plan to assume control of the HYCC Facility mechanical systems, ice maintenance and custodial services. **(SP: Infrastructure, Public Health and Safety)**
2. Working with DPW Administration, consolidate, and find efficiencies, with municipal trash pick-up in Town. **(SP: Public Health and Safety, Environment and Natural Resources, Communication)**

### Long-Term:

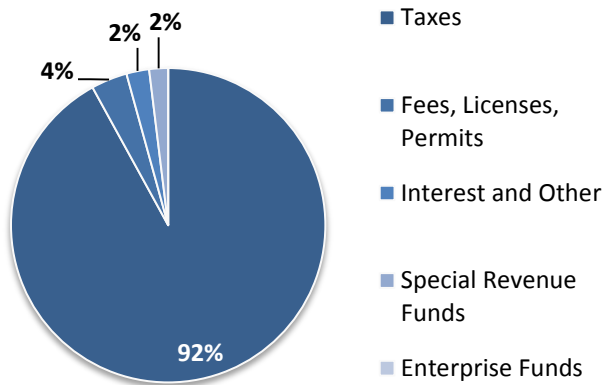
1. In cooperation with the Community Services Division to work on implementing improved management and maintenance plans for the Hyannis Youth & Community Center throughout FY 2018. These improvements will include written life safety and evacuation plans, contracted services for HVAC & refrigeration plant maintenance and comprehensive custodial services. **(SP: Infrastructure, Public Health and Safety, Communication, and Education)**
2. Develop and promote a facilities energy use policy for all Town Departments. Continue to bring forward energy conservation and generation measures throughout our municipal facilities. **(SP: Infrastructure, Public Health and Safety, Communication, and Education)**
3. Continue to establish a preventive maintenance program for all municipal facilities under management. This program will place an emphasis on reducing mechanical failures by providing scheduled preventive maintenance procedures. This effort will allow the division to stock common replacement parts, identify major repairs, insure reliability of our systems and reduce maintenance and operating costs. **(SP: Infrastructure)**



SCHOOL ADMINISTRATION - RENOVATIONS

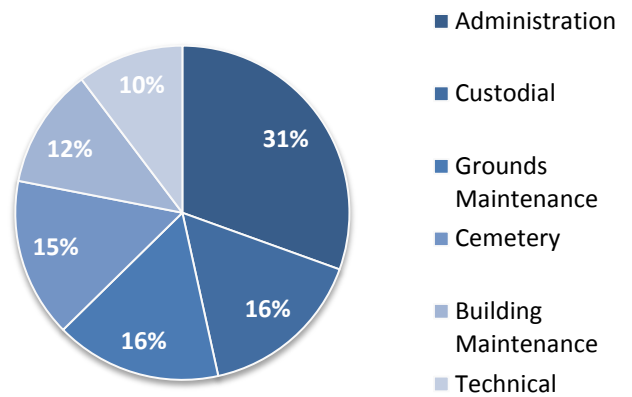
Structures & Grounds Division Financial Summary

FY19 Source of Funding



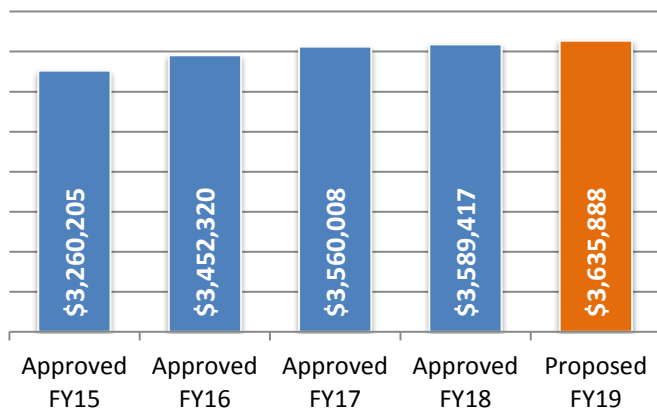
Taxes provide 92% of the funding source for this operation.

Structure & Grounds Division FY19 Budget By Program



Administration is the largest program area within the Structures & Grounds Division. This program includes all the utility budgets for the Town.

Structures & Grounds Division Budget History



The division's budget has increased from \$3.260 million in FY15 to \$3.635 million proposed in FY19 over the five-year period, or 2.30% annually.

Structures & Grounds	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 2,977,327	\$ 3,258,502	\$ 3,138,937	\$ 3,345,318	\$ 86,816	2.66%
Fees, Licenses, Permits	137,710	154,000	157,139	135,000	(19,000)	-12.34%
Interest and Other	101,800	85,000	85,000	85,000	-	0.00%
Special Revenue Funds	70,570	70,570	70,570	70,570	-	0.00%
Enterprise Funds	21,345	21,345	21,345	-	(21,345)	-100.00%
<b>Total Sources</b>	<b>\$ 3,308,752</b>	<b>\$ 3,589,417</b>	<b>\$ 3,472,991</b>	<b>\$ 3,635,888</b>	<b>\$ 46,471</b>	<b>1.29%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 2,155,657	\$ 2,410,785	\$ 2,306,784	\$ 2,424,256	\$ 13,471	0.56%
Operating Expenses	1,153,095	1,178,632	1,166,207	1,211,632	33,000	2.80%
<b>Total Appropriation</b>	<b>\$ 3,308,752</b>	<b>\$ 3,589,417</b>	<b>\$ 3,472,991</b>	<b>\$ 3,635,888</b>	<b>\$ 46,471</b>	<b>1.29%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 235
Medicare	27,992
Health Insurance	108,939
County Retirement	388,550
<b>Total Employee Benefits (1)</b>	<b>\$ 525,716</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 3,834,468</b>

\$ 244
29,760
126,236
416,131
<b>\$ 572,371</b>
<b>\$ 4,045,362</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

### Summary of Significant Budget Changes

Structures & Grounds Division FY19 proposed budget is increasing by \$46,471 or 1.29% over FY18 budget. Personnel costs are increasing by \$13,471 due to contractual obligations. Operating costs are increasing by \$33,000 to cover the increase in utility cost. Tax support will increase by \$86,816.

**Full-time Equivalent Employees**

Job Title	FY 2017	FY 2018	FY 2019	Change
Administrative Assistant	1.00	1.00	1.00	-
Carpenter	3.00	3.00	3.00	-
Cemeteries Foreman	1.00	1.00	1.00	-
Cemetery Services Coordinator	1.00	1.00	1.00	-
Custodian	7.00	7.00	7.00	-
Equipment Operator	2.00	2.00	2.00	-
General Foreman	1.00	1.00	1.00	-
Laborer/Craftsperson	6.00	6.00	6.00	-
Maintenance Technician	6.00	6.00	6.00	-
Principal Dept/Div Assistant	1.50	1.50	1.50	-
Section Foreman	2.00	2.00	1.00	(1.00)
Structures & Grounds Div. Supervisor	1.00	1.00	1.00	-
Working Foreman	4.00	4.00	4.00	-
<b>Full-time Equivalent Employees</b>	<b>36.50</b>	<b>36.50</b>	<b>35.50</b>	<b>(1.00)</b>



**JFK MEMORIAL - LANDSCAPING**

## Description of Division Services Provided

### Administration Program

This program has the responsibility for the management of the Division's overall operations and personnel. This team is responsible for the preparation and administration of the Division's operating and capital project budgets, the processing of invoices for payment, personnel, procurement, utility usage, telecommunications and implementing/monitoring energy conservation measures.

<b>Administration</b>	<b>Actual</b>	<b>Approved</b>	<b>Projected</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Source of Funding</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY18 - 19</b>	<b>Change</b>
Taxes	\$ 919,275	\$ 966,792	\$ 961,241	\$ 1,024,038	\$ 57,246	5.92%
Interest and Other	101,800	85,000	85,000	85,000	-	0.00%
<b>Total Sources</b>	<b>\$ 1,021,075</b>	<b>\$ 1,051,792</b>	<b>\$ 1,046,241</b>	<b>\$ 1,109,038</b>	<b>\$ 57,246</b>	<b>5.44%</b>
<b>Expenditure Category</b>						
Personnel	\$ 310,338	\$ 317,831	\$ 315,427	\$ 342,077	\$ 24,246	7.63%
Operating Expenses	710,737	733,961	730,814	766,961	33,000	4.50%
<b>Total Appropriation</b>	<b>\$ 1,021,075</b>	<b>\$ 1,051,792</b>	<b>\$ 1,046,241</b>	<b>\$ 1,109,038</b>	<b>\$ 57,246</b>	<b>5.44%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	\$ 24		\$ 25			
Medicare	4,015		4,357			
Health Insurance	28,347		27,897			
County Retirement	62,156		66,568			
<b>Total Employee Benefits (1)</b>	<b>\$ 94,542</b>		<b>\$ 98,847</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 1,115,617</b>		<b>\$ 1,145,088</b>			

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Grounds Maintenance Program

The Grounds Maintenance program provides maintenance, beautification, and improvements for 52 acres of municipal grounds. This includes 12 parks, 49 traffic islands, 29 memorial islands, 21 facilities grounds, 3 playgrounds, 6 ball fields, 4 tennis courts, 43 ways to water, and 17 beaches. It includes administration of the Town’s Adopt-A-Spot program for 47 locations, support to the Conservation Division with conservation land maintenance, support to the Recreation Division with beach raking and building maintenance and support to the Engineering Division with landscaping tasks on specific projects. It also provides support for the Division’s marina and building maintenance programs and assists the Highway Division with snow and ice control. This program also includes tree care, planting, flowerbeds maintenance, and management of a 20’X48’ greenhouse.

Grounds Maintenance	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 460,463	\$ 478,181	\$ 464,904	\$ 514,742	\$ 36,561	7.65%
Special Revenue Funds	70,570	70,570	70,570	70,570	-	0.00%
Enterprise Funds	21,345	21,345	21,345	-	(21,345)	-100.00%
<b>Total Sources</b>	<b>\$ 552,378</b>	<b>\$ 570,096</b>	<b>\$ 556,819</b>	<b>\$ 585,312</b>	<b>\$ 15,216</b>	<b>2.67%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 457,913	\$ 476,293	\$ 464,819	\$ 491,509	\$ 15,216	3.19%
Operating Expenses	94,465	93,803	92,000	93,803	-	0.00%
<b>Total Appropriation</b>	<b>\$ 552,378</b>	<b>\$ 570,096</b>	<b>\$ 556,819</b>	<b>\$ 585,312</b>	<b>\$ 15,216</b>	<b>2.67%</b>

Employee Benefits Allocation:		
Life Insurance	\$ 48	\$ 49
Medicare	6,827	7,252
Health Insurance	916	5,001
County Retirement	71,621	76,705
<b>Total Employee Benefits (1)</b>	<b>\$ 79,412</b>	<b>\$ 89,007</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 631,790</b>	<b>\$ 645,826</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

**Building Maintenance Program**

The Building Maintenance Program is responsible for emergency and scheduled maintenance/repairs to over fifty-six municipal buildings including the Town Hall Campus, the Police Department, Hyannis Youth & Community Center, comfort stations, beach houses, and all Department/Division facilities. This team is comprised of carpenters, plumbers, painters and laborers who work together on repair, renovations and new construction at municipal facilities. This program assists the Recreation Division with the set-up and removal of beach ramps, ticket booths and lifeguard stations at our fourteen beach locations. It is responsible for monitoring/maintenance/repairs and construction/renovation projects for 3 marinas, 6 docks and 17 boat ramps. This section maintains, replaces and constructs new pilings, 12,000 sq. ft. of floats and 14 ramps. They perform the seasonal installation and removal of these floats. Additionally, this team provides support to the Highway Division for snow & ice control and the Town Clerk for all elections.

<b>Building Maintenance</b>	<b>Actual</b>	<b>Approved</b>	<b>Projected</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Source of Funding</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY18 - 19</b>	<b>Change</b>
Taxes	\$ 382,741	\$ 467,280	\$ 450,308	\$ 423,227	\$ (44,053)	-9.43%
<b>Total Sources</b>	<b>\$ 382,741</b>	<b>\$ 467,280</b>	<b>\$ 450,308</b>	<b>\$ 423,227</b>	<b>\$ (44,053)</b>	<b>-9.43%</b>

<b>Expenditure Category</b>	<b>Actual</b>	<b>Approved</b>	<b>Projected</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
Personnel	\$ 281,828	\$ 365,580	\$ 350,875	\$ 321,527	\$ (44,053)	-12.05%
Operating Expenses	100,913	101,700	99,433	101,700	-	0.00%
<b>Total Appropriation</b>	<b>\$ 382,741</b>	<b>\$ 467,280</b>	<b>\$ 450,308</b>	<b>\$ 423,227</b>	<b>\$ (44,053)</b>	<b>-9.43%</b>

<b>Employee Benefits Allocation:</b>		
Life Insurance	\$ 37	\$ 45
Medicare	3,734	3,796
Health Insurance	22,593	30,419
County Retirement	44,000	47,123
<b>Total Employee Benefits (1)</b>	<b>\$ 70,364</b>	<b>\$ 81,383</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 453,105</b>	<b>\$ 531,691</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.



**Custodial Program**

The custodial program provides janitorial services for six municipal office buildings, four comfort stations, and three community buildings, a cemetery office, Hyannis Youth & Community Center, and the Barnstable Police Station facility. Cleaning schedules provide daily routine maintenance including floor care, dusting, restroom cleaning/ sanitation, trash removal, recycling, and all associated cleaning activities. The custodial staff is also responsible for purchasing, inventory and distribution of all cleaning supplies in support of municipal facilities and recreational programs at fourteen beach buildings. Additional services include building security, safety inspections, meeting set up, special events support, interior painting, walkway de-icing and preventive maintenance tasks.

<b>Custodial</b>	<b>Actual</b>	<b>Approved</b>	<b>Projected</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Source of Funding</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY18 - 19</b>	<b>Change</b>
Taxes	\$ 559,536	\$ 595,734	\$ 554,744	\$ 583,583	\$ (12,151)	-2.04%
<b>Total Sources</b>	<b>\$ 559,536</b>	<b>\$ 595,734</b>	<b>\$ 554,744</b>	<b>\$ 583,583</b>	<b>\$ (12,151)</b>	<b>-2.04%</b>

<b>Expenditure Category</b>	<b>Actual</b>	<b>Approved</b>	<b>Projected</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
Personnel	\$ 471,805	\$ 514,684	\$ 467,651	\$ 517,533	\$ 2,849	0.55%
Operating Expenses	87,731	81,050	87,093	66,050	(15,000)	-18.51%
<b>Total Appropriation</b>	<b>\$ 559,536</b>	<b>\$ 595,734</b>	<b>\$ 554,744</b>	<b>\$ 583,583</b>	<b>\$ (12,151)</b>	<b>-2.04%</b>

<b>Employee Benefits Allocation:</b>		
Life Insurance	\$ 69	\$ 71
Medicare	4,945	5,292
Health Insurance	16,143	18,636
County Retirement	82,163	87,996
<b>Total Employee Benefits (1)</b>	<b>\$ 103,320</b>	<b>\$ 111,995</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 662,856</b>	<b>\$ 666,739</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Technical Program

The Technical Program team consists of a licensed electrician, an apprentice and an HVAC technician who are responsible for the electrical, heating, air conditioning and ventilating systems throughout the Town. They respond to problem calls, troubleshoot, repair, maintain and install equipment throughout our facilities. This team is very concerned with safety, energy efficiency and comfort levels. This program gives support to the Information Technology Division through their data network wiring capabilities. They also provide support to the Highway Division to help light up the Village Green, Bismore Park and the Airport Rotary with a colorful Christmas display of lights.

Technical	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 258,547	\$ 349,120	\$ 325,889	\$ 374,464	\$ 25,344	7.26%
<b>Total Sources</b>	<b>\$ 258,547</b>	<b>\$ 349,120</b>	<b>\$ 325,889</b>	<b>\$ 374,464</b>	<b>\$ 25,344</b>	<b>7.26%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 145,791	\$ 230,925	\$ 215,764	\$ 241,269	\$ 10,344	4.48%
Operating Expenses	112,756	118,195	110,125	133,195	15,000	12.69%
<b>Total Appropriation</b>	<b>\$ 258,547</b>	<b>\$ 349,120</b>	<b>\$ 325,889</b>	<b>\$ 374,464</b>	<b>\$ 25,344</b>	<b>7.26%</b>

Employee Benefits Allocation:		
Life Insurance	\$ 13	\$ 13
Medicare	2,040	2,334
Health Insurance	4,988	6,281
County Retirement	36,590	39,187
<b>Total Employee Benefits (1)</b>	<b>\$ 43,631</b>	<b>\$ 47,815</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 302,178</b>	<b>\$ 373,704</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

**Cemeteries Program**

The cemetery program provides Columbarium sales and management and the maintenance, beautification, and improvements for 81 acres of municipal cemetery grounds. This program includes full responsibility for the operation, maintenance and care of 14 town cemeteries, office building and maintenance garage. The section provides preventive maintenance and repair of all grounds and interment services equipment. It provides scheduling, coordination and supervision of funeral services and interment excavation services for approximately 205 burials annually; installation of burial vaults, monument foundations, and marker setting. Maintains accurate records systems data base, cemetery lot mapping, and lot sales support; restores ancient headstones as time and resources permit, and expansion of raw land for future lot development. Additionally, it provides support to the Highway Division with snow/ice control.

<b>Cemetery</b>	<b>Actual</b>	<b>Approved</b>	<b>Projected</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Source of Funding</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY18 - 19</b>	<b>Change</b>
Taxes	\$ 396,765	\$ 401,395	\$ 381,851	\$ 425,264	\$ 23,869	5.95%
Fees, Licenses, Permits	137,710	154,000	157,139	135,000	(19,000)	-12.34%
<b>Total Sources</b>	<b>\$ 534,475</b>	<b>\$ 555,395</b>	<b>\$ 538,990</b>	<b>\$ 560,264</b>	<b>\$ 4,869</b>	<b>0.88%</b>

<b>Expenditure Category</b>	<b>Actual</b>	<b>Approved</b>	<b>Projected</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
Personnel	\$ 487,982	\$ 505,472	\$ 492,248	\$ 510,341	\$ 4,869	0.96%
Operating Expenses	46,493	49,923	46,742	49,923	-	0.00%
<b>Total Appropriation</b>	<b>\$ 534,475</b>	<b>\$ 555,395</b>	<b>\$ 538,990</b>	<b>\$ 560,264</b>	<b>\$ 4,869</b>	<b>0.88%</b>

<b>Employee Benefits Allocation:</b>		
Life Insurance	\$ 44	\$ 41
Medicare	6,431	6,729
Health Insurance	35,952	38,002
County Retirement	92,020	98,552
<b>Total Employee Benefits (1)</b>	<b>\$ 134,447</b>	<b>\$ 143,324</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 668,922</b>	<b>\$ 682,314</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

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# Inspectional Services Department



## Building Services Division

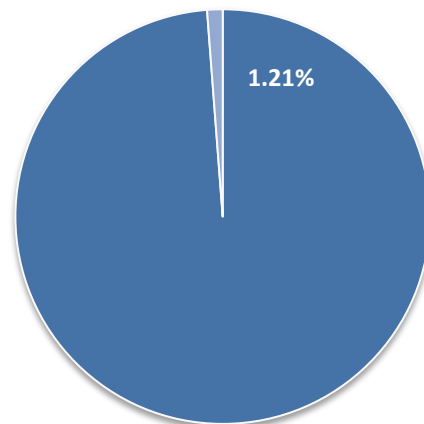


## Public Health Division

### Purpose Statement

Inspectional Services Department's purpose is developing, implementing, and administering a comprehensive public health and safety services, policies, and procedures throughout the community. The Inspectional Services Department seeks to develop and implement sound and effective policies and procedures that protect public health and maintain regulatory compliance.

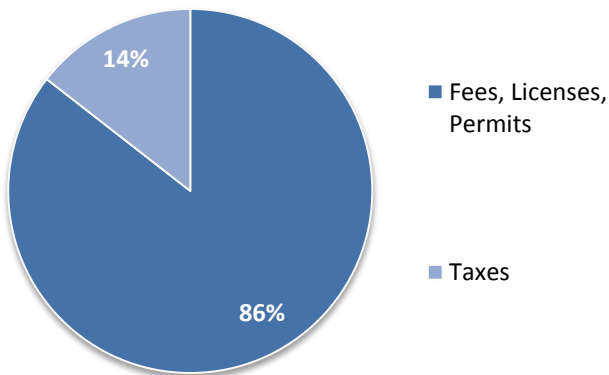
Percentage of FY19 General Fund Budget



The Inspectional Services Department comprises 1.21% of the overall General Fund budget.

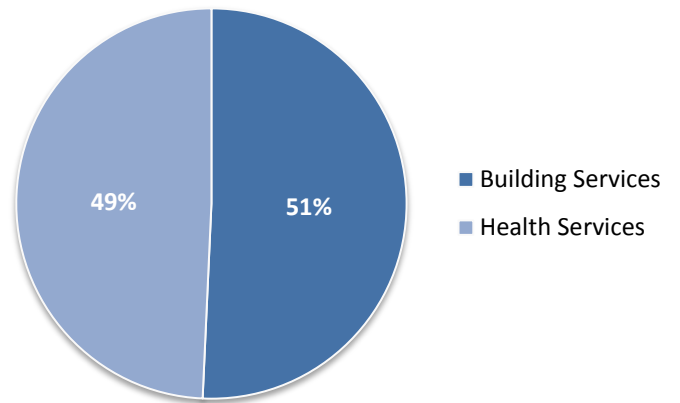
Inspectional Services Department Financial Summary

FY19 Source of Funding



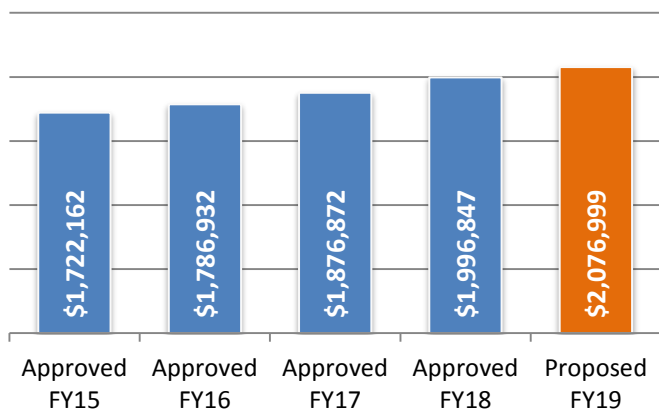
Fees, Licenses, and Permits cover 86% of the funding source for the operations.

Inspectional Services Department FY19 Budget By Division



Building Services comprises 51% of the department's budget.

Inspectional Services Department Budget History



This budget has increased from \$1.722 million in FY15 to \$2.076 million proposed budget over the five-year period, or 4.12% annually.

Inspectional Services Department	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ -	\$ 280,747	\$ -	\$ 300,499	\$ 19,752	7.04%
Fees, Licenses, Permits	1,813,251	1,716,100	2,144,746	1,776,500	\$ 60,400	3.52%
Charges for Services	423	-	467	-	-	0.00%
Interest and Other	600	-	-	-	-	0.00%
<b>Total Sources</b>	<b>\$ 1,814,274</b>	<b>\$ 1,996,847</b>	<b>\$ 2,145,213</b>	<b>\$ 2,076,999</b>	<b>\$ 80,152</b>	<b>4.01%</b>
Expenditure Category						
Personnel	\$ 1,596,797	\$ 1,847,218	\$ 1,778,478	\$ 1,927,370	\$ 80,152	4.34%
Operating Expenses	144,383	149,629	138,109	149,629	-	0.00%
<b>Total Appropriation</b>	<b>\$ 1,741,180</b>	<b>\$ 1,996,847</b>	<b>\$ 1,916,587</b>	<b>\$ 2,076,999</b>	<b>\$ 80,152</b>	<b>4.01%</b>
Employee Benefits Allocation:						
Life Insurance	\$ 229		\$ 253			
Medicare	20,287		23,783			
Health Insurance	93,792		120,947			
County Retirement	307,650		329,489			
<b>Total Employee Benefits (1)</b>	<b>\$ 421,958</b>		<b>\$ 474,472</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 2,163,138</b>		<b>\$ 2,391,059</b>			
<b>Full-time Equivalent Employees</b>	<b>24.65</b>	<b>26.65</b>		<b>26.75</b>	<b>0.10</b>	

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

## Summary of Significant Budget Changes

The Inspectional Services Department FY19 proposed budget is increasing by \$80,152 or 4.01% over the FY18 budget. Personnel costs represent the entire budget increase which includes funding for contractual obligations, \$10,600 for a seasonal water quality specialists, and \$4,068 for an increase in the working hours for the Coastal Health Resource Coordinator position. Tax support will increase by \$19,752.

## Additional Funding Recommended

### Health Services

#### 1. Seasonal Water Quality Specialists

**\$10,600 Requested**  
**\$10,600 Recommended**

This request is for two (2) part-time seasonal water samplers to assist the Coastal Health Resource Coordinator with visual surface water monitoring, conduct water sampling, conduct laboratory analyses, and to post warning signs and closure signs at lakes and ponds affected by toxic algae blooms (Cyanobacteria). The positions would be employed May through September for two days (16 hours per week).

#### 2. Increase the work hours of the Coastal Health Resource Coordinator Position

**\$4,068 Requested**  
**\$4,068 Recommended**

The number of requests for toxic algae bloom (cyanobacteria) identification and testing at lakes and ponds continues to increase each year. This is the only position that provides this service in Town and currently requires this position to work five extra hours each week during the summer. This part-time position also coordinates the two proposed water quality assistant positions (aka water samplers), posts closure signs, issue warning advisories, identifies sources of pollution, provides recommendations for alleviating pollution sources, and administers the coastal health studies.

# Building Services Division

## Purpose Statement

The Building Division role is to further the Town’s mission in our area of expertise; which is to protect the Town of Barnstable’s quality of life and unique character by enacting permitting, inspection and code enforcement policies in response to and in anticipation of the needs of our community.

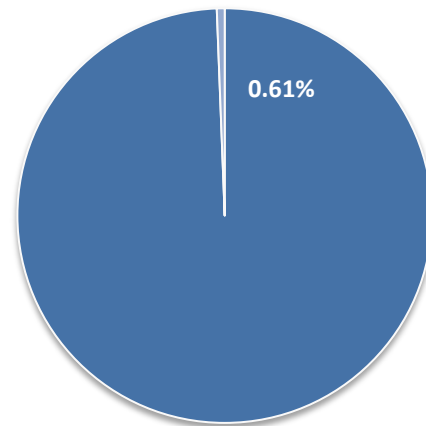
The Building Division practices are intended and designed to protect the health and safety of our citizens while being respectful of their rights and being respectful of them as individuals.



## Recent Accomplishments

- Streamlined building permits applications to make them more users friendly
- In 2017, the Building Division welcomed Building Commissioner Brian Florence and Local Inspector Kenneth Murphy as new staff members of the newly restructured department. Edwin Bowers received his National Inspectors Certification. All Barnstable Inspectors are currently certified
- The division issued permits and completed inspections for several high profile construction projects including: CVS, Citizens Bank, Cape Gun Works, and Bamboo Restaurant
- Reviewed plans and issued in excess of 11,500 permits
- Streamlined the Site Plan Review process and reduced the number of re-appearances by applicants
- The division processed 68 Site Plan Review applications and conducted 49 formal and informal hearings between July 1, 2016 and June 30, 2017

Percentage of FY19 General Fund Budget



This Building Services Division comprises 0.61% of the overall General Fund budget.



## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

### Short-Term:

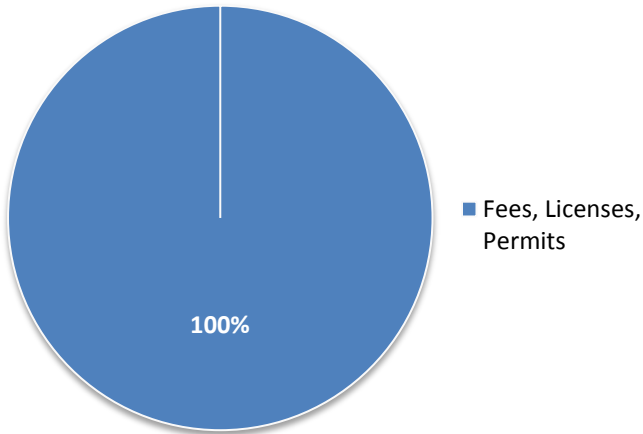
1. Review the department's permitting, inspection and code enforcement policies for conformance with the guiding principles outlined by the Town Counsel's Strategic Plan. **(SP: Education, and Communication)**
2. Based upon our review of existing policies, we will adopt new policies where necessary to ensure that the division's permitting; inspection and code enforcement efforts are in conformance with those Guiding Principles. **(SP: Education, Public Health and Safety, Regulatory Process and Performance)**
3. Retain existing policies that conform to the strategic plan while continuously self-evaluating the division's practices for customer service and efficiencies and a focus on streamlining process for the public and staff. **(SP: Education, and Communication)**

### Long-Term:

1. Work with the Town Manager's office to facilitate restructuring efforts. **(SP: Education, and Communication)**
2. Work with the Town Manager's office and other departments to plan for the reorganization of the office space at 200 Main Street. **(SP: Education, and Communication)**
3. Endeavor to revamp the division's filing system including digitizing existing paper files. **(SP: Education, and Communication)**

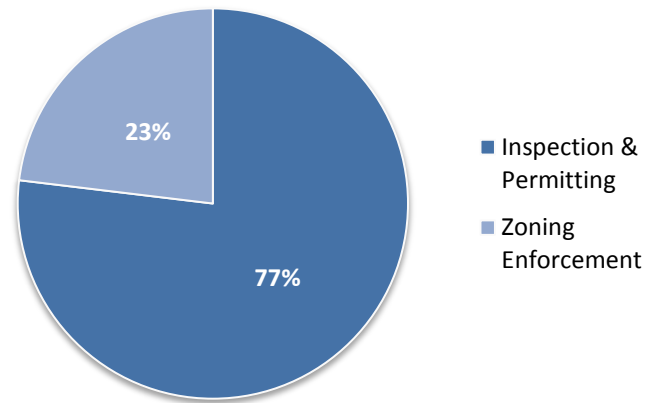
Building Services Division Financial Summary

FY19 Source of Funding

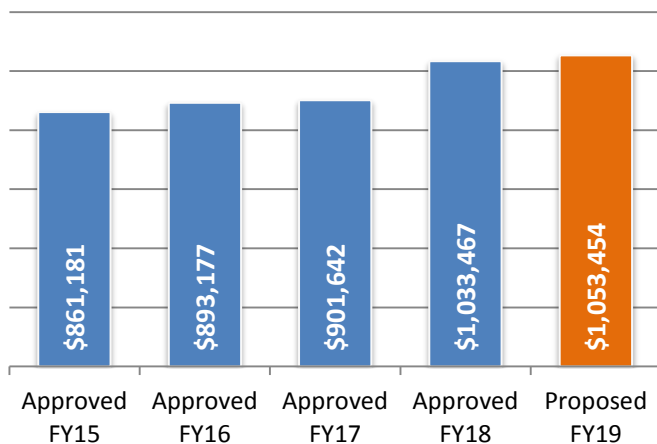


Funding for the operations are entirely covered by permits issued and no tax support is provided.

Building Services Division FY19 Budget By Program



Building Services Division Budget History



The Inspection & Permitting Program comprises 77% of the division's budget.

This budget has increased from \$861,181 in FY15 to \$1.053 million proposed budget over the five-year period, or 4.47% annually. The spike in FY18 is the result of integrating the Building Services Revolving Fund into the General Fund.

**FISCAL YEAR 2019 BUDGET**

**BUILDING SERVICES DIVISION**

**GENERAL FUND**

Building Services	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Fees, Licenses, Permits	\$ 1,390,826	\$ 1,297,100	\$ 1,722,456	\$ 1,363,000	\$ 65,900	5.08%
Charges for Services	423	-	467	-	-	0.00%
<b>Total Sources</b>	<b>\$ 1,391,249</b>	<b>\$ 1,297,100</b>	<b>\$ 1,722,923</b>	<b>\$ 1,363,000</b>	<b>\$ 65,900</b>	<b>5.08%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 751,574	\$ 978,796	\$ 917,544	\$ 998,783	\$ 19,987	2.04%
Operating Expenses	51,312	54,671	52,517	54,671	-	0.00%
<b>Total Appropriation</b>	<b>\$ 802,886</b>	<b>\$ 1,033,467</b>	<b>\$ 970,061</b>	<b>\$ 1,053,454</b>	<b>\$ 19,987</b>	<b>1.93%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 108
Medicare	9,985
Health Insurance	46,213
County Retirement	161,834
<b>Total Employee Benefits (1)</b>	<b>\$ 218,140</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 1,021,026</b>

\$ 129
12,885
65,823
173,322
<b>\$ 252,159</b>
<b>\$ 1,222,220</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

**Summary of Significant Budget Changes**

The Building Services Division FY19 proposed budget is increasing by \$19,987 over FY18 budget to cover contractual obligations.

**Full-time Equivalent Employees**

Job Title	FY 2017	FY 2018	FY 2019	Change
Administrative Assistant	1.00	1.00	1.00	-
Building Commissioner	1.00	1.00	1.00	-
Chief Local Inspector	1.00	1.00	1.00	-
Chief Zoning Enforcement Officer	1.00	1.00	1.00	-
Gas & Plumbing Inspector	2.00	2.00	2.00	-
Local Inspector	2.00	3.00	3.00	-
Officer Manager Building	1.00	1.00	1.00	-
Permit Technician	1.00	2.00	2.00	-
Wire Inspector	1.50	1.50	1.50	-
<b>Full-time Equivalent Employees</b>	<b>11.50</b>	<b>13.50</b>	<b>13.50</b>	<b>-</b>

## Description of Division Services Provided

The Building Division is responsible for administration and enforcement of the Massachusetts State Building Code, Massachusetts State Plumbing/Gas and Electrical codes, the Massachusetts Architectural Access Board's accessibility Code, and several Town ordinances including the Barnstable Zoning Ordinance.

Our services include:

- Building permit application review for: construction, zoning and handicap accessibility
- Permit issuance for the building, plumbing, gas & wiring trades
- Inspectional services for the Building, plumbing, gas & wiring trades
- Sign code administration and enforcement
- Site plan review

## Inspection & Permitting Program

The 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. also requires that communities appoint building officials for reviewing construction plans, issuing permits, inspecting buildings and the general enforcement of 780 CMR.

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 section of the ICC codes that it has adopted to serve the unique needs of the citizens of Massachusetts.

In many communities, including the Town of Barnstable, Building Division is 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
- The Town of Barnstable Site Plan Review
- The Town of Barnstable Sign Code
- Federal Emergency Management Agencies Flood Insurance Program
- Storm water Regulations
- Trench Regulations

The men and women that make up the Barnstable Building 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	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Fees, Licenses, Permits	\$ 1,381,806	\$ 1,290,100	\$ 1,711,806	\$ 1,356,000	\$ 65,900	5.11%
Charges for Services	423	-	467	-	-	0.00%
<b>Total Sources</b>	<b>\$ 1,382,229</b>	<b>\$ 1,290,100</b>	<b>\$ 1,712,273</b>	<b>\$ 1,356,000</b>	<b>\$ 65,900</b>	<b>5.11%</b>
Expenditure Category						
Personnel	\$ 523,597	\$ 716,327	\$ 722,607	\$ 756,320	\$ 39,993	5.58%
Operating Expenses	51,312	53,871	52,517	53,871	-	0.00%
<b>Total Appropriation</b>	<b>\$ 574,909</b>	<b>\$ 770,198</b>	<b>\$ 775,124</b>	<b>\$ 810,191</b>	<b>\$ 39,993</b>	<b>5.19%</b>
Employee Benefits Allocation:						
Life Insurance	\$ 70		\$ 95			
Medicare	6,939		10,031			
Health Insurance	34,615		54,574			
County Retirement	124,266		133,087			
<b>Total Employee Benefits (1)</b>	<b>\$ 165,890</b>		<b>\$ 197,787</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 740,799</b>		<b>\$ 972,911</b>			

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

### Zoning Administration and 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 Division is to ensure that all construction projects in all zoning districts are completed in compliance with our zoning ordinances in order to protect the health and safety of the Town's citizens.



The administration and enforcement of the zoning ordinances is time-intensive and must be interpreted and enforced in a uniform and consistent manner. The process often involves extensive research and repeated fieldwork. The Building Division staff in the execution of our zoning duties regularly interacts with Conservation, Planning, Legal, Health, Licensing, the Regulatory Coordinator/Hearing Officer, as well as others on regular basis.

Our goal for the upcoming year is to research and review the zoning ordinance to establish where we can better serve the community and to put forward those ideas to the Town's stakeholders for consideration.

**FISCAL YEAR 2019 BUDGET**

**BUILDING SERVICES DIVISION**

**GENERAL FUND**

Zoning Enforcement	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 218,957	\$ 256,269	\$ 184,287	\$ 236,263	\$ (20,006)	-7.81%
Fees, Licenses, Permits	9,020	7,000	10,650	7,000	\$ -	0.00%
<b>Total Sources</b>	<b>\$ 227,977</b>	<b>\$ 263,269</b>	<b>\$ 194,937</b>	<b>\$ 243,263</b>	<b>\$ (20,006)</b>	<b>-7.60%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 227,977	\$ 262,469	\$ 194,937	\$ 242,463	\$ (20,006)	-7.62%
Operating Expenses	-	800	-	800	-	0.00%
<b>Total Appropriation</b>	<b>\$ 227,977</b>	<b>\$ 263,269</b>	<b>\$ 194,937</b>	<b>\$ 243,263</b>	<b>\$ (20,006)</b>	<b>-7.60%</b>

Employee Benefits Allocation:		
Life Insurance	\$ 38	\$ 34
Medicare	3,046	2,854
Health Insurance	11,598	11,249
County Retirement	37,568	40,235
<b>Total Employee Benefits (1)</b>	<b>\$ 52,250</b>	<b>\$ 54,372</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 280,227</b>	<b>\$ 249,309</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

**Performance Measures / Workload Indicators**

Workload Indicators	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Number of Permits	11,147	11,791	12,000
Number of Inspections	43,668	44,500	45,000
Zoning Complaints Investigated	960	792	800
Site Plan Reviews Conducted	49	49	75
Front Counter Inquiries	14,850	14,000	14,000
Telephone Inquiries	8,000	8,500	8,500

# Public Health Division

## Purpose Statement

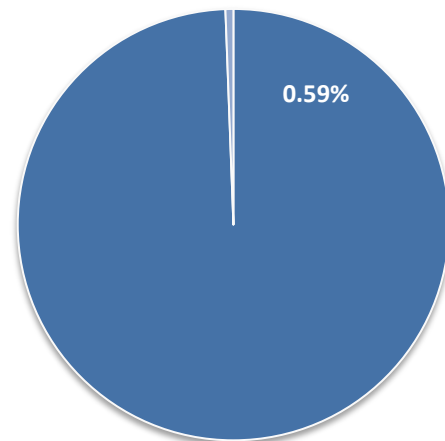
The members of the Public Health Division strive to provide efficient and effective environmental health and public health protection services. We are committed to protecting our public citizens and visitors so that they may enjoy a safe and healthy environment through strict enforcement and proactive public health strategies.



## Recent Accomplishments

- Conducted 7,046 inspections at rental houses, restaurants, motels, public swimming pools, retail stores, septic systems, recreational camps, hazardous material sites, horse stables, and other facilities
- Conducted 1,017 high quality food establishment inspections at restaurants, retail food stores, bed and breakfast establishments, supermarkets, and mobile food units
- Provided four (4) seasonal influenza vaccination clinics to residents at various locations
- Issued 4,554 permits and collected fees totaling \$435,561.
- Reviewed and approved 2,013 building permit applications involving the construction of new homes, commercial buildings, sheds, additions, alterations, remodeling work, and demolitions.
- Responded to 314 public health-related complaints within 24 business hours

Percentage of FY19 General Fund Budget



The Public Health Division comprises 0.59% of the overall General Fund budget.

## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

### Short-Term:

1. The Public Health Division will continue to improve customer services emphasizing positive and friendly customer/citizen experiences, efficiency, and predictable regulatory processes. **(SP: Regulatory Process and Performance.)**
2. The Public Health Division will implement meaningful age and needs-appropriate personal health promotion programs available for all residents at advertised locations (i.e. HYCC). This personal health promotion program will include blood pressure monitoring, immunizations, cholesterol blood testing, educational personal health improvement information, and vaccinations free of charge to all residents. **(SP: Education, Communication)**
3. The Public Health Division will continue to provide collaborative action for the protection of our sole source aquifer and marine embayment areas, with the goal of reducing nitrogen loading to water bodies. This Division will continue to promote innovative technologies where feasible. **(SP: Environment and Natural Resources.)**

### Long-Term:

1. The Public Health Division will continue to incorporate new computerized electronic capabilities for inspections and permitting; making various types of permits available to business owners/operators online. **(SP: Regulatory Process and Performance.)**

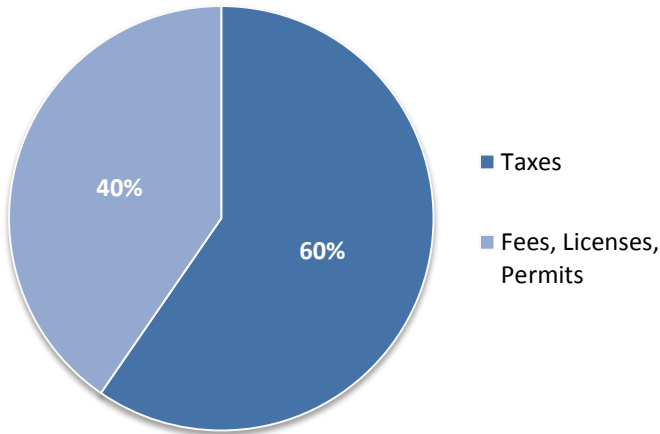


HEALTH FOOD INSPECTION



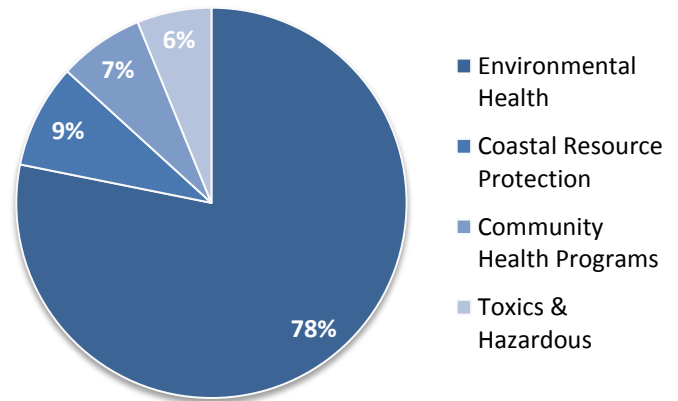
Public Health Division Financial Summary

FY19 Source of Funding



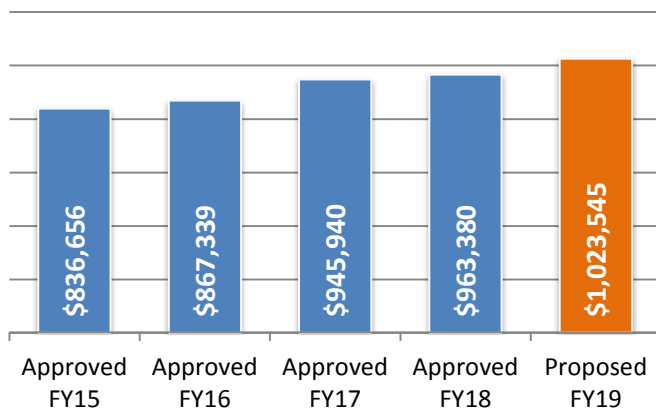
Taxes provide 60% of the financial support for this operation with the other 40% provided from permits and fees charged by the division.

Public Health Division FY19 Budget By Program



The Environmental Health is the largest program area within the division comprising 78% of the proposed budget.

Public Health Division Budget History



The division's budget has increased from \$836,656 in FY15 to \$1.023 million in FY19 over the five-year period, or 4.47% annually.

Public Health	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 515,269	\$ 544,380	\$ 524,236	\$ 610,045	\$ 65,665	12.06%
Fees, Licenses, Permits	422,425	419,000	422,290	413,500	(5,500)	-1.31%
Interest and Other	600	-	-	-	-	0.00%
<b>Total Sources</b>	<b>\$ 938,294</b>	<b>\$ 963,380</b>	<b>\$ 946,526</b>	<b>\$ 1,023,545</b>	<b>\$ 60,165</b>	<b>6.25%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 845,223	\$ 868,422	\$ 860,934	\$ 928,587	\$ 60,165	6.93%
Operating Expenses	93,071	94,958	85,592	94,958	-	0.00%
<b>Total Appropriation</b>	<b>\$ 938,294</b>	<b>\$ 963,380</b>	<b>\$ 946,526</b>	<b>\$ 1,023,545</b>	<b>\$ 60,165</b>	<b>6.25%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 121
Medicare	10,302
Health Insurance	47,579
County Retirement	145,816
<b>Total Employee Benefits (1)</b>	<b>\$ 203,818</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 1,142,112</b>

\$ 124
10,898
55,124
156,167
<b>\$ 222,313</b>
<b>\$ 1,168,839</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

### Summary of Significant Budget Changes

Public Health Division FY19 proposed budget is increasing by \$60,165 over FY18 budget. Personnel costs represent the entire budget increase, which includes funding for contractual obligations, \$10,600 for a seasonal water quality specialist, and \$4,068 for increased working hours for the Coastal Health Resource Coordinator position.

**Full-time Equivalent Employees**

Job Title	FY 2017	FY 2018	FY 2019	Change
Administrative Assistant	1.00	1.00	1.00	-
Chief Health Inspector	1.00	1.00	1.00	-
Coastal Health Resource Coordinator	0.50	0.50	0.60	0.10
Hazard Materials Health Inspector	1.00	1.00	1.00	-
Hazardous Materials Specialist	1.00	1.00	1.00	-
Health Inspector	3.75	3.75	3.75	-
Principal Dept/Div Assistant	3.00	3.00	3.00	-
Public Health Director	1.00	1.00	1.00	-
Public Health Nurse	0.50	0.50	0.50	-
Septic System Info Coordinator	0.40	0.40	0.40	-
<b>Full-time Equivalent Employees</b>	<b>13.15</b>	<b>13.15</b>	<b>13.25</b>	<b>0.10</b>



**HEALTH FOOD INSPECTION**

## Description of Division Services Provided

The Public Health Division provides a variety of health-related services to the citizens of Barnstable. The Division provides support to the Board of Health on an on-going basis, and issues various licenses and permits. The Public Health Division is comprised of four programs: Environmental Health/Public Health Services, Coastal and Shellfish Resource Area Protection, Nursing Services, and the Toxic and Hazardous Contaminants Management Program.

### Environmental & Public Health Services

The purpose of the Public Health and Environmental Protection Services Program is to provide a variety of public health inspection services so that residents and visitors may enjoy a high quality of life. This program provides education and strict enforcement of Board of Health Regulations, Town Ordinances, and various State and Federal Codes. This program provides groundwater protection, saltwater estuary resource protection, food establishment inspections; swimming pool inspections, septic system inspections, recreational day camp inspections, tanning facility inspections, private well permitting, hotel inspections, horse stable inspections, and other services.

Environmental & Public Health	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 359,245	\$ 348,235	\$ 339,941	\$ 392,445	\$ 44,210	12.70%
Fees, Licenses, Permits	410,912	412,000	416,090	407,500	(4,500)	-1.09%
Interest and Other	600	-	-	-	-	0.00%
<b>Total Sources</b>	<b>\$ 770,757</b>	<b>\$ 760,235</b>	<b>\$ 756,031</b>	<b>\$ 799,945</b>	<b>\$ 39,710</b>	<b>5.22%</b>
Expenditure Category						
Personnel	\$ 705,791	\$ 699,302	\$ 695,230	\$ 739,012	\$ 39,710	5.68%
Operating Expenses	64,966	60,933	60,801	60,933	-	0.00%
<b>Total Appropriation</b>	<b>\$ 770,757</b>	<b>\$ 760,235</b>	<b>\$ 756,031</b>	<b>\$ 799,945</b>	<b>\$ 39,710</b>	<b>5.22%</b>
Employee Benefits Allocation:						
Life Insurance	\$ 88		\$ 86			
Medicare	8,476		8,762			
Health Insurance	44,050		49,472			
County Retirement	145,816		156,167			
<b>Total Employee Benefits (1)</b>	<b>\$ 198,430</b>		<b>\$ 214,487</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 969,187</b>		<b>\$ 970,518</b>			

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

### Coastal & Shellfish Resource Area Protection

The purpose of the Coastal and Shellfish Resource Area Protection Program is to protect and preserve shellfish resource areas and bathing beaches, so that visitors, citizens, and shell fishermen may maximize the potential of the coastal resources, and residents and visitors may enjoy a safer and healthier swimming environment. The primary focus of this program is to identify pollution sources detrimental to these shellfish resource areas, and to the surface waters, and groundwater resources, which contribute to these areas. The part-time Coastal Health Resource Coordinator conducts sanitary surveys, sampling, and conducts testing of all the samples within the certified laboratory located at the Town's Wastewater Treatment Facility. The part-time Coastal Health Resource Coordinator works closely with Conservation Division staff, Environmental Police Officers, Massachusetts Shellfish Officers, Engineering Division employees, and other agencies to maintain and improve existing conditions, with the goal of keeping shellfish areas open as well as re-opened after certain shellfish resource areas are closed.

Coastal & Shellfish Protection	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 62,409	\$ 68,992	\$ 64,102	\$ 85,135	\$ 16,143	23.40%
Fees, Licenses, Permits	9,000	3,000	6,200	3,000	-	0.00%
<b>Total Sources</b>	<b>\$ 71,409</b>	<b>\$ 71,992</b>	<b>\$ 70,302</b>	<b>\$ 88,135</b>	<b>\$ 16,143</b>	<b>22.42%</b>
Expenditure Category						
Personnel	\$ 66,949	\$ 69,342	\$ 68,301	\$ 85,485	\$ 16,143	23.28%
Operating Expenses	4,460	2,650	2,001	2,650	-	0.00%
<b>Total Appropriation</b>	<b>\$ 71,409</b>	<b>\$ 71,992</b>	<b>\$ 70,302</b>	<b>\$ 88,135</b>	<b>\$ 16,143</b>	<b>22.42%</b>
Employee Benefits Allocation:						
Life Insurance	\$ 13		\$ 13			
Medicare	890		953			
Health Insurance	590		613			
<b>Total Employee Benefits (1)</b>	<b>\$ 1,493</b>		<b>\$ 1,579</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 72,902</b>		<b>\$ 71,881</b>			

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

### Nursing Services

The purpose of the Nursing Services Program is to provide nursing services to senior citizens and other at-risk residents, so that citizens may enjoy and maintain personal physical health. This program consists of one part-time Public Health Nurse. The Public Health Nurse provides a variety of direct health services to individuals, including blood pressure clinics; elderly assessments; maternity assessments; influenza and hepatitis vaccinations; and lead (blood-level) screening. In addition, staff receives reports and acts on any involving prematurely born infants. This program also provides tuberculosis screening and investigates tuberculosis cases to control the spread of this disease; and provides various types of immunizations to pre-school aged children and other residents who request immunizations.

Community Health	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 58,032	\$ 66,554	\$ 61,727	\$ 69,340	\$ 2,786	4.19%
Fees, Licenses, Permits	2,513	4,000	-	3,000	(1,000)	-25.00%
<b>Total Sources</b>	<b>\$ 60,545</b>	<b>\$ 70,554</b>	<b>\$ 61,727</b>	<b>\$ 72,340</b>	<b>\$ 1,786</b>	<b>2.53%</b>
Expenditure Category						
Personnel	\$ 41,600	\$ 43,429	\$ 41,510	\$ 45,215	\$ 1,786	4.11%
Operating Expenses	18,945	27,125	20,217	27,125	-	0.00%
<b>Total Appropriation</b>	<b>\$ 60,545</b>	<b>\$ 70,554</b>	<b>\$ 61,727</b>	<b>\$ 72,340</b>	<b>\$ 1,786</b>	<b>2.53%</b>
Employee Benefits Allocation:						
Life Insurance	\$ 13		\$ 13			
Medicare	524		561			
Health Insurance	590		613			
<b>Total Employee Benefits (1)</b>	<b>\$ 1,127</b>		<b>\$ 1,187</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 61,672</b>		<b>\$ 62,914</b>			

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

**Toxic & Hazardous Contaminants Program**

This program provides education and enforcement in regards to proper handling of toxic materials and disposal of hazardous wastes so that citizens and visitors may enjoy a safer and healthier environment. This Program consists of one employee, a Hazardous Materials Specialist. This program provides immediate onsite response to hazardous waste spills, household and small business hazardous waste disposal, inspections at businesses and agencies that store and/or handle toxic and hazardous materials, clean-up of hazardous releases on town-owned properties, and proper maintenance, testing, and removal of underground fuel storage tanks.

<b>Toxic &amp; Hazardous</b>	<b>Actual</b>	<b>Approved</b>	<b>Projected</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Source of Funding</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY18 - 19</b>	<b>Change</b>
Taxes	\$ 35,583	\$ 60,599	\$ 58,466	\$ 63,125	\$ 2,526	4.17%
<b>Total Sources</b>	<b>\$ 35,583</b>	<b>\$ 60,599</b>	<b>\$ 58,466</b>	<b>\$ 63,125</b>	<b>\$ 2,526</b>	<b>4.17%</b>

<b>Expenditure Category</b>	<b>Actual</b>	<b>Approved</b>	<b>Projected</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
Personnel	\$ 30,883	\$ 56,349	\$ 55,893	\$ 58,875	\$ 2,526	4.48%
Operating Expenses	4,700	4,250	2,573	4,250	-	0.00%
<b>Total Appropriation</b>	<b>\$ 35,583</b>	<b>\$ 60,599</b>	<b>\$ 58,466</b>	<b>\$ 63,125</b>	<b>\$ 2,526</b>	<b>4.17%</b>

<b>Employee Benefits Allocation:</b>			
Life Insurance	\$ 7		\$ 12
Medicare	412		622
Health Insurance	2,349		4,426
<b>Total Employee Benefits (1)</b>	<b>\$ 2,768</b>		<b>\$ 5,060</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 38,351</b>		<b>\$ 63,526</b>

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

**Performance Measures / Workload Indicators**

Public Health	Program Outcome Measure			
Activity Name (What)	FY17 Budget (Input)	FY17 End Product (Output)	FY17 Unit Cost or Productivity (Efficiency)	FY17 Service Quality (Effectiveness)
To respond, investigate, and take appropriate action in regards to all health related complaints and inquiries received; with the objective of responding to greater than 90% of complaints within twenty-four (24) business hours within standards and within budget				
Complaint Response	\$32,741	314 Complaints	\$104.27/complaint	98% of complaints were responded to within 24 business hours with quick appropriate action taken
To inspect all food establishments each year; with the objective of completing greater than 95% of inspections twice per year within standards and within budget.				
Food Establishment Inspections	\$107,507	1,017 Inspections	\$105.71/ inspection	99% of food establishments inspected on schedule, at least once every six months, at the HQFSI* level
*HQFSI = High Quality Food Service Inspection - Completion of a 52-item inspection report, followed by an informal discussion with the operator of the food establishment to review each of the violations observed and to provide recommendations to prevent future recurrence of violations.				

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## Marine & Environmental Affairs Enterprise Funds



### Marinas



### Sandy Neck Beach Park

#### 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.

# 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.

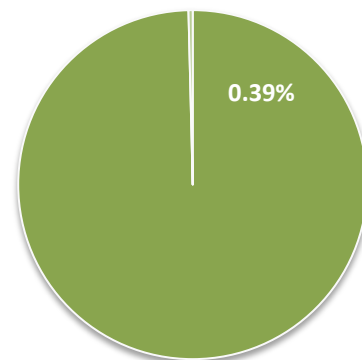
## Recent Accomplishments

- Completed Gateway Marina Dredge project. Added four (4) slip lease contracts from marina waitlist and two (2) transient slips. Prior to dredging project these slips were unusable due to shoaling.
- Completed The Marina at Prince Cove bulkhead project. Installed new steel bulkhead to maintain stability and extend the service life of the marina. The project also includes new lighting, new electrical power, and a new steel backed timber guard rail. A new stone parking lot was also part of the project.
- Continued the "FLUPSY" (floating upweller system) program at The Marina at Prince Cove in conjunction with Natural Resources. A new Northside "FLUPSY" will be installed at Barnstable Harbor Marina in the coming year.
- Worked with Town of Barnstable Planning & Development Department and Hyannis Civic Association on the Winter Harbor Lighting at Bismore Park Marina and Hyannis Inner Harbor.
- Continued dock hardware improvements at all Town Marinas. Continued to repair all dock and piers as needed. Four new piles installed at The Marina at Prince Cove.

## Town Operated Marinas

Barnstable Harbor Marina	Bismore Park Marina Hyannis	Gateway Marina Hyannis	Marina at Prince Cove Marstons Mills
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Percentage of FY19 All Appropriated Funds



Marine Enterprise Fund comprises 0.39% of all appropriated funds.

## Fiscal Year 2019 Goals and Objectives

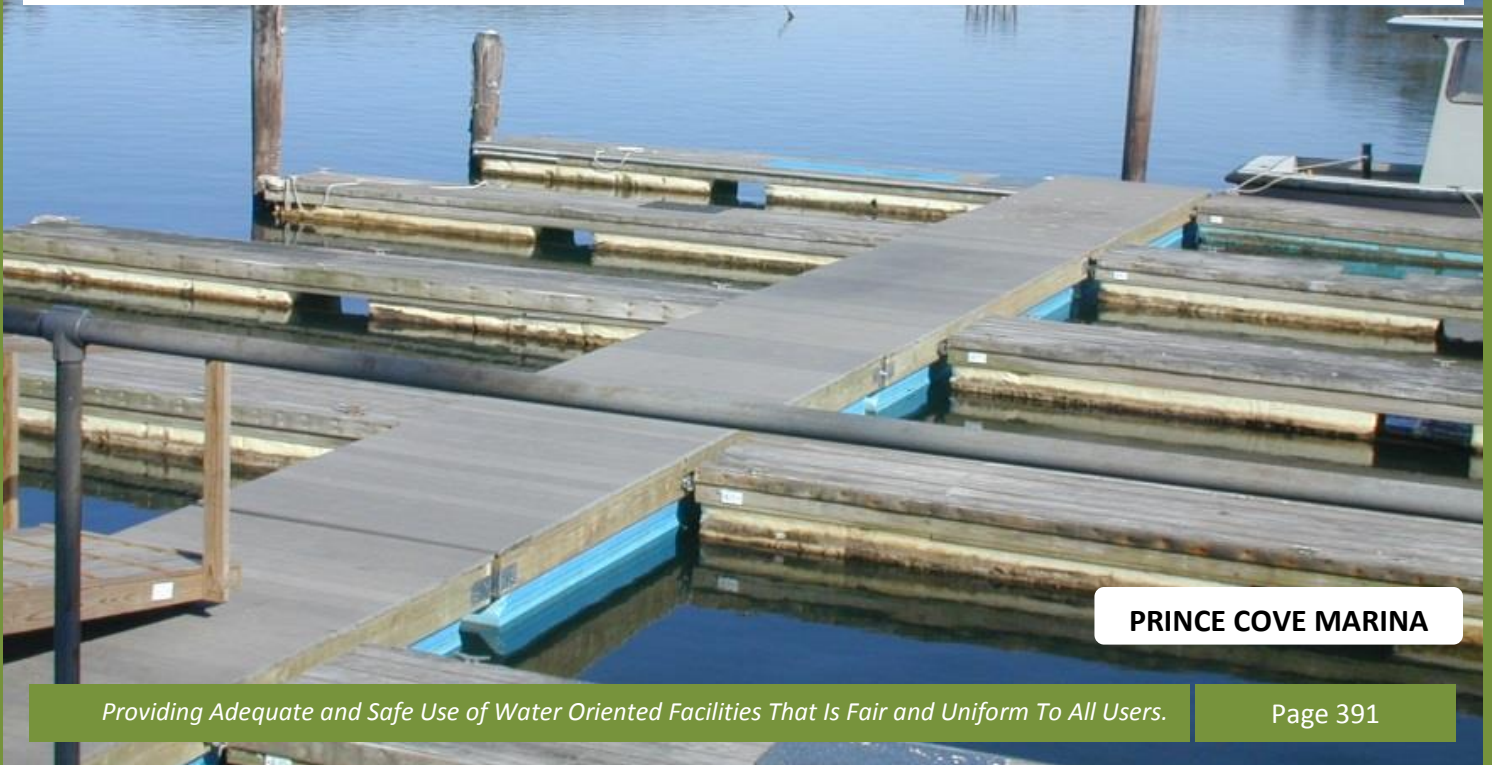
(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

### Short-Term:

1. Acquire Chapter 91 license for The Marina at Prince Cove. **(SP: Regulatory Process, Infrastructure)**
2. Continue to fill vacancies from established waitlists of all Town-owned marinas. **(SP: Regulatory Process and Performance, Economic Development, Communication)**
3. Continue with float replacement program and float improvements at all Town owned marinas. **(SP: Infrastructure, Economic Development)**
4. Continue to implement bulkhead repair and upgrades survey to the Bismore Park Bulkhead. **(SP: Infrastructure)**
5. Research the need for additional security at all marina facilities. **(SP: Infrastructure, Economic Development)**

### Long-Term:

1. Replace the Bismore Park Marina Bulkhead. **(SP: Public Health and Safety, Communication, Economic Development)**
2. Survey the west side of Barnstable Harbor Marina riprap stone for repair. **(SP: Public Health and Safety, Economic Development)**
3. Continue with float plan upgrades to all four Town owned marinas. **(SP: Public Health and Safety, Communication, Economic Development)**
4. Explore the feasibility for the potential of a new building / facilities at the Marina at Prince Cove. **(SP: Public Health and Safety, Infrastructure, Economic Development)**



PRINCE COVE MARINA

## Description of Marina Enterprise Fund Services Provided

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 a total of 188 boat slips available, the program generates an annual income of more than \$787,250.00.

The Marina Enterprise Fund was established as part of the FY 2006 budget. With extensive study by the Comprehensive Financial Advisory Committee (CFAC) and the Waterways Committee as directed by the Town Council, the Marina Enterprise Fund requires that all marina related expenses are recovered by the revenues of the users of the marinas and that no funds are required from the general fund. As the fund grows, future upgrades to all the marinas will be possible.

The Marina Enterprise Fund was established to:

- Maintain order on the Marina grounds;
- Monitors slip and marina use;
- Oversee, review, and promulgation of regulations (subject to approval of the Town Manager);
- Enforcement of marina regulations;
- Review of applications received for contract compliance;
- Mailing of renewal applications;
- Award slip agreements (renewal and new);
- Collect seasonal, transient, and winter dockage fees;
- Records and maintains all pertinent data;
- Provides payovers to the Rockland Trust of all fees collected;
- Maintain lengthy waiting lists, collects associated fees, and awards slips from the lists;
- Mailing of reminder notices to wait list applicants of deadlines to renew;
- Prepare for and responsible for payment of supplies and utilities- including trash removal, lighting, electrical service, restroom supplies, vending, etc.;
- Work with DPW on maintenance projects at the Marinas;
- Conduct daily cleaning of toilet facilities at Bismore Park Marina and The Marina at Prince Cove;
- Collect fees for use of offloading area (Bismore Park) and transient use;
- Collect fees for parking at The Marina at Prince Cove;
- Cleanup of Marina grounds;
- Provide pumpout service at Barnstable Harbor Marina, Bismore Park Marina, and the Marina at Prince Cove; and
- Cover all expenses with revenues generated by the fees assessed to the users of the marina facilities.

Harbormaster staff at the marinas are also called upon, at times, to board vessels, provide an enforcement presence and/or to respond to emergencies.

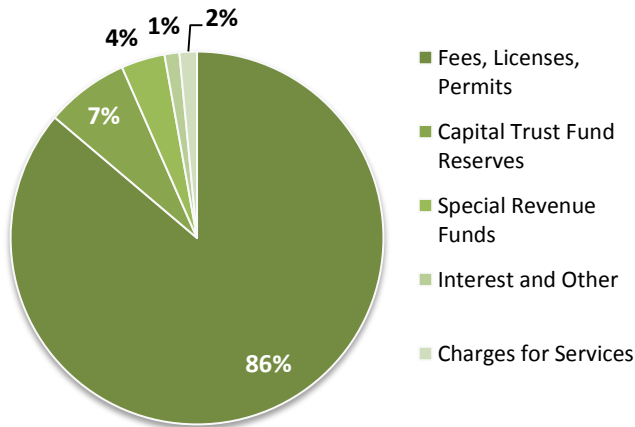
Additional revenue for the Town is generated through the boat excise tax information which is gathered through slip agreements.

## Marina Enterprise Fund Financial Summary

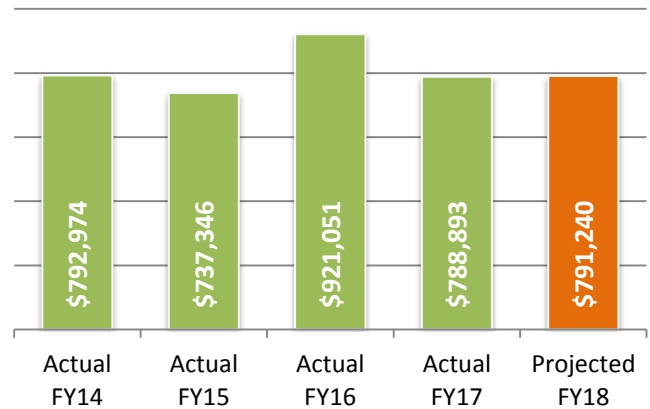
### Factors Affecting Revenues

The rates are set in accordance with the necessary revenue required to run the marina operations including all capital improvements. The possibility of expanding the number of slips would allow for additional revenue sources in this area. The marinas have a waiting list for slip space, so vacancy rates are not a significant factor in calculating revenues. Revenues are projected to increase slightly each year through a combination of activity levels and rate adjustments.

FY19 Source of Funding



Marina Enterprise Fund Source of Funding History



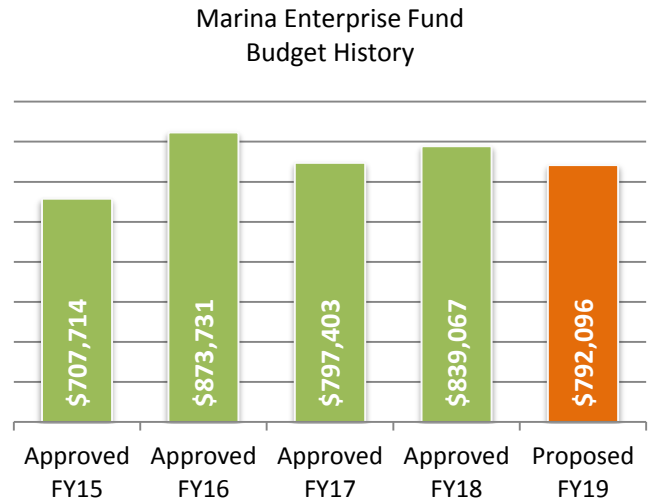
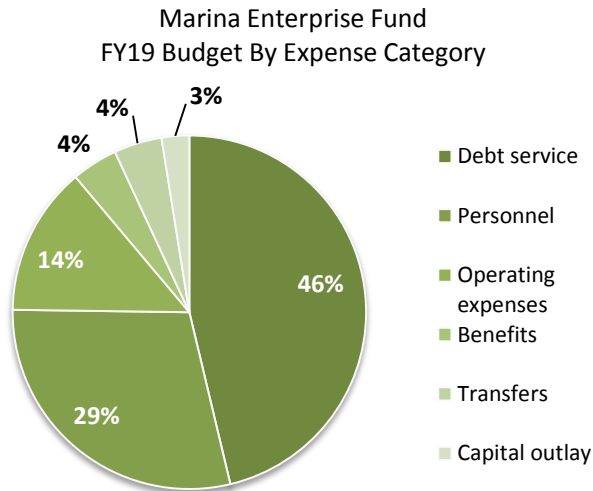
Fees, Licenses, Permits account for 86% of all Marina Enterprise Fund revenues. This includes both transient docking fees and annual slip holders. The Capital Trust Fund provides the second largest source of revenue at 7% for debt service payments associated with the Barnstable Marina Bulkhead project in 2011. A portion of this project was paid for with the Capital Trust Fund. The spike in revenue for FY16 was a bond premium earned on the FY16 bond sale.



**BISMORE PARK MARINA**

Factors Affecting Expenses

The purchase of the Prince Cove Marina in FY03 was financed with the issuance of a new loan. The new revenue sources derived from taking over the operations of the marina covers the annual loan payments for the acquisition. Additionally, a loan of \$1,250,000 was issued to replace the Barnstable Harbor Bulkhead. The General Fund will repay \$725,000 of the loan and the Marina Enterprise Fund will repay the remaining \$525,000. The FY16 and FY17 capital programs authorized another \$1.5 million in dredging and bulkhead improvement projects. The annual debt payments for this operation have increased significantly as a result.



The FY19 proposed budget shows that debt service represents the largest expense category within the Marina operations at 46%, which is due to debt payments for the most recent capital projects such as Gateway dredging, and Prince Cove and Hyannis bulkhead repairs. Personnel and benefits is the second largest category at 29%. The Marina Enterprise Fund budget has increased from \$707,714 in FY15 to \$792,096 FY19 over the five-year period, or 2.38% annually. The spike in FY16 was due to the reimbursements to the General Fund of \$170,000 for the cost of reinstalling the piles in Barnstable Harbor that were damaged in the FY15 winter season.



**BARNSTABLE HARBOR**

**FISCAL YEAR 2019 BUDGET**

**MARINA**

**ENTERPRISE FUNDS**

Marina Enterprise Fund	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Fees, Licenses, Permits	\$ 654,535	\$ 686,500	\$ 658,877	\$ 682,665	\$ (3,835)	-0.56%
Charges for Services	15,453	12,000	18,372	12,000	-	0.00%
Interest and Other	28,874	23,200	25,160	10,200	(13,000)	-56.03%
Special Revenue Funds	30,000	30,000	30,000	30,000	-	0.00%
Capital Trust Fund Reserves	60,031	58,831	58,831	57,231	(1,600)	-2.72%
<b>Total Operating Source of Funding</b>	<b>\$ 788,893</b>	<b>\$ 810,531</b>	<b>\$ 791,240</b>	<b>\$ 792,096</b>	<b>\$ (18,435)</b>	<b>-2.27%</b>
Borrowing Authorizations	\$ 500,000	\$ -	\$ -	\$ -	\$ -	0.00%
<b>Total Capital Source of Funding</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Source of Funding</b>	<b>\$ 1,288,893</b>	<b>\$ 810,531</b>	<b>\$ 791,240</b>	<b>\$ 792,096</b>	<b>\$ (18,435)</b>	<b>-2.27%</b>
<b>Expense Category</b>						
Personnel	\$ 240,108	\$ 258,311	\$ 240,804	\$ 229,300	\$ (29,011)	-11.23%
Benefits	11,224	38,692	38,243	33,423	(5,269)	-13.62%
Operating Expenses	92,233	108,116	130,897	108,048	(68)	-0.06%
Capital Outlay	12,956	20,000	4,806	20,000	-	0.00%
Debt Service	356,334	378,234	388,405	366,539	(11,695)	-3.09%
Transfers Out	61,044	35,714	35,714	34,786	(928)	-2.60%
<b>Subtotal Operating Budget</b>	<b>\$ 773,899</b>	<b>\$ 839,067</b>	<b>\$ 838,869</b>	<b>\$ 792,096</b>	<b>\$ (46,971)</b>	<b>-5.60%</b>
Capital Improvement Program	\$ 957,552	\$ -	\$ -	\$ -	\$ -	0.00%
<b>Total Capital Expenses</b>	<b>\$ 957,552</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Expenses</b>	<b>\$ 1,731,451</b>	<b>\$ 839,067</b>	<b>\$ 838,869</b>	<b>\$ 792,096</b>	<b>\$ (46,971)</b>	<b>-5.60%</b>
<b>Excess (Deficiency) cash basis</b>	<b>\$ (442,558)</b>	<b>\$ (28,536)</b>	<b>\$ (47,629)</b>	<b>\$ -</b>	<b>\$ 28,536</b>	
Adjustment to accrual basis	512,509	-	-	-		
Beginning Net Assets per CAFR	4,015,131	4,085,082	4,085,082	4,037,453		
Ending Net Assets per CAFR	4,085,082	<u>4,056,546</u>	<u>4,037,453</u>	<u>4,037,453</u>		
Invested in capital assets, net of related debt (1)	(3,823,329)					
Reserved for encumbrances (2)	(5,615)					
Reserved for continuing appropriations (3)	(218,750)					
Reserved for subsequent year's budget (4)	(28,536)					
Other post employment benefits obligation (5)	135,481					
Compensated absences (5)	9,034					
Net pension liability (5)	723,266					
Deferred revenue (6)	-					
Deferred outflow of resources (7)	(67,171)					
<b>Net assets available for appropriation (free cash) (8)</b>	<b>\$ 809,462</b>					

- (1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.
- (2) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid
- (3) This represents the portion of the enterprise fund's cash in the town's treasury that has been appropriated for a specific capital expenditure which
- (4) This amount represents the net assets appropriated for the subsequent fiscal year's operating budget.
- (5) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.
- (6) This represents revenue accrued for financial statement reporting purpose but deferred for the calculation of surplus.
- (7) This amount represents the deferred recognition of an outflow of resources related to future fiscal years.
- (8) Amount certified by the Division of Local Services.

### Summary of Significant Budget Changes

The Marina Enterprise Fund FY19 proposed budget is decreasing by (\$46,971) or (5.60%) over FY18 budget. Personnel and benefits costs are decreasing by (\$34,280). These costs include contractual obligations, and due to the reorganization, a portion of salary and benefits has been allocated to the General Fund. Debt services and indirect support to the General Fund will also decrease. Capital outlay costs of \$20,000 will remain level funded to support the annual dock repairs program.

### Additional Funding Recommended

**1. Dock Replacement and Maintenance**

**\$20,000 Requested**  
**\$20,000 Recommended**

Continuation of capital funds for the replacement/maintenance of marina floats, hardware, and gangways. Due to age, outdoor elements and use, the docks/floats and gangways can become a safety hazard for the public. Ongoing replacement and maintenance is mandatory for use of the marina facility in a safe manner.

### Full-time Equivalent Employees

Job Title	FY 2017	FY 2018	FY 2019	Change
Administrative Assistant	0.20	0.20	0.20	-
Community Services Director	0.10	0.10	-	(0.10)
Director Marine & Environmental Affairs	0.15	0.15	0.15	-
Marina Manager/Asst. Harbor Master	1.00	1.00	0.75	(0.25)
Principal Dept/Div Assistant	0.20	0.20	0.20	-
<b>Full-time Equivalent Employees</b>	<b>1.65</b>	<b>1.65</b>	<b>1.30</b>	<b>(0.35)</b>

### Performance Measures/Workload Indicators

	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Transient Dockage Fees Collected	\$163,682	\$150,000	\$151,000



# Sandy Neck 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.

## Recent Accomplishments

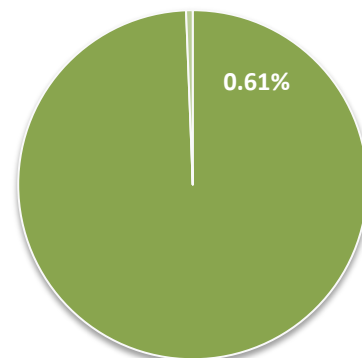
- In the spring of 2017, implemented the Sandy Neck Beach Park Habitat Conservation Plan (HCP). This plan/permit allows for new management strategies to improve off road vehicle (ORV) beach access while still protecting nesting shorebirds.
- Explored new strategies for beach patron safety to address the increase in off road vehicle beach use.
- Constructed an Adirondack style lean-to at “Blues Point” for recreational groups such as the Boys and Girls Scouts.

4,700 Acres of Dunes

Maritime Forests and Marshes

Recreational Opportunities

Percentage of FY19 All Appropriated Funds



Sandy Neck Enterprise Fund comprises 0.61% of all appropriated funds.

## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

### Short-Term:

1. Install a RFID (Radio Frequency Identification) digital log-in system for off road vehicles by the summer of 2019. **(Strategic Plan: Public Health and Safety, Regulatory Process and Performance)**
2. Explore the use of a Sandy Neck app that will allow for real-time updates on beach status such as closures, tides and weather concerns. **(Strategic Plan: Public Health and Safety, Regulatory Process and Performance)**
3. Update the Sandy Neck Beach Park Regulations. **(Strategic Plan: Public Health and Safety, Regulatory Process and Performance)**

### Long-Term:

1. Implement coastal resiliency strategies to the bathhouse/parking area thereby protecting Sandy Neck Infrastructure. **(Strategic Plan: Environment and Natural Resources, Infrastructure, Recreation)**
2. Construct a Coastal Interpretive Center that will provide the public, as well as school groups, with interactive educational materials about Sandy Neck; its cultural history, ecology and geology. **(Strategic Plan: Infrastructure, Education, Environment and Natural Resources, Recreation)**



SANDY NECK COTTAGES

## Description of Sandy Neck Enterprise Fund Services Provided

The Sandy Neck Program is responsible for the protection and enhancement of Sandy Neck Beach Park. Some of the specific services are listed in the Programs Description.

The purpose of the Sandy Neck Program is to provide recreational opportunities and access to our Town's citizens and visitors while protecting the natural, cultural, and historic resources on Sandy Neck so that a long term, sustainable balance between use and conservation of these resources is achieved.

The Sandy Neck Program is responsible for the protection and enhancement of Sandy Neck Beach Park. Some of the specific services include:

### Gatehouse Operations: (the hub of all beach activities):

- Processing vehicles, collecting fees, database and record keeping, scheduling cottage owner escorts and issuing trail passes;
- Permit sales (off road vehicle [ORV]), horseback riding, camping and campfire);
- Providing the public with beach information and written materials (maps, regulations, policies, tide charts, etc.);
- Issuing Special Permits for large events such as weddings, charitable functions and organized campfire gatherings;
- Merchandise sales (clothing, firewood and Sandy Neck memorabilia); and
- Liaison for all communication including emergencies.

### Natural Resource Management and Enhancement:

- Monitoring/GPS/recording of piping plover, least tern and diamond back terrapin nests;
- Erecting exclosures 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;
- Invasive plant species removal;
- GIS mapping work to catalog resources and restoration efforts; and
- Overseeing Sandy Neck hunting activities.

### Off Road Beach Operations:

- Educating ORV beach patrons regarding expectations for safety and natural resource protection;
- Patrolling the ORV beach to ensure regulatory compliance (curfew, campfires, speed, tire pressure requirements, etc.);
- Cottage owner escorts, Beach Point patrols, tent camping program and shellfishing compliance;
- Traffic control on the ORV Beach, Access Trail and the air down station; and
- Managing beach parking.

### Enforcement and Emergency Response:

- Issuing verbal and written warnings, non-criminal citations, and permit suspensions;
- Court hearings and resulting appeals; and
- First responder duties for Sandy Neck medical emergencies over a wide variety of incidents.

Educational Program:

- Professionally lead informative nature hikes;
- Junior Ranger Programs;
- Diamondback terrapin headstart and outreach programs;
- Halfway House environmental and educational events;
- Nature trails with educational kiosks;
- Tick prevention and erosion control information throughout the park; and
- Informational Blog.

Management Responsibilities:

- Ensuring regulatory compliance with Town, State and Federal agencies;
- Applying for grants/permitting for special projects;
- Attending monthly Sandy Neck Board Meetings;
- Coordinating hiring, training and scheduling of seasonal staff;
- Regulation and policy updates;
- Public outreach and presentations; and
- Coordinating volunteers.

Grounds and Facilities:

- Installation and maintenance of 6+ miles of fencing;
- Beach portable restroom program;
- Facility maintenance (Gatehouse, Bathhouse, Halfway House, air compressor building);
- Trash/debris removal (including Sandy Neck Road); and
- Marsh Trail maintenance.

**SANDY NECK BEACH HOUSE**

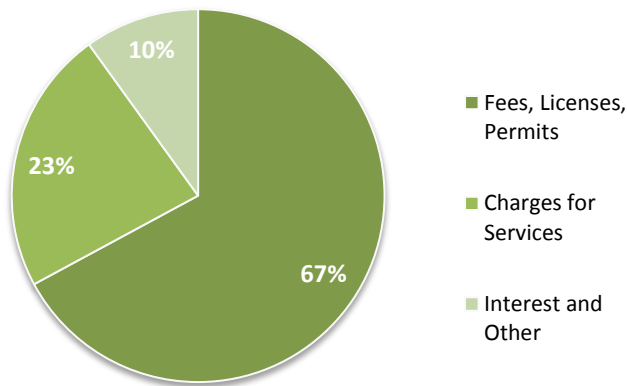
### Sandy Neck Enterprise Fund Financial Summary

Sandy Neck, a coastal barrier beach, is approximately six miles long, varying in width from 200 yards to one half mile. The Town of Barnstable owns this unique conservation and recreation area. The Sandy Neck Park Enterprise Fund was created in FY 2006. The activities included in this operation are visitors to Bodfish Park (recreational beach area) and off-road vehicle (ORV) access to the outer portions of the beach. Town staff provides daily management of the park.

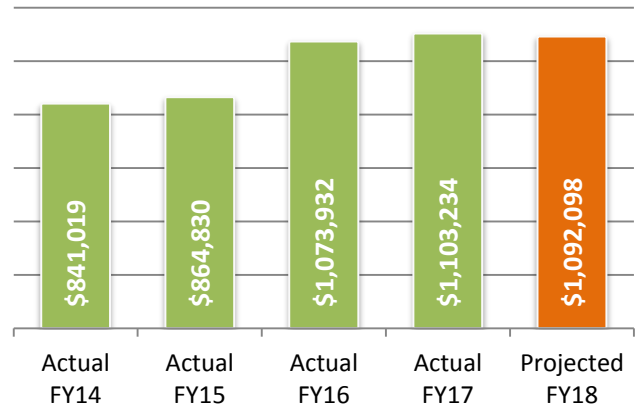
#### Factors Affecting Revenues

Major sources of revenue for this operation include beach sticker sales, parking revenue, and off-road vehicle sticker sales. Weather can play a major role in the revenue generated at this park as approximately 20 to 25 percent of revenue is derived from daily parking fees. Other factors that can affect revenue are nesting endangered shorebirds and turtles. These can affect activity levels at this park and staff has been working on a plan with state officials to mitigate the impacts while protecting the species.

FY19 Source of Funding



Sandy Neck Enterprise Fund Source of Funding History

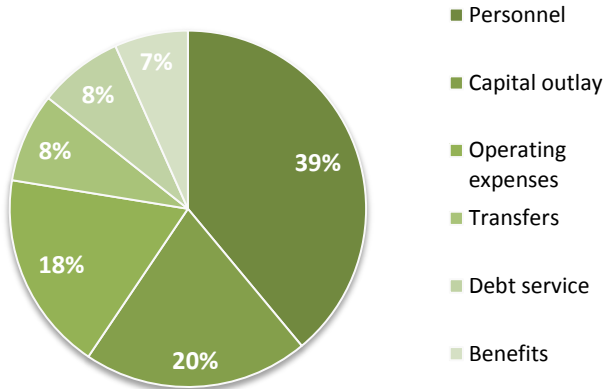


Fees, Licenses, Permits represent the largest funding source at 67% and include off-road vehicle (ORV) sticker fees, which provide the largest contribution to this revenue category. The second largest category is Charges for Services at 23% and includes beach stickers and parking lot fees.

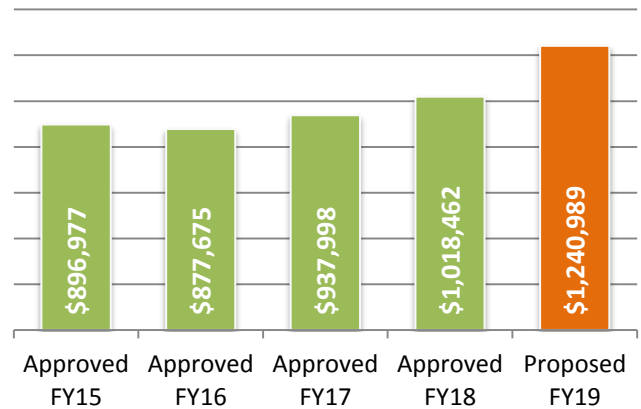
Factors Affecting Expenses

Salaries and benefits are projected to increase 2 percent to 10 percent per year. Operating expenses are projected to increase approximately 1 percent per year. Operating expense include the loan payment of approximately \$95,000 per year for the construction of the bathhouse which opened in May 2011.

Sandy Neck Enterprise Fund  
FY19 Budget By Expense Category



Sandy Neck Enterprise Fund  
Budget History



Personnel and benefits expenses comprise 47% of all expenditures. The Sandy Neck Park operating budget has increased from \$896,977 in FY15, to \$1.240 million FY19 over the five-year period, or 7.67% annually. Most of the increases are attributable to increases in both permanent staff and seasonal staff. The minimum wage increase for seasonal employees has accounted for 23% of the total cost increase from FY15 to FY17 approved budgets.



HATCHLINGS

**FISCAL YEAR 2019 BUDGET**

**SANDY NECK**

**ENTERPRISE FUNDS**

<b>Sandy Neck Enterprise Fund</b>	<b>Actual</b>	<b>Approved</b>	<b>Projected</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Source of Funding</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY18 - 19</b>	<b>Change</b>
Fees, Licenses, Permits	\$ 728,512	\$ 634,846	\$ 728,441	\$ 715,000	\$ 80,154	12.63%
Charges for Services	263,757	238,616	251,287	244,249	5,633	2.36%
Interest and Other	110,965	95,000	112,370	106,000	11,000	11.58%
<b>Total Operating Source of Funding</b>	<b>\$ 1,103,234</b>	<b>\$ 968,462</b>	<b>\$ 1,092,098</b>	<b>\$ 1,065,249</b>	<b>\$ 96,787</b>	<b>9.99%</b>
<b>Total Source of Funding</b>	<b>\$ 1,103,234</b>	<b>\$ 968,462</b>	<b>\$ 1,092,098</b>	<b>\$ 1,065,249</b>	<b>\$ 96,787</b>	<b>9.99%</b>
<b>Expense Category</b>						
Personnel	\$ 454,805	\$ 497,828	\$ 494,727	\$ 483,550	\$ (14,278)	-2.87%
Benefits	37,047	93,715	89,501	82,765	(10,950)	-11.68%
Operating Expenses	156,198	200,312	210,626	225,046	24,734	12.35%
Capital Outlay	39,401	93,500	62,289	254,000	160,500	171.66%
Debt Service	93,831	92,181	92,181	94,981	2,800	3.04%
Transfers Out	86,520	40,926	40,926	100,647	59,721	145.92%
<b>Subtotal Operating Budget</b>	<b>\$ 867,802</b>	<b>\$ 1,018,462</b>	<b>\$ 990,250</b>	<b>\$ 1,240,989</b>	<b>\$ 222,527</b>	<b>21.85%</b>
Capital Improvement Program	\$ 59,019	\$ -	\$ -	\$ -	\$ -	0.00%
<b>Total Capital Expenses</b>	<b>\$ 59,019</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Expenses</b>	<b>\$ 926,821</b>	<b>\$ 1,018,462</b>	<b>\$ 990,250</b>	<b>\$ 1,240,989</b>	<b>\$ 222,527</b>	<b>21.85%</b>
<b>Excess (Deficiency) cash basis</b>	<b>\$ 176,413</b>	<b>\$ (50,000)</b>	<b>\$ 101,848</b>	<b>\$ (175,740)</b>	<b>\$ (125,740)</b>	
<b>Adjustment to accrual basis</b>	<b>(209,485)</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Beginning Net Assets per CAFR</b>	<b>64,597</b>	<b>31,525</b>	<b>31,525</b>	<b>133,373</b>		
<b>Ending Net Assets per CAFR</b>	<b>31,525</b>	<b>\$ (18,475)</b>	<b>\$ 133,373</b>	<b>\$ (42,367)</b>		
<b>Invested in capital assets, net of related debt (1)</b>	<b>(273,735)</b>					
<b>Reserved for encumbrances (2)</b>	<b>(50,360)</b>					
<b>Reserved for continuing appropriations (3)</b>	<b>-</b>					
<b>Reserved for subsequent year's budget (4)</b>	<b>(50,000)</b>					
<b>Other post employment benefits obligation (5)</b>	<b>72,073</b>					
<b>Compensated absences (5)</b>	<b>8,550</b>					
<b>Net pension liability (5)</b>	<b>1,329,239</b>					
<b>Deferred revenue (6)</b>	<b>-</b>					
<b>Deferred outflow of resources (7)</b>	<b>(123,446)</b>					
<b>Net assets available for appropriation (free cash) (8)</b>	<b>\$ 943,846</b>					

- (1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.
- (2) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from a specific appropriation account.
- (3) This represents the portion of the enterprise fund's cash in the town's treasury that has been appropriated for a specific capital expenditure which still remains unexpended as of June 30, 2017.
- (4) This amount represents the net assets appropriated for the subsequent fiscal year's operating budget.
- (5) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.
- (6) This represents revenue accrued for financial statement reporting purpose but deferred for the calculation of surplus.
- (7) This amount represents the deferred recognition of an outflow of resources related to future fiscal years.
- (8) Amount certified by the Division of Local Services.

## Summary of Significant Budget Changes

Sandy Neck Enterprise Fund FY19 proposed budget is increasing by \$222,527 or 21.85% over FY18 budget. Personnel and benefits costs are decreasing by (\$25,228). These costs do include contractual obligations, however, due to the reorganization some salary and benefits have been allocated to the General Fund. Operating costs are increasing by \$24,734. These costs include \$10,000 for bathhouse building improvements, \$3,000 for fuel contract price increases, and \$5,000 for radio frequency identification device (RFID) software. Capital outlay cost of \$254,000 includes \$50,000 for a vehicle purchase, \$7,000 for fencing and gates, \$6,000 for a digital speed sign purchase, \$17,000 pumper truck upgrade, \$16,000 RFID system, \$125,000 for sand nourishment if needed, and \$40,000 to raise the gatehouse. Transfers Out to the General Fund includes indirect support of personnel, Munis and audit fee cost. This also includes \$60,000 reimbursement to the General Fund for sand replacement.

## Additional Funding Recommended

### 1. Vehicle Purchases

**\$50,000 Requested**  
**\$50,000 Recommended**

The Sandy Neck fleet is aged and repair costs are too high and vehicle reliability is too low. Our fleet consists of four older trucks (2008, 2005, 2004, 1986) that are used for beach patrol and one truck (2011) that stays primarily on the road. We need to retire one of the older patrol vehicles and replace it with the 2011 truck in order to bring the quality of the patrol fleet up to a manageable level. The intent is to keep the new truck primarily on the road.

In addition, we need a new Gator as both our 2013 and 2014 Honda ATVs have been deemed un-repairable due to transmission problems. A John Deere Gator is more efficient than an ATV because the Gator can transport two people and equipment whereas the ATV is made for one individual and no gear.

### 2. Licensing Fees for the Radio Frequency Identification System (RFID)

**\$5,000 Requested**  
**\$5,000 Recommended**

Fund the annual software-licensing fee for the RFID system. This fee will allow us to access the RFID software at the Sandy Neck Gatehouse and three other mobile locations. Therefore, in real time, we can connect to data of when and who has accessed and exited the Off Road Vehicle (ORV) Beach.

### 3. Facility Improvements and Equipment

**\$23,000 Requested**  
**\$23,000 Recommended**

The Sandy Neck bathhouse and garage were constructed in 2010 and at that time landscape fencing was also installed. Seven years later, due to the close proximity to the ocean, these structures are in need of upkeep. The trim paint is peeling and the split rail fencing is failing. The dumpster corral in the parking lot was not designed to accommodate the construction and demolition dumpster that is needed for the extensive amount of debris that is removed from the beach. As a result, the dumpster is not secured, inviting illegal dumping.

Speeding vehicles on Sandy Neck Road continues to be an issue. We would like to install a digital speed sign at the town line (intersection of Point Hill Road and Sandy Neck Road) to warn people when they are exceeding the speed limit. This would improve safety in the residential neighborhood/gatehouse areas and reduce complaints about beach traffic.

Winter curfew for the ORV beach is 8am to 4pm. This corresponds with beach staffing from November through April. Metal gates at the Access Trail would create a visual barrier to deter vehicles from entering the beach at night in the off season thus improving ORV beach safety.



**Additional Funding Recommended (Continued)**

**4. Pumper Truck Upgrade**

**\$17,000 Requested**  
**\$17,000 Recommended**

The Sandy Neck Program obtained a free six-wheel surplus army truck from the West Barnstable Fire Department. The army truck has been fitted with the existing pumper unit which has a 300 gallon waste capacity. We would like to upgrade the pumper unit to a 670 gallon capacity with a pressure off loading system. This will allow us to pump portable toilet units on the beach more efficiently and it will greatly reduce hose blockage which happen often with a gravity feed off-loading system.

**5. Radio Frequency Identification System (RFID)**

**\$16,000 Requested**  
**\$16,000 Recommended**

ORV permits would have an RFID chip embedded within the sticker that would allow for immediate vehicle identification and accurate daily logging. RFID system would provide accurate, automated representation of vehicles accessing the ORV beach. Management of the beach would be greatly improved with (real time) correct and consistent usage data particularly for enforcement purposes and during emergencies.

**6. Sand Stabilization**

**\$125,000 Requested**  
**\$125,000 Recommended**

The purpose of funding protective sand placement for additional dune nourishment in front of the Sandy Neck parking lot after major erosion from winter storms.

**7. Raise Gatehouse**

**\$40,000 Requested**  
**\$40,000 Recommended**

The Sandy Neck Gatehouse flooded twice during the winter of 2018 during both storms Grayson and Riley. Both events required extensive repair to the flooring, walls, insulation and electrical systems (including the heating units). The project involves raising the Gatehouse in the fall of 2018 to a height where it will be unaffected by storm flooding. The associated utilities, stairs and handicapped assessable ramp will need to be re-configured in order to accommodate the new elevation of the building.

**Full-time Equivalent Employees**

Job Title	FY 2017	FY 2018	FY 2019	Change
Administrative Assistant	0.20	0.20	0.20	-
Community Services Director	0.10	0.10	-	(0.10)
Director Marine & Environmental Affairs	0.15	0.15	0.15	-
Natural Resource Officer	1.00	1.00	2.00	1.00
Principal Dept/Div Assistant	1.00	1.00	1.00	-
Sandy Neck Park Manager	1.00	1.00	0.50	(0.50)
Supervisor Natural Resource Officer	0.30	0.30	-	(0.30)
<b>Full-time Equivalent Employees</b>	<b>3.75</b>	<b>3.75</b>	<b>3.85</b>	<b>0.10</b>

**Performance Measures/Workload Indicators**

Workload Indicator	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Sandy Neck Beach Park ORV Permits Issued (represented in calendar year)	4,683	4,770	4,750	4,750
Total Revenue	\$1,073,932	\$1,103,234	\$1,000,000	\$1,000,000
Educational Hikes/Talks (represented in calendar year)	21	32	25	25
Overnight Camping (represented in calendar year)	7,282	5,976	6,500	6,500
Merchandise Sales	\$40,017	\$48,715	\$45,000	\$45,000

Description	Historical Trends				Benchmark
	FY 2015	FY 2016	FY 2017	Estimate FY 2018	Estimate FY 2019
Actual Revenue	\$864,830	\$1,073,932	\$1,103,234	\$1,000,000	\$1,000,000
Estimated Revenue	\$745,195	\$815,717	\$887,998	\$968,462	\$968,462
Exceeds Expectations >100%	116%	132%	124%	103%	103%

# Community Services Enterprise Funds



**Olde Barnstable  
Fairgrounds & Hyannis  
Golf Courses**



**Hyannis Youth &  
Community Center**



**Public, Educational,  
Governmental Access  
Television**

## Purpose Statement

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

# Golf Course Enterprise Fund

## Purpose Statement

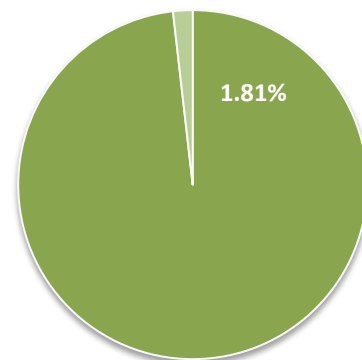
Barnstable Golf is dedicated to providing and maintaining exceptional, affordable, public golf facilities for residents and guests of all ages. We are committed to enhancing and preserving the golf properties for the future through improvement programs for the courses, the buildings, and the equipment. 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.



## Recent Accomplishments

- Celebrated the 25<sup>th</sup> Anniversary of the opening of Olde Barnstable (OBF) Golf Course throughout the year with limited edition merchandise, monthly sales incentives and golf outings. For the fifth year in a row OBF was voted by golfers from throughout the New England as a top 25 public golf course in the region.
- Completed phase two of our facility upgrade program. Significant enhancements were made at both clubhouse buildings. At OBF, all doors and windows were replaced with high efficiency units. The wrap-around deck was replaced and a second awning was installed. Upgrades to the HVAC system were made and the building was painted inside and out. At the Hyannis Golf Course (Hyannis GC), a new main entrance was constructed including a new handicap ramp. The huge rear deck was replaced along with a new awning and two new staircases were added for ease of access. The interior stairwell was also replaced.

Percentage of FY19 All Appropriated Funds



Golf Course Enterprise Fund comprises 1.81% of all appropriated funds.

## Additional Recent Accomplishments

- The Hyannis GC Monday Quota League, in only its third year, has become arguably the largest and well attended league in the region with over 200 members playing over 1,700 rounds. Hyannis Golf Shop sales have almost doubled in that time.
- Completed Turf Maintenance equipment purchase at Hyannis Golf Course.
- Replaced restaurant kitchen equipment at Olde Barnstable Fairgrounds Golf Course
- OBF will take delivery of a new golf cart fleet in April, 2018.
- Hyannis GC will receive a new fleet of rental golf carts in April.

## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

### Short-Term:

1. Secure funding for the Hyannis Golf Course rehabilitation/restoration project. Key features of the 43 year old course are well beyond their useful life. Each year infrastructure continues to deteriorate. The Golf Division seeks to use a combination of funding sources including Golf Enterprise, Community Preservation Funds and General Fund to accomplish the project. Hyannis GC will continue to be an underutilized facility until something is done. **(SP: Infrastructure, Finance, Economic Development)**
2. Continue with facilities upgrade program. At Hyannis GC the emphasis will be on the Turf Maintenance building. The 40 year old building has serious deficiencies. The project will include replacement of the leaking roof, exterior trim, overhead doors, main entrance door, gutters and exterior painting. At OBF the goal is to replace flooring, furniture and fixtures in the clubhouse building. Flooring is extremely worn and furniture/fixtures are in poor condition. **(SP: Infrastructure)**
3. Upgrade and replace equipment and amenities at the Hyannis GC practice facility. Replacement of driving range mats, bag holders, ball washer, benches, stations, ball buckets, and trays are planned. Increased facility activity will result in higher revenue generation. **(SP: Infrastructure)**
4. Continue to edge, reshape and replenish sand in bunkers at both courses. The bunkers at both courses are showing the signs of deterioration after many years of use and are in need of complete rehabilitation – especially Hyannis Golf Course. The condition of the bunkers is the #1 complaint we receive. **(SP: Finance, Infrastructure)**
5. Remove select trees around tees and greens at both courses. Over time tree growth shades out the greens and impacts putting green performance. The result will be improved air movement, increased sunlight and reduced disease incidence. **(SP: Finance, Infrastructure)**
6. Continue to expand and enhance tournament/event offerings; 2018 will see several new events including the “3 – Club Open,” “Match Play Challenge,” and a couple’s league. **(SP: Communication, Economic Development)**

## Fiscal Year 2019 Goals and Objectives (Continued)

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

7. Successfully host one of New England's largest, most prestigious women's golf events at Hyannis GC; The 2018 Massachusetts Golf Association Dolly Sullivan Tournament. **(SP: Communication, Education, Economic Development)**

### Long-Term:

1. To continue with the development and implementation of our multi-year CIP plan for both golf course facilities. As an enterprise fund it is essential that we continue to increase revenues in order to support future upgrades and asset management. **(SP: Finance, Infrastructure)**
2. To continue to position Barnstable Golf as the premier golf destination on Cape Cod. This is a win-win for the Town. Our guest golfers stay at local hotels and motels, eat at local restaurants, shop at local stores, and visit our beaches and other Town attractions. The successful completion of the Hyannis Rehabilitation/Restoration Plan will be the most significant contributing factor that leads to achieving this goal. **(SP: Finance, Economic Development)**
3. Start the planning process for the restoration of key features at Olde Barnstable GC. Now that the golf course is 25 years old, we need to start thinking about sand bunker restoration, irrigation system upgrades and cart path repaving. OBF has enjoyed a strong regional following based upon high quality standards. Addressing these issues in a timely manner will ensure our reputation remains intact, will save a significant amount of money and set the facility up to be successful for years to come. **(SP: Finance, Education)**
4. Investigate the feasibility of replacing the parking lot at Hyannis GC. The pavement is in poor condition full of cracks and potholes. The entire lot needs to be re-configured and enlarged to accommodate current use. Frequently the lot is unable to handle the volume of cars needing parking spots. **(SP: Finance, Infrastructure)**

## Description of Golf Course Enterprise Fund Services Provided

Barnstable Golf consists of two 18-Hole Championship golf courses open to the public: Olde Barnstable Fairgrounds and Hyannis Golf Course. Each course offers a uniquely different layout with varying degrees of difficulty for golfers of all playing abilities and age groups. Each golf course features a fully stocked pro shop, full service practice facility, and restaurant. Hyannis GC also features a large function/banquet facility that can accommodate groups of up to 150 guests. The management staff has put together a comprehensive plan for the successful operation of both golf courses with the emphasis on being self-supportive. The focus of the Golf Division is to provide affordable golfing opportunities to residents and guests alike by offering highly conditioned golf courses and exceptional customer service. The Maintenance program strives to keep both courses in great playing condition with the goal of exceeding customer expectations. The Operations program does an outstanding job of balancing the needs of both members and guests alike in an effort to provide a memorable golfing experience. A strong membership and repeat clientele is the cornerstone of our revenue producing capabilities. The Administration program oversees the day-to-day activities of both facilities and manages all financial aspects of the Golf Division. An aggressive marketing plan has been implemented that is aimed at making the Town of Barnstable a true golfing destination featuring the course of Barnstable Golf.



**HOLE #3 OLDE BARNSTABLE FAIRGROUNDS**

**Administration Activity**

The Administration is the financial management arm of the Golf Division. The Administration oversees the collection of cash receipts and the pay-overs to the Town. As an enterprise fund it is vital that the Administration closely monitor the revenues and expenses as we cannot spend more than we make. One of the most important jobs of the Administration is the development and implementation of the annual fiscal operating budget. For the fiscal year ending June 30, 2017 the Golf Division generated \$3,289,110 in revenues. Through the setting of fees and rates, forecasting of revenues, and adhering to tight expense controls, the Administration strives to keep Barnstable Golf in the black. As facility managers for the Town’s two golf properties the Administration develops both long and short range comprehensive capital improvement plans to ensure protection and enhancement of the assets. The 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 capital improvements with the revenues generated. Barnstable Golf paid \$453,611 for principal and interest on debt service and transfers \$250,000 to the General Fund for direct costs associated retirement assessments and insurance. The Administration is also responsible for developing and implementing a progressive marketing plan that includes television, 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 GOLF COURSE PRO SHOP**



### Operations Activity

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The Operations activity is responsible for management of the two pro 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. The Operations staff answers hundreds of phone calls daily providing a wide variety information to customers. Operations provide professional player assistance, golf instruction (both individual and group) to juniors, seniors, women and the physically challenged. One of the main responsibilities of Operations is to provide outstanding customer service to all of our members and guests. The staff greets golfers at the bag drop area, assists them with any needs they may have, helps organize games, provides course information and collects fees. The Operations staff handles over 70,000 rounds played by members and guests each year. Customer relations and education are major objectives for Operations. Taking reservations, managing the tee sheet, running and scoring tournaments, and monitoring pace of play for hundreds of golfers daily is all part of a day's work for the Operations staff at each golf course. The Operations staff is responsible for keeping a combined 152 golf carts clean, fueled, and stored daily. With over 37,500 cart rounds annually, all carts need to be brought to the staging area daily during the peak months.

### Maintenance Activity

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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 they sit upon. 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 are responsible for the safe, timely, and accurate applications of plant protectants to combat infestations of weeds, insects and diseases that occur throughout the properties. Top consideration is always given to using the most environmentally safe products at the lowest rates possible. The Maintenance management staff made a conscious decision several years ago to go with a minimalistic approach concerning applying nitrogen based fertilizers on the golf courses. For the past five years the rough areas on the courses, accounting for the most turf acreage, have only received 1.0 lb. of nitrogen per year. The Fairways, the second largest turf areas in terms of acreage, have been receiving 2-2.5 lbs. of nitrogen per year. This has equated to a 35-50% sustained reduction in applied nitrogen to 85% of the turf found on the two golf course properties. Organic fertilizers make up 50% of the fertilizer used on the courses with the exception of the tees and greens, where it consists of 80%. The Maintenance staff 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.

## Golf Course Enterprise Fund Financial Summary

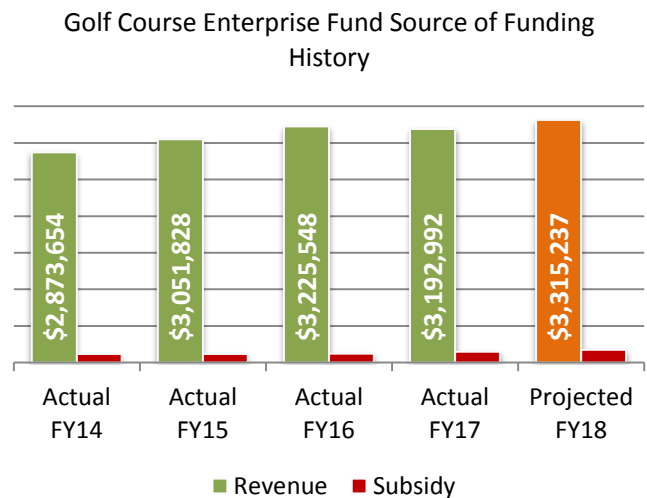
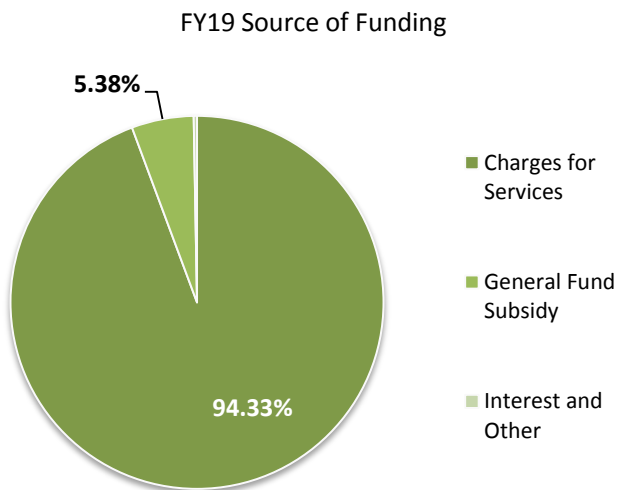
The purchase of the Hyannis Golf Course in FY 2005 provides the Town with two municipal courses that should increase the recreational opportunities for our citizens. The golf course management is committed to operating and maintaining attractive, self-supporting public golf facilities. The following strategies have been established as a way of achieving these commitments: maximize revenue centers; develop a comprehensive junior golf program; provide members with competitive and recreational golf tournaments; cultivate a continuous volunteer assistance program; establish a sound turf management plan, and work closely with other Town divisions to cross-utilize department resources.

During the past several years, management has committed revenue resources to improving golf course conditions. Without healthy turf conditions, it is difficult to charge competitive prices. The visitor is likely to pay more for a top quality conditioned golf course. Therefore, the playing surfaces must be well maintained.

Total General Fund support for this operation is calculated at \$440,012. The estimated revenue generated at the facilities will allow for a reimbursement of \$250,000 resulting in a General Fund subsidy of \$190,012. Going forward, fee increases in the neighborhood of 2-3% per year may be necessary if activity levels remain constant.

### Factors Affecting Revenues

Each year, golf course fees are set through the town-wide user fee rate analysis. These fees are set in accordance with the necessary revenue required to run course operations with a small profit if play shows an upward trend. As growth in play is difficult to predict, fees are set assuming level utilization. If the amount of rounds played or memberships increase then the need to raise rates can be mitigated.

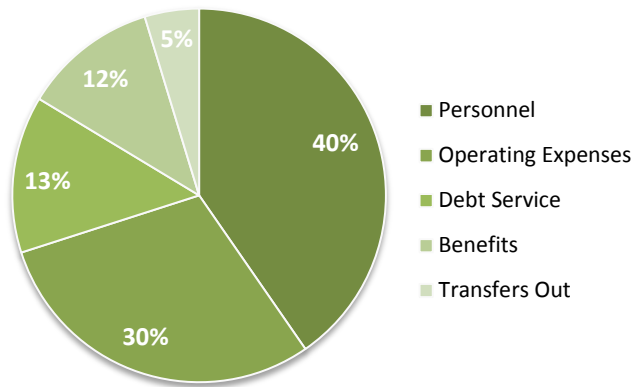


Charges for services is 94.33% of total revenue source, and that annual pass holders account for 30% of this. The General Fund subsidy provides 5%. Actual revenue has increased 2.60% annually over the four-year period.

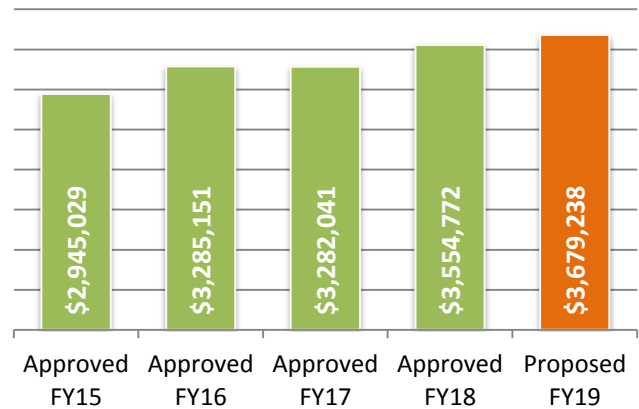
**Factors Affecting Expenses**

Reductions in staff levels over the past few years were implemented because of declining revenue. No increase in permanent year-round staff is projected over the next ten-years. A projected wage increase of 3 percent and benefit increases of 10 percent per year are anticipated. Operating expenses are projected to increase approximately 1 percent per year.

Golf Enterprise Fund  
FY19 Budget By Activity



Golf Enterprise Fund  
Budget History



Personnel and benefits is the largest category within the golf course operation comprising 52% of the total proposed budget. The budget has increased from \$2.945 million in FY15 to \$3.679 million in FY19 over the five-year period, or 5% annually. Due to several capital projects at both golf courses, debt service payments have attributed to the steady increase in budget.



**HOLE #18 OLDE BARNTABLE FAIRGROUNDS**

**FISCAL YEAR 2019 BUDGET**

**GOLF COURSE**

**ENTERPRISE FUNDS**

Golf Course Enterprise Fund	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 149,140	\$ 175,217	\$ 175,217	\$ 190,012	\$ 14,795	8.44%
Charges for Services	3,181,674	3,304,680	3,303,966	3,329,570	24,890	0.75%
Interest and Other	11,318	10,000	11,271	10,000	-	0.00%
<b>Total Operating Source of Funding</b>	<b>\$ 3,342,132</b>	<b>\$ 3,489,897</b>	<b>\$ 3,490,454</b>	<b>\$ 3,529,582</b>	<b>\$ 39,685</b>	<b>1.14%</b>
Transfers From Closed Projects	\$ -	\$ -	\$ -	\$ 59,754	59,754	0.00%
Borrowing Authorizations	565,000	325,000	-	-	(325,000)	-100.00%
<b>Total Capital Source of Funding</b>	<b>\$ 565,000</b>	<b>\$ 325,000</b>	<b>\$ -</b>	<b>\$ 59,754</b>	<b>\$ (265,246)</b>	<b>-81.61%</b>
<b>Total Source of Funding</b>	<b>\$ 3,907,132</b>	<b>\$ 3,814,897</b>	<b>\$ 3,490,454</b>	<b>\$ 3,589,336</b>	<b>\$ (225,561)</b>	<b>-5.91%</b>
<b>Expense Category</b>						
Personnel	\$ 1,363,841	\$ 1,459,522	\$ 1,423,931	\$ 1,485,118	\$ 25,596	1.75%
Benefits	144,445	392,397	378,393	428,795	36,398	9.28%
Operating Expenses	996,737	1,067,614	1,052,048	1,092,205	24,591	2.30%
Capital Outlay	25,140	26,000	25,994	-	(26,000)	-100.00%
Debt Service	453,611	431,153	431,153	499,986	68,833	15.96%
Transfers Out	399,140	178,086	178,086	173,134	(4,952)	-2.78%
<b>Subtotal Operating Budget</b>	<b>\$ 3,382,914</b>	<b>\$ 3,554,772</b>	<b>\$ 3,489,605</b>	<b>\$ 3,679,238</b>	<b>\$ 124,466</b>	<b>3.50%</b>
Capital Improvement Program	\$ 664,828	\$ 325,000	\$ -	\$ 116,285	\$ (208,715)	-64.22%
<b>Total Capital Expenses</b>	<b>\$ 664,828</b>	<b>\$ 325,000</b>	<b>\$ -</b>	<b>\$ 116,285</b>	<b>\$ (208,715)</b>	<b>-64.22%</b>
<b>Total Expenses</b>	<b>\$ 4,047,742</b>	<b>\$ 3,879,772</b>	<b>\$ 3,489,605</b>	<b>\$ 3,795,523</b>	<b>\$ (84,249)</b>	<b>-2.17%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$ (140,610)</b>	<b>\$ (64,875)</b>	<b>\$ 849</b>	<b>\$ (206,187)</b>	<b>\$ (141,312)</b>	
Adjustment to accrual basis	(65,411)	-	-	-		
Beginning Net Assets per CAFR	7,982,875	7,776,854	7,776,854	7,777,703		
Ending Net Assets per CAFR	7,776,854	<u>\$ 7,711,979</u>	<u>\$ 7,777,703</u>	<u>\$ 7,571,516</u>		
Invested in capital assets, net of related debt (1)	(11,080,920)					
Invested in inventory (1)	(70,331)					
User fees receivable (1)	(30,202)					
Reserved for encumbrances (2)	(8,906)					
Other post employment benefits obligation (3)	696,380					
Compensated absences (3)	92,392					
Accrued Interest (3)	77,409					
Net pension liability (3)	4,019,937					
Deferred outflow of resources (4)	(589,112)					
Reserved for continuing appropriations (5)	(48,915)					
Unearned revenue (6)	(110,788)					
Net assets available for appropriation (free cash) (6)	<u>\$ 723,798</u>	-				

(1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.

(2) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from, a specific appropriation account.

(3) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.

(4) This amount represents the deferred recognition of an outflow of resources related to future fiscal years.

(5) This represents the portion of the enterprise fund's cash in the town's treasury that has been appropriated for a specific capital expenditure which still remains unexpended as of June 30, 2016.

(6) This represents cash in the treasury from the sale of gift certificates not yet redeemed.

(7) Amount certified by the Division of Local Services.

**Summary of Significant Budget Changes**

Golf Enterprise Fund FY19 proposed budget is increasing by \$124,466 or 3.5% over FY18 budget. Personnel and benefit costs are increasing by \$61,994 due to contractual obligations and health insurance costs. Operating costs are increasing by \$24,591, which includes \$30,000 to purchase golf clothes and items for resale. This increase is offset by a reduction golf cart lease cost of (\$6,585).

**Additional Funding Recommended**

**1. Increase Pro Shop Line Items**

**\$30,000 Requested  
\$30,000 Recommended**

The start of the 2018 fiscal year has shown an increase in Golf Shop sales and if the trend continues, there will not be enough funds to purchase inventory for the Golf Shop in the 2019 fiscal year. Golf Shop sales have been increasing yearly for the last 3 years. New activities and events at the two courses have stimulated pass holder participation. Prizes for these club-sponsored events are redeemed at the Golf Shops through credit earned on account. Activity has increased due to more tournaments and leagues and we need to provide quality merchandise and enough inventories for our customers to use their credit.

**Full-time Equivalent Employees**

Job Title	FY 2017	FY 2018	FY 2019	Change
Assistant Golf Course Supervisor	3.00	2.00	2.00	-
Director of Community Services	-	-	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	1.00	2.00	2.00	-
Golf Head Professional	2.00	2.00	2.00	-
Laborer/Greens Person	2.00	2.00	2.00	-
Principal Dept/Div Assistant	4.00	4.00	4.00	-
Working Foreman Irrigation Technician	2.00	2.00	2.00	-
<b>Full-time Equivalent Employees</b>	<b>17.00</b>	<b>17.00</b>	<b>17.10</b>	<b>0.10</b>

**FISCAL YEAR 2019 BUDGET**

**GOLF COURSE**

**ENTERPRISE FUNDS**

<b>Olde Barnstable Fairgrounds</b>	<b>Actual</b>	<b>Approved</b>	<b>Projected</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Source of Funding</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY18 - 19</b>	<b>Change</b>
Taxes	\$ 149,140	\$ -	\$ -		\$ -	0.00%
Charges for Services	1,715,936	1,768,968	1,814,986	1,786,352	17,384	0.98%
Interest and Other	10,928	10,000	11,271	10,000	-	0.00%
<b>Total Operating Source of Funding</b>	<b>\$ 1,876,004</b>	<b>\$ 1,778,968</b>	<b>\$ 1,826,257</b>	<b>\$ 1,796,352</b>	<b>\$ 17,384</b>	<b>0.98%</b>
Borrowing Authorizations	\$ 258,000	\$ -	\$ -		\$ -	0.00%
<b>Total Capital Source of Funding</b>	<b>\$ 258,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Source of Funding</b>	<b>\$ 2,134,004</b>	<b>\$ 1,778,968</b>	<b>\$ 1,826,257</b>	<b>\$ 1,796,352</b>	<b>\$ 17,384</b>	<b>0.98%</b>
<b>Expense Category</b>						
Personnel	\$ 717,838	\$ 765,643	\$ 752,744	\$ 793,673	\$ 28,030	3.66%
Benefits	67,530	191,329	183,830	220,750	29,421	15.38%
Operating Expenses	508,224	592,275	577,193	599,699	7,424	1.25%
Capital Outlay	25,140	26,000	25,994	-	(26,000)	-100.00%
Debt Service	66,767	90,510	90,510	87,713	(2,797)	-3.09%
Transfers Out	399,140	178,086	178,086	86,557	(91,529)	-51.40%
<b>Subtotal Operating Budget</b>	<b>\$ 1,784,639</b>	<b>\$ 1,843,843</b>	<b>\$ 1,808,357</b>	<b>\$ 1,788,392</b>	<b>\$ (55,451)</b>	<b>-3.01%</b>
Capital Improvement Program	\$ 334,533	\$ -	\$ -	\$ 57,774	\$ 57,774	0.00%
<b>Total Capital Expenses</b>	<b>\$ 334,533</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 57,774</b>	<b>\$ 57,774</b>	<b>0.00%</b>
<b>Total Expenses</b>	<b>\$ 2,119,172</b>	<b>\$ 1,843,843</b>	<b>\$ 1,808,357</b>	<b>\$ 1,846,166</b>	<b>\$ 2,323</b>	<b>0.13%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$ 14,832</b>	<b>\$ (64,875)</b>	<b>\$ 17,900</b>	<b>\$ (49,814)</b>	<b>\$ 15,061</b>	

<b>Hyannis Golf Course</b>	<b>Actual</b>	<b>Approved</b>	<b>Projected</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Source of Funding</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY18 - 19</b>	<b>Change</b>
Taxes	\$ -	\$ 175,217	\$ 175,217	\$ 190,012	14,795	8.44%
Charges for Services	1,465,738	1,535,712	1,488,980	1,543,218	7,506	0.49%
Interest and Other	390	-	-		-	0.00%
<b>Total Operating Source of Funding</b>	<b>\$ 1,466,128</b>	<b>\$ 1,710,929</b>	<b>\$ 1,664,197</b>	<b>\$ 1,733,230</b>	<b>\$ 22,301</b>	<b>1.30%</b>
Borrowing Authorizations	\$ 307,000	\$ 325,000	\$ -	\$ -	\$ (325,000)	-100.00%
<b>Total Capital Source of Funding</b>	<b>\$ 307,000</b>	<b>\$ 325,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (325,000)</b>	<b>-100.00%</b>
<b>Total Source of Funding</b>	<b>\$ 1,773,128</b>	<b>\$ 2,035,929</b>	<b>\$ 1,664,197</b>	<b>\$ 1,733,230</b>	<b>\$ (302,699)</b>	<b>-14.87%</b>
<b>Expense Category</b>						
Personnel	\$ 646,003	\$ 693,879	\$ 671,187	\$ 691,445	\$ (2,434)	-0.35%
Benefits	76,915	201,068	194,563	208,045	6,977	3.47%
Operating Expenses	488,513	475,339	474,855	492,506	17,167	3.61%
Debt Service	386,844	340,643	340,643	412,273	71,630	21.03%
Transfers Out	-	-	-	86,577	86,577	0.00%
<b>Subtotal Operating Budget</b>	<b>\$ 1,598,275</b>	<b>\$ 1,710,929</b>	<b>\$ 1,681,248</b>	<b>\$ 1,890,846</b>	<b>\$ 179,917</b>	<b>10.52%</b>
Capital Improvement Program	\$ 330,295	\$ 325,000	\$ -	\$ 58,511	\$ (266,489)	-82.00%
<b>Total Capital Expenses</b>	<b>\$ 330,295</b>	<b>\$ 325,000</b>	<b>\$ -</b>	<b>\$ 58,511</b>	<b>\$ (266,489)</b>	<b>-82.00%</b>
<b>Total Expenses</b>	<b>\$ 1,928,570</b>	<b>\$ 2,035,929</b>	<b>\$ 1,681,248</b>	<b>\$ 1,949,357</b>	<b>\$ (86,572)</b>	<b>-4.25%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$ (155,442)</b>	<b>\$ -</b>	<b>\$ (17,051)</b>	<b>\$ (216,127)</b>	<b>\$ (216,127)</b>	

### Performance Measures/Workload Indicators

Program Name	Program Goal	Program Outcome Measures		
Administration/Operations	To continually maintain and improve the Town's golf facilities.	Committed to providing leisure opportunities to improve the quality of life in our community through exceptional programs and services.		
Activity Name	Budget	End Product	Unit Cost/Productivity	Service Quality
(What)	(Input)	(Output)	(Efficiency)	(Effectiveness)
ADULT/FAMILY ANNUAL PASS	\$218,159	136 pass holders	\$1,604 per pass	Cost of Recovery – 42%
JUNIOR ANNUAL PASS	\$77,625	117 pass holders	\$663 per pass	Cost of Recovery - 35%
DAILY FEE PLAY-RESIDENT	\$278,956	3,946 rounds	\$71 per round	Cost of Recovery - 57%
DAILY FEE PLAY – NON-RESIDENT	\$662,148	23,706 rounds	\$28 per round	Cost of Recovery – 153%
RANGE	\$121,851	17,259 buckets sold	\$7 per bucket	Cost of Recovery – 113%
GOLF CARTS	\$231,835	17,853 carts	\$13 per cart	Cost of Recovery – 232%
RENTALS	\$2,512	1,004 pull carts/club rental	\$3 per cart/club rental	Cost of Recovery – 319%
CLUB SERVICES	\$24,482	739 M.G.A handicaps	\$33 per person	Cost of Recovery – 109%
PRO SHOP	\$171,119	-	\$1	Cost of Recovery – 120%
RESTAURANT	\$18,594	2	\$9,297	Cost of Recovery – 193%

**Performance Measures/Workload Indicators (Continued)**

Program Name	Program Goal	Program Outcome Measures		
Maintenance	To provide residents and guests with a well-conditioned golf course facility.	To ensure the user's visit is highly memorable and enjoyable to promote return visits. (CSR Program is based on 10.0)		
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality (Effectiveness)
<p>MAINTENANCE (Acres aerated, bunker sand spread, acres maintained daily, irrigation, sprinklers &amp; piping, pruning and trimming)</p> <p>Equipment repair and maintenance. Apply fertilizer, plant protectants. Improvement projects.</p>	<p>\$1,215,974</p>	<p>305 acres aerated                      400 tons sand spread annually                      160 acres maintained daily                      1,300 valve in-head sprinklers and approx. 12 miles of various size PVC pipe                      6,500 trees (holly, oak, pine, birch, beech and small evergreens)                      Keep fleet of over 100 pieces of equipment in good working order. Apply over 65 tons of granular fertilizer, lime, and organics soil amendments to 160 acres. Maintain operation building and grounds including Memorial and plantings.</p>	<p>\$ Total budget spread throughout maintenance programs</p>	<p>9.79 CSR</p>



# Hyannis Youth & Community Center Enterprise Fund

## Purpose Statement

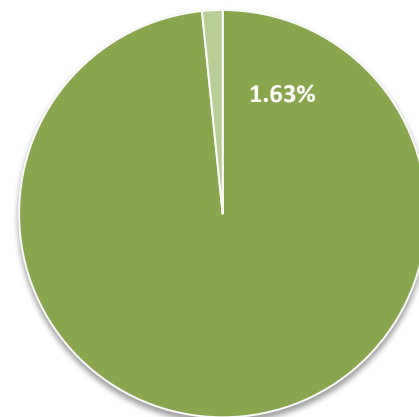
The Hyannis Youth & Community Center is committed to providing a safe, healthy recreational facility to every segment of the community. Providing quality, well-rounded programs of a general and specialized nature that contribute to the maximum use of the community is essential to the overall success of the facility. We strive to constantly improve our service to the community, our patrons, through creative innovation and teamwork; built upon a solid foundation of values and beliefs in order to achieve our mission.



## Recent Accomplishments

- Partnered with the Yarmouth Ice Club to host the Cranberry Open Figure Skating Competition in August 2017 with over 400 skaters.
- Partnered with the Bourne Skating Club to host the Cape Cod Synchronized Skating Competition in December 2017 with over 1,000 skaters.
- Community service programs in the facility that included: Four (4) blood drives, Two (2) clothing drives, Two (2) food drives, Three (3) Flu Clinics and One (1) Toy Drive during FY17.
- Partnered with Town of Barnstable Youth Commission to host a youth focused Job Fair in the HYCC Gymnasium.
- Transition the Maintenance Operation over to Department of Public works.

Percentage of FY19 All Appropriated Funds



Hyannis Youth & Community Center Enterprise Fund comprises 1.63% of all appropriated funds.

## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

### Short-Term:

1. Develop and expand the After School Program in collaboration with the Barnstable Intermediate School and Barnstable Schools Transportation that provides students in grades 6 & 7 with structured after school activities that include gym activities, game room tournaments, homework assistance and special events. **(SP: Education, Quality of Life)**
2. Identify specific areas of potential growth within the gym and ice and work towards filling those areas with new programs and events to attract more users to the facility. **(SP: Finance, Quality of Life)**
3. Continue to deliver community service programs to include annual blood, food and clothing drives. Work with various organizations to provide our youth with services and needs. **(SP: Education, Quality of Life)**
4. Replace the furniture and table games in the HYCC Youth Center. **(SP: Quality of Life)**
5. Work with other Town Departments to implement newly developed Emergency Action Plan for the facility. **(SP: Quality of Life)**

### Long-Term:

1. Continue to develop, coordinate, and market the Hyannis Youth & Community Center Facility so as to generate sufficient revenue to meet all operational and debt schedule commitments. **(SP: Finance, Quality of Life)**
2. Develop and identify the sports organizations that will assist both with the process and the funding of programs. **(SP: Finance, Quality of Life)**
3. Utilizing Town of Barnstable resources provide an educational outreach to our residents and taxpayers regarding all recreational opportunities. **(SP: Finance, Quality of Life)**
4. Continue to work with Barnstable Recreation, Barnstable School Department and Village Libraries for the purpose of serving our youth within the Hyannis Youth & Community Center. **(SP: Quality of Life)**
5. Work with the Department of Public Works' Structures and Grounds Division to develop green initiatives at the Hyannis Youth & Community Center. **(SP: Finance, Quality of Life)**

## Description of Hyannis Youth & Community Center Enterprise Fund Services Provided

The Hyannis Youth and Community Center (HYCC) is now in its ninth year of operation. The HYCC continues to showcase its attractive facilities and provide some variations in alternative uses throughout 2017-2018. From September through March, all levels of youth hockey practice and play competitive games. The HYCC is proud to partner with the Cape Cod Chamber of Commerce to bring high profile events to the facility including: Men's Division I Hockey, Women's Hockey East Championship Tournament and U.S. Figure Skating events. The gymnasium serves as the home court for three high schools: Saint John Paul II, Sturgis East and Sturgis West. Several basketball leagues, tournaments and camps utilize the space as their primary court. Public skating and recreational programming is offered with expansive programs for both residents and non-residents. Some of the ongoing programs of note include US Figure Skating Instructional Badge Programs, Free Community Yoga, Toddler Programs, Adult Day Programs and the Walking Program. The Shepley Community Room hosts hundreds of club, town and organizational meetings, private birthday parties and other functions throughout the year.

The Center consists of:

Two NHL regulation ice rinks with a combined seating capacity of 2,100

Six indoor Basketball courts

Indoor regulation Volleyball court

1,500 sq. ft. Teen Center

Cafe' (for everyday use and events within the facility)

650 sq. ft. Pro-Shop

1,000 sq. ft. Youth Center

500 sq. ft. Computer room

825 sq. ft. Multi-purpose room

The rink level has eight locker rooms, skate rental room, video games, referee locker rooms, first aid room, figure skating office, rink supervisor's office and a sitting area with a fireplace.

### Administration Activity – Ice Facility

The Administration program of the ice component oversees 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 the payovers to the Town, monitoring revenue vs. expenses. Administration provides preparation of annual budgets, projection of revenues and long-range planning. The Administration oversees the hiring of seasonal employees. The hiring process includes CORI and SORI background checks, and determining that all requirements for employment are met. The Program Coordinators, under the umbrella of the Administration, will offer and teach a variety of ice-related programs to include figure skating, learn to skate, hockey, etc. All activities are run on an instructional basis, emphasizing teamwork, self-esteem and respect.

### Operations Activity – Ice Facility

The Operations program provides a wide variety of programs for our residents. United States Figure Skating Association (USFSA) trained professionals provide individual and/or group instruction. We strive to provide developmental programs for all participants. Our goal is to provide affordable, quality ice rinks that will attract residents, hockey players and figure skaters. The staff is responsible for greeting the participants/teams when they enter the facility directing them to the correct location, effectively and efficiently collecting fees, and providing necessary information. Customer relations and education are a major objective for operations. The operations staff is responsible for scheduling available ice time to interested groups. The operations staff is responsible for keeping rental skates sharpened, cleaned and sanitized on a daily basis. Our staff answers hundreds of requests daily providing a wide variety of information to customers.

Ice Facility programs with a brief description are as follows:

- Tournaments - Played on both the Lt. Joseph P. Kennedy Jr. and Patrick M. Butler Rinks. These two rinks are NHL Regulation size with a combined seating capacity of 2,100. The HYCC has hosted a number of tournaments for both men and women of all abilities. The tournaments range from boys and girls youth hockey tournaments to Division I college tournaments to Adult Men's and Women's Tournaments;
- Public Skating – An activity that is available for all ages and abilities; hours for public skating are offered nearly every day: Monday – Friday: mid-morning to early afternoon, as well as Saturday and Sunday afternoons. Skate rentals are available for those who do not own their own skates;
- HYCC Skating School - The Learn-to-Skate Program offered throughout the year and services approximately 500 children. Skating professionals teach basic to advanced skills to individuals ranging from the kindergarten level up to the adult. There are two 10-week sessions and some inter-sessions when scheduling allows;
- Camps/Clinics - Ice time is offered during the spring and summer months to outside agencies that want to run hockey programs for private leagues. The clinics and hockey schools offered in the facility provide a range of services for various ages, skill levels and positions; and
- Barnstable Youth Hockey – A non-profit organization dedicated to serving the youth of Barnstable and the surrounding areas. Their mission is to provide a positive and fun experience while teaching children all aspects of the game of ice hockey, emphasizing teamwork and good sportsmanship. BYHA fields teams at the A, B and C travel levels for Mites through Bantam age players, as well as House Level Farm and Mini Mite programs.

### Administration Activity – Youth Center

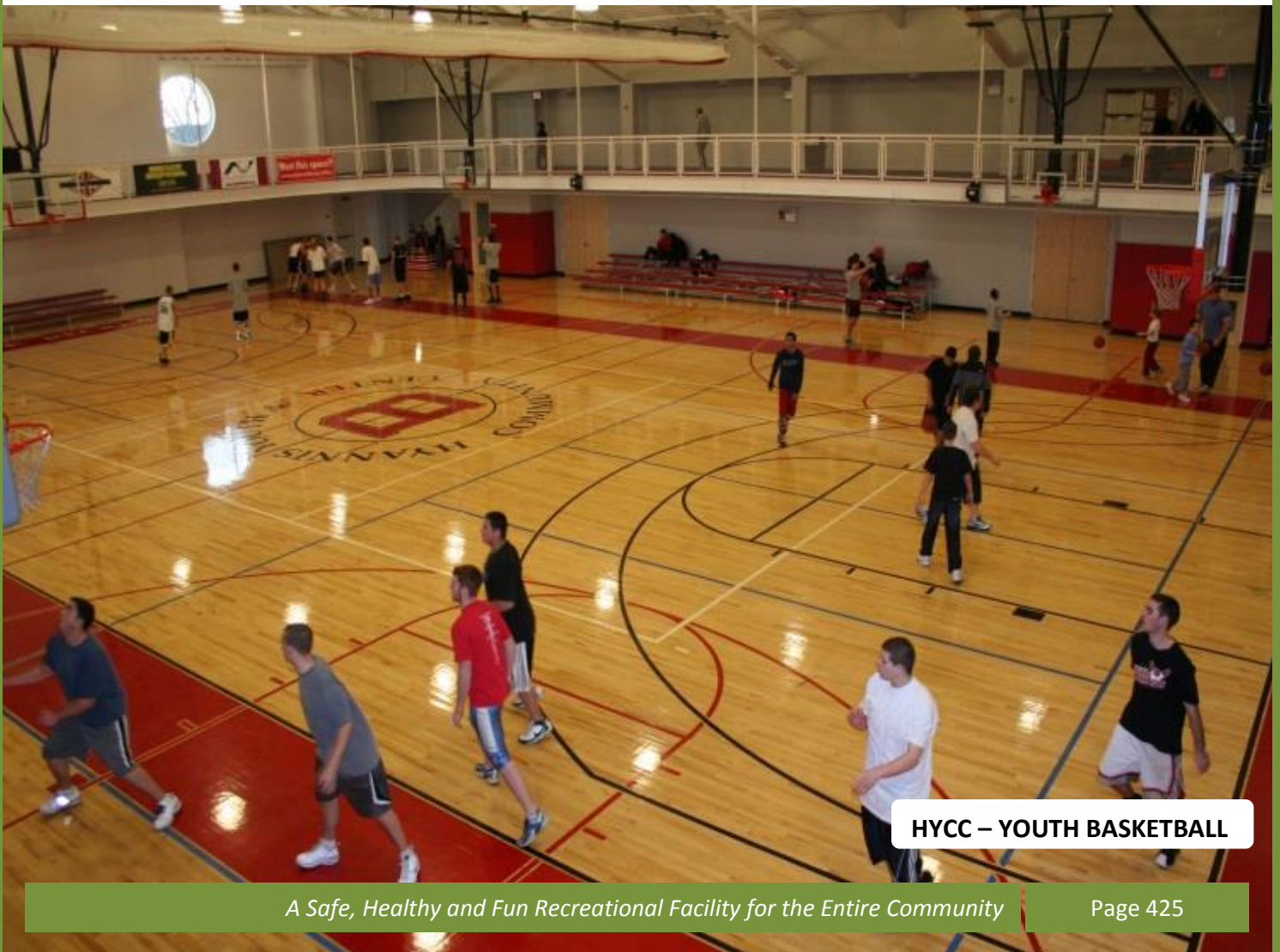
The Administration program at the Youth Center oversees the activities of the facility to make sure services and programs are instructed at the highest level. The program staff plans and executes programs that are a benefit to the youth in the Town of Barnstable. The Youth Center programs include an array of intellectual, social, and physical opportunities to enhance the lifestyles of the youth through positive experiences. The Administration oversees the collection of cash receipts and the payovers to the Town, monitoring revenue vs. expenses. The Administration is responsible for inventory control to ensure that equipment and uniforms for each program are in stock and readily available. The Administration oversees the hiring of seasonal employees. The hiring process includes CORI and SORI background checks, and determining that all requirements for employment are met.

### Operations Activity – Youth Center

The Operations program provides a wide variety of programs for residents and non-residents alike. Continual training of staff is done to ensure the highest level of customer service for our residents and guests of the facility. With basketball courts, volleyball courts, a computer lab and teen center, we offer a multitude of programs that benefit the youth and citizens in the Town of Barnstable. For a nominal fee, the basketball and volleyball courts are made available for use to various public and private schools within the Town of Barnstable. The operations staff is always available to greet the public, relay information and answer questions covering a wide variety of information to our customers. The operations staff oversees activities that are run on an instructional basis, emphasizing teamwork, self-esteem and respect.

Youth Center programs with a brief description are as follows:

- Private Gym Rentals – A program that allows Pope John Paul II, Sturgis East and Sturgis West to rent the gym for volleyball and basketball. The fall and winter programs for each school include both girls and boys teams. In addition to practicing at the facility, both schools are proud to call the HYCC their home court
- Special Events – The gym space is rented to various user groups for trade shows and other events throughout the course of the year. These events cover a wide spectrum of interest and appeal to a wide range of residents and visitors to Barnstable



### Operations Activity – Youth Center

- Youth Programs – The HYCC offers a variety of programs for kids of all ages, from tots through school age kids. The gym and Shepley Community Room are utilized for a wide variety of activities including Miss Lori Klub Kidz, martial arts, baking, chess and a home school gym class
- Adult Programs – Year round fitness programs that include Yoga, Walking Groups, Volleyball, Basketball, Pickleball and Physical Training. Each activity is unique and offers a variety of fitness levels

Membership - Membership to the HYCC provides Barnstable residents and non-residents the opportunity to take advantage of a multitude of programs within the facility. The computer lab is open to adults Monday through Friday from 9 a.m. until 2pm when school is in session. The game room offers air hockey, pool, ping-pong and other games. Membership allows participants access to the walking track, Open Gym activities, the game room and the computer lab. A monthly schedule is provided for each program. Yearly membership for residents cost \$20 per person and \$40 per person for non-residents.



HYCC – INDOOR TRACK

## Hyannis Youth & Community Center Enterprise Fund Financial Summary

FY18 was the eighth full year of operations for this Enterprise Fund. The facility consists of a youth center complete with multi-purpose rooms, a full size gymnasium with a three (3) lane-walking track above it, a snack bar, pro shop, lockers, common areas and two ice skating rinks. The main rink has a seating capacity of 1,700. Ice rink areas can also be used for non-ice activities such as concerts, roller derby and soccer, and other dry-floor events. The facility is operated as an enterprise fund in order to determine its level of self-sufficiency.

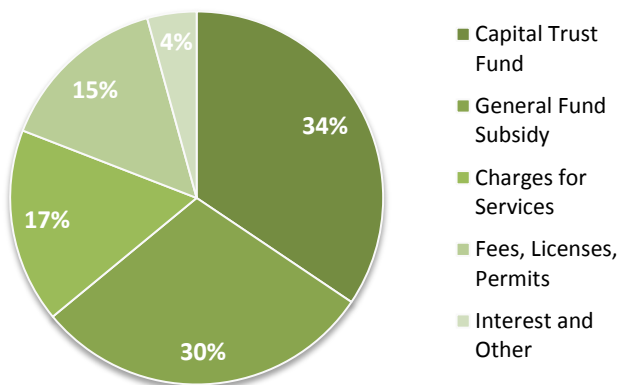
The facility was constructed at a cost of approximately \$24.7 million dollars. \$4.5 million was received in the form of grants, \$1.3 million was received from private contributions, \$1.5 million was transferred in unspent balances from other Town projects that had been completed and \$17.4 million in new bonds were issued to complete the financing. The loan repayments on the bond issue are included in the enterprise fund’s operating expenses but are being made by the Capital Trust Fund. A transfer of cash is made annually from the trust fund to cover this cost.

### Factors Affecting Revenues

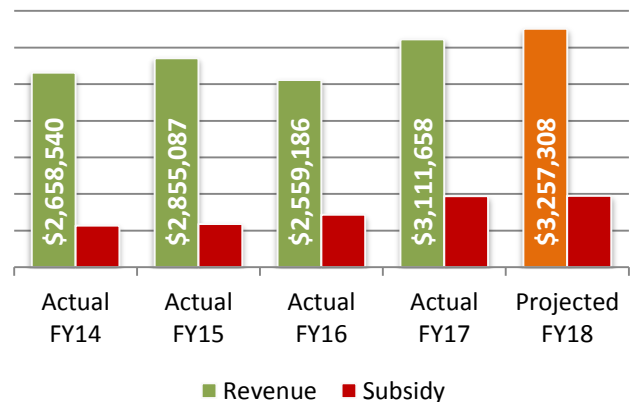
The main revenue sources for this operation are from ice rental and advertising. The possibility of collaborating with other entities to sell more ice time is always explored. Major ice rental activities include public skating, youth hockey associations, camps, clinics, private ice rentals, tournaments and leagues. Ice activities are projected to generate 85 percent of the total gross revenue.

The facility opened its doors soon after the Great Recession and has been challenged with selling all of its available ice time. As the activities conducted in this facility are recreational in nature, downturns in the economy will affect this operation more significantly. Customers tend to cut back on the amount they spend on recreational activities during economically stressful times. No significant increase in total revenue is projected.

FY19 Source of Funding



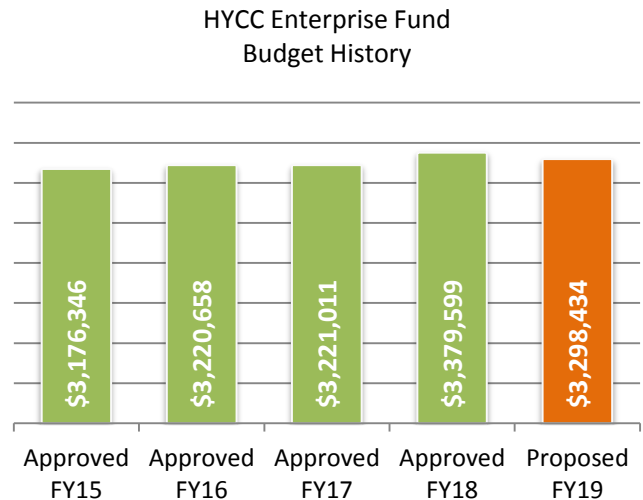
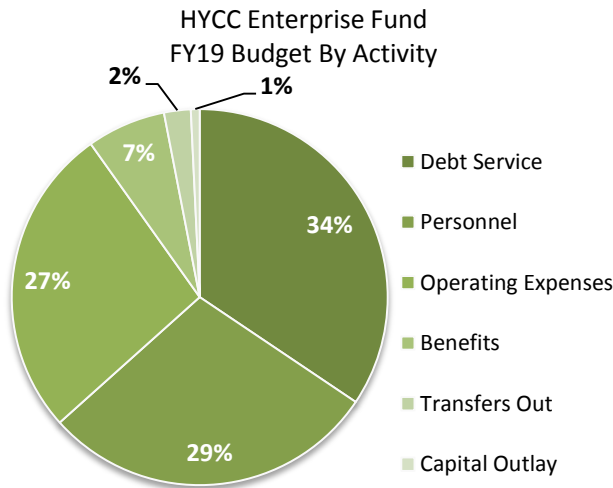
HYCC Enterprise Fund Source of Funding History



The Capital Trust Fund provides 34% of total source of funding for HYCC. This source of funding directly covers debt service payments for the construction of the facility. The General Fund subsidy is the second largest source of funding at 30%, which is meant to cover the excess cost from operating the facility after all revenues are exhausted.

Factors Affecting Expenses

Salaries and benefits are projected to increase 3 to 10 percent annually. Operating expenses are projected to increase on average 3 percent per year. Operating costs are projected to increase as the facility is almost ten years old. Mechanical systems are beginning to reach their useful lives and may need replacement.



Debt service encompasses a larger percentage of the FY19 proposed budget, more than any other category. Personnel and benefits is the second largest area of the budget 36%. The budget for this operation has increased from \$3.2 million in FY15 to \$3.3 million in FY19 over the five-year period, or 0.77% annually.



HYCC – HOCKEY



Hyannis Youth & Community Center	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 719,936	\$ 971,263	\$ 971,263	\$ 976,532	\$ 5,269	0.54%
Fees, Licenses, Permits	355,440	423,500	437,897	489,500	66,000	15.58%
Charges for Services	633,031	620,500	580,731	556,102	(64,398)	-10.38%
Interest and Other	146,775	139,000	97,081	141,000	2,000	1.44%
Capital Trust Fund	1,256,476	1,170,336	1,170,336	1,135,300	(35,036)	-2.99%
<b>Total Operating Source of Funding</b>	<b>\$ 3,111,658</b>	<b>\$ 3,324,599</b>	<b>\$ 3,257,308</b>	<b>\$ 3,298,434</b>	<b>\$ (26,165)</b>	<b>-0.79%</b>

Expense Category						
Personnel	\$ 832,902	\$ 917,411	\$ 850,039	\$ 955,011	\$ 37,600	4.10%
Benefits	67,351	237,653	195,504	223,819	(13,834)	-5.82%
Operating Expenses	699,049	871,689	859,141	883,592	11,903	1.37%
Capital Outlay	-	80,000	72,888	25,000	(55,000)	-68.75%
Debt Service	1,219,527	1,170,336	1,170,336	1,135,300	(35,036)	-2.99%
Transfers Out	322,830	102,510	102,510	75,712	(26,798)	-26.14%
<b>Subtotal Operating Budget</b>	<b>\$ 3,141,659</b>	<b>\$ 3,379,599</b>	<b>\$ 3,250,418</b>	<b>\$ 3,298,434</b>	<b>\$ (81,165)</b>	<b>-2.40%</b>

<b>Excess (Deficiency) Cash Basis</b>	<b>\$ (5,001)</b>	<b>\$ (55,000)</b>	<b>\$ 6,890</b>	<b>\$ -</b>	<b>\$ 55,000</b>
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<b>Adjustment to accrual basis</b>	<b>180,879</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Beginning Net Assets per CAFR</b>	<b>9,100,837</b>	<b>9,276,715</b>	<b>9,276,715</b>	<b>9,283,605</b>
<b>Ending Net Assets per CAFR</b>	<b>9,276,715</b>	<b>\$ 9,221,715</b>	<b>\$ 9,283,605</b>	<b>\$ 9,283,605</b>

<b>Invested in capital assets, net of related debt (1)</b>	<b>(10,467,563)</b>
<b>Reserved for encumbrances (2)</b>	<b>(9,619)</b>
<b>Deferred revenue (3)</b>	<b>-</b>
<b>Accrued interest (4)</b>	<b>(84,693)</b>
<b>Other post employment benefits obligation (4)</b>	<b>193,991</b>
<b>Compensated absences (4)</b>	<b>37,444</b>
<b>Net pension liability (4)</b>	<b>2,435,438</b>
<b>Deferred outflow of resources (5)</b>	<b>(830,184)</b>
<b>Reserved for subsequent year's budget (6)</b>	<b>(55,000)</b>
<b>Net assets available for appropriation (free cash) (7)</b>	<b>\$ 496,529</b>

(1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.

(2) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from, a specific appropriation account.

(3) This represents revenue accrued for financial statement reporting purpose but deferred for the calculation of surplus.

(4) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.

(5) This amount represents the deferred recognition of an outflow of resources related to future fiscal years.

(6) This amount represents the net assets appropriated for the subsequent fiscal year's operating budget.

(7) Amount certified by the Division of Local Services.

## Summary of Significant Budget Changes

HYCC Enterprise Fund FY19 proposed budget is decreasing by (\$81,165) or (2.40%) over FY18 budget. Personnel and benefit costs are increasing by \$23,766 due to contractual obligations.

**Additional Funding Recommended**

**1. Replace HYCC Furniture & Game Room Games**

**\$6,180 Requested  
\$6,180 Recommended**

Replace 9-year old furniture and multiple games that are worn out and need to be removed from the facility. The current equipment will need to be removed from the facility and the game room will be an empty room.

**2. Fund the 6/7 Grade After-School Program**

**\$25,000 Requested  
\$5,000 Recommended**

This age group is the youth most at risk. We need to invest in our youth. It has been proven that those youth who have at least one healthy adult in their lives that they can identify with are less likely to participate in risky behaviors. Provide Intermediate School students with a safe, supervised environment and invest in the individual participant.

**Full-time Equivalent Employees**

Job Title	FY 2017	FY 2018	FY 2019	Change
Director of Community Services	-	-	0.10	0.10
Facility Manager	1.00	1.00	1.00	-
Financial Supervisor	0.50	0.50	0.50	-
HYCC General Manager	1.00	1.00	1.00	-
Lead Custodian	-	1.00	1.00	-
Lead Zamboni Operator	-	1.00	1.00	-
Maintenance Custodian	4.00	5.00	5.00	-
Marketing Manager	1.00	-	-	-
Program Coordinator	1.00	1.00	1.00	-
Program Supervisor	1.00	1.00	1.00	-
Youth Center Manager	1.00	1.00	1.00	-
<b>Full-time Equivalent Employees</b>	<b>10.50</b>	<b>12.50</b>	<b>12.60</b>	<b>0.10</b>

**Performance Measures/Workload Indicators**

Kennedy Rink Usage Hours	FY16 Actual	FY17 Actual	FY18 Estimated	FY19 Projected
Hours Available	585.60	576.00	540.80	553.60
Hours Used	2,965.17	2,511.16	2,655.59	2,681.74
Hours Unused	2,890.83	3,248.84	2,880.81	2,854.26
% Hours Used	50.63%	43.60%	47.97%	48.44%

Bulter Rink Usage Hours	FY16 Actual	FY17 Actual	FY18 Estimated	FY19 Projected
Hours Available	585.60	576.00	553.60	553.60
Hours Used	3,288.16	3,261.02	3,322.00	3,388.44
Hours Unused	2,567.84	2,498.98	2,066.00	2,147.56
% Hours Used	56.15%	56.61%	61.66%	61.21%

<b>Total % of Hours Used</b>	<b>53.39%</b>	<b>50.11%</b>	<b>54.72%</b>	<b>54.82%</b>
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**HYANNIS YOUTH & COMMUNITY CENTER**

# Public, Educational, Government (PEG) Access Channel Enterprise Fund

## Purpose Statement

The purpose of municipal television is to serve the community as a valued resource by providing timely news and events to inform Barnstable residents.

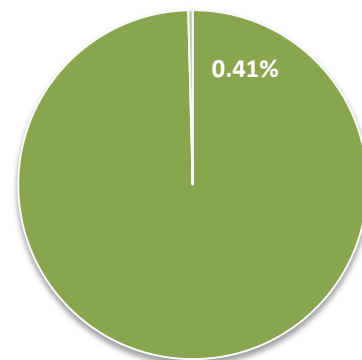


## Recent Accomplishments

Channel 18 strives to keep Barnstable residents up-to-date and informed. Channel 18 staff covered a wide range of events and departments in the Town of Barnstable in 2017:

- Continuing coverage of over 40 board, committee, and commission meetings helps the Town present an open and transparent vision of Barnstable Town Government.
- Programming including *Barnstable Today*, *The Compass*, *Around Town* and *Seasons of Sandy Neck* are also created to highlight some of what our Town has to offer.
- Channel 22 programming has produced a “Principals Perspectives” series highlighting their educational culture and goals.
- Won two awards during the Annual Alliance for Community Media Northeast Region awards in fall of 2017.

Percentage of FY19 All Appropriated Funds



The Public, Educational, Government (PEG) comprises 0.41% of all appropriated funds

## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

### Short-Term:

1. Channel 18 continues coverage of more than 40 boards, committees and commissions. **(SP: Education, Communication)**
2. Channel 18 continues production of a daily news show, *Barnstable Today*. **(SP: Education, Communication)**
3. Create more CH18 award-winning programming. Past awards include: 1st Place in Alliance for Community Media Northeast Region awards for "Weights and Measures Week", 3rd Place for "Natural Resources Educational Outreach Program" and "Snowy Owl Release on Sandy Neck" and 2nd place for "One Bite Can Change Your Life". **(SP: Education, Communication)**
4. Channel 22 will produce and expand the B2B news program outside of BHS to the lower grade levels of the district. **(SP: Education, Communication)**
5. Fill vacant positions in Channel 18.

### Long-Term:

1. Upgrades to Town Hall TV Studio. **(SP: Education, Infrastructure, Communication)**
2. 100% coverage of all Town boards, committees, commissions and subcommittees. **(SP: Education, d Communication)**

# BARNSTABLE

news  
news  
news

## Description of Public, Educational, Government (PEG) Enterprise Fund Services Provided

### Administration Activity

*Working to keep government open and transparent.*

The Town of Barnstable government and school access channels 18 and 22 are valuable tools that connect the residents with the day-to-day workings of Barnstable Town Government and School District.

We do this by providing the residents of Barnstable with information about government and school issues, meeting coverage, up-to-date storm/emergency related information, road construction updates and covers a wide range of departments, video coverage of public meetings, development of original series, and displaying important Town and School announcements. Internship opportunities are provided to students at Channel 22 as well as production opportunities for students interested in broadcast journalism.

This is further enhanced by the availability of "Video on Demand" and live-streaming of the Town's government access channel on the town's website [www.townofbarnstable.us](http://www.townofbarnstable.us).

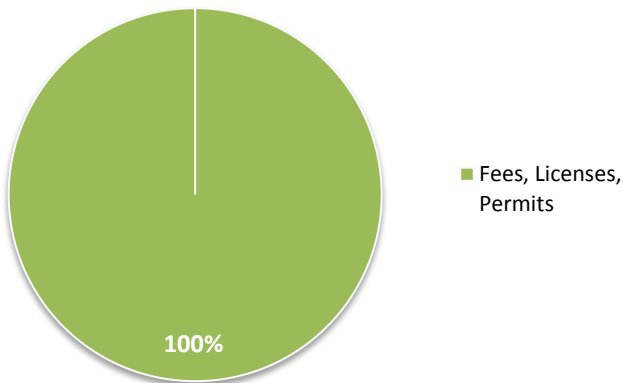


### Public, Educational, Government (PEG) Enterprise Fund Financial Summary

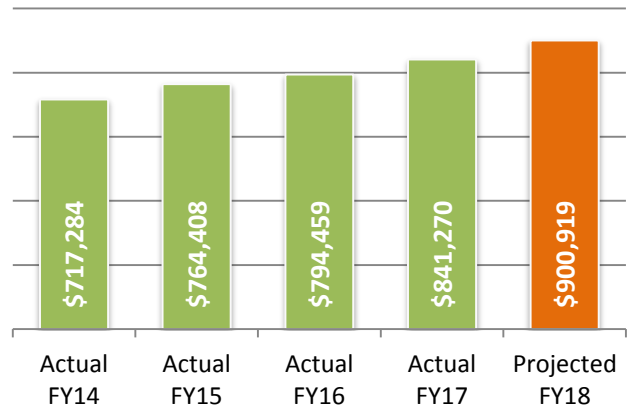
The Town receives approximately \$800,000 per year from its cable license with Comcast. In accordance with the licensing agreement, the funds are restricted for use as they relate to public, educational, and governmental programming activity. The Town currently uses these funds to operate Channels 18 and 22. They were also used to finance the construction of a fiber optic network that was completed in FY14. The network connects 48 municipal facilities including all school buildings. This fund will also be used to self-insure the network.

#### Factors Affecting Revenues

FY19 Source of Funding

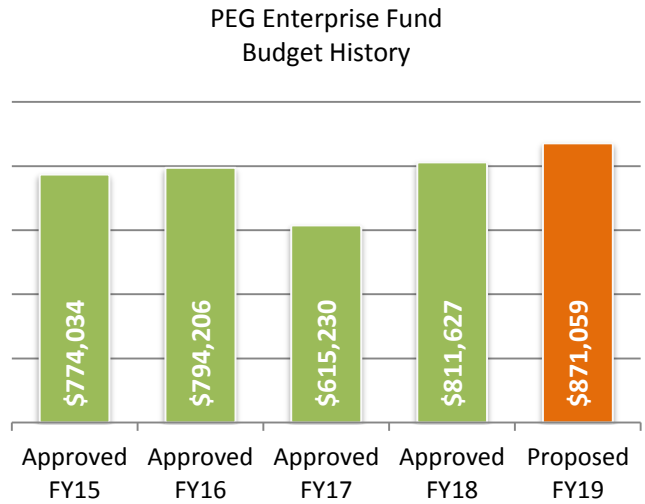
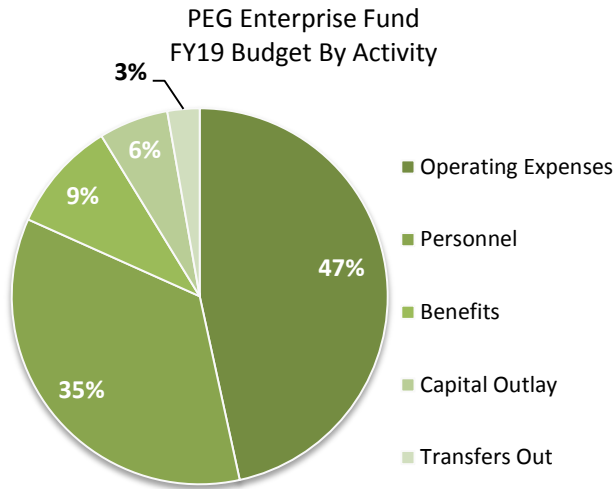


PEG Enterprise Fund Source of Funding History



Public, Educational, Governmental Enterprise Fund receives 100% of its revenue source from a cable license with Comcast.

Factors Affecting Expenses



Operating expenses are the largest component at 47%. Personnel and benefits is the second largest area of the budget 44%. The budget for this operation has increased from \$774,034 in FY15 to \$871,059 over the five-year period, or 2.51% annually.



BARNSTABLE TODAY – OWL RELEASE



Public, Educational, Government (PEG)	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Fees, Licenses, Permits	\$ 841,270	\$ 795,000	\$ 884,919	\$ 861,059	\$ 66,059	8.31%
Interest and Other	-	-	16,000	10,000	10,000	0.00%
<b>Total Operating Source of Funding</b>	<b>\$ 841,270</b>	<b>\$ 795,000</b>	<b>\$ 900,919</b>	<b>\$ 871,059</b>	<b>\$ 76,059</b>	<b>9.57%</b>
<b>Expenditure Category</b>						
Personnel	\$ 221,970	\$ 257,785	\$ 150,925	\$ 293,598	\$ 35,813	13.89%
Benefits	14,990	65,120	52,417	79,848	14,728	22.62%
Operating Expenses	338,233	363,722	347,450	389,457	25,735	7.08%
Capital Outlay	54,296	125,000	125,000	85,000	(40,000)	-32.00%
Transfers Out	-	-	-	23,156	23,156	0.00%
<b>Subtotal Operating Budget</b>	<b>\$ 629,489</b>	<b>\$ 811,627</b>	<b>\$ 675,792</b>	<b>\$ 871,059</b>	<b>\$ 59,432</b>	<b>7.32%</b>
<b>Total Expenses</b>	<b>\$ 629,489</b>	<b>\$ 811,627</b>	<b>\$ 675,792</b>	<b>\$ 871,059</b>	<b>\$ 59,432</b>	<b>7.32%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$ 211,781</b>	<b>\$ (16,627)</b>	<b>\$ 225,127</b>	<b>\$ -</b>	<b>\$ 16,627</b>	
<b>Adjustment to accrual basis</b>		-	-	-		
<b>Beginning Net Assets</b>	<b>1,704,942</b>	<b>1,916,723</b>	<b>1,916,723</b>	<b>2,141,850</b>		
<b>Ending Net Assets</b>	<b>1,916,723</b>	<b>\$ 1,900,096</b>	<b>\$ 2,141,850</b>	<b>\$ 2,141,850</b>		

### Summary of Significant Budget Changes

Public Educational Enterprise Fund FY19 proposed budget is increasing by \$59,432 or 7.32% over FY18 budget. Personnel costs and benefits are increasing by \$50,541 due to contractual obligations. Operating costs are increasing by \$25,735 due to the indirect cost support by the General Fund. Capital outlay costs of \$85,000 are for upgrades to broadcast system equipment.

### Full-time Equivalent Employees

Job Title	FY 2017	FY 2018	FY 2019	Change
Assistant News Coordinator	1.00	1.00	1.00	-
Director of Community Services	-	-	0.25	0.25
News Coordinator	1.00	1.00	1.00	-
Video Assistant	1.00	1.00	1.00	-
Video Specialist	1.00	1.00	1.00	-
<b>Full-time Equivalent Employees</b>	<b>4.00</b>	<b>4.00</b>	<b>4.25</b>	<b>0.25</b>

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# Public Works Enterprise Funds



**SOLID  
WASTE**



**WATER  
POLLUTION  
CONTROL**



**WATER  
SUPPLY**

## 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.

# Solid Waste Enterprise Fund

## Purpose Statement

The objective of the Solid Waste Division is 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 disposals and recycling costs.

Transfer Station

## Recent Accomplishments

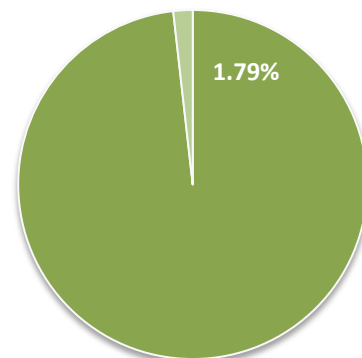
- Processed approximately 4,500 yards of compost and provided it to Sticker Holders free of charge
- Continuing Food Waste Composting Program with grants from Mass DEP
- Continued Mattress Recycling Recovery Program with grants from Mass DEP
- Continued with post closure monitoring and maintenance of capped landfill
- Attended seminars on ways to expand recycling efforts in all areas

Recycling Centers

## Solid Waste Collection

- MSW (Household Trash) – 8,300 tons
- Town Packer Service – 405 tons
- Construction & Demolition (C&D) – 2,549 tons
- Recycling
- Single Stream – 2,027 tons
- Corrugated Cardboard – 521 tons
- TV's & Computers – 9,309 tons
- Metal – 708 tons
- Cast Iron – 40 tons
- Aluminum – 27 tons
- Refrigerator & AC's – 2,460 pieces

Percentage of FY19 All Appropriated Funds



Solid Waste Fund comprises 1.79% of all appropriated funds.

## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

### Short-Term:

1. Complete the evaluation and design of the Solid Waste Facility. **(SP: Public Health and Safety, and Infrastructure)**
2. Devise efficient systems to address rising costs of disposal of recyclable material. **(SP: Finance, Public Health and Safety, and Regulatory Process and Performance)**

### Long-Term:

1. Construct the improvements to the Solid Waste Facility. **(SP: Public Health and Safety, and Infrastructure)**
2. Pursue all available grants to improve costs of operations. **(SP: Finance)**



SOLID WASTE FACILITY ARIAL VIEW

### Description of Solid Waste Fund Services Provided

The program provides for the operation, maintenance and remedial upgrading of the Town’s Solid Waste Transfer Facility to meet State regulations and operation of a residential transfer station and a recycling center including composting of grass clippings and leaves. 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. The Solid Waste Division manages and coordinates the transfer and disposal of solid waste and recyclables on the Town’s behalf.

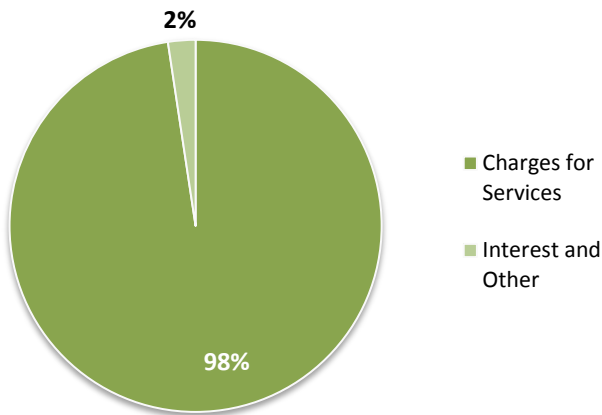
### Solid Waste Fund Financial Summary

The Solid Waste Fund is used to account for all revenues and expenses associated with operating the Town of Barnstable’s facility located on Flint Street in Marstons Mills. The facility operates a transfer station, recycling facility, and bulky item disposal service.

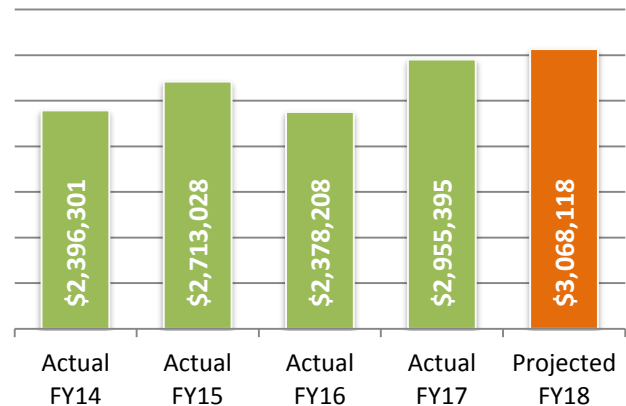
### Factors Affecting Revenues

The Solid Waste Fund revenues are affected by rates set at the residential transfer station and recycling facility. Rates are set annually for services provided by this facility. The two major sources of revenue for the fund are the residential sticker and the tonnage fees charged for disposal of construction and demolition materials by homeowners and local small businesses. The Department of Public Works is evaluating a pay-as-you-throw program option that could increase recycling and reduce disposal costs. This will be presented to the Town Council for their consideration in the near future.

FY19 Source of Funding



Solid Waste Enterprise Fund Source of Funding History

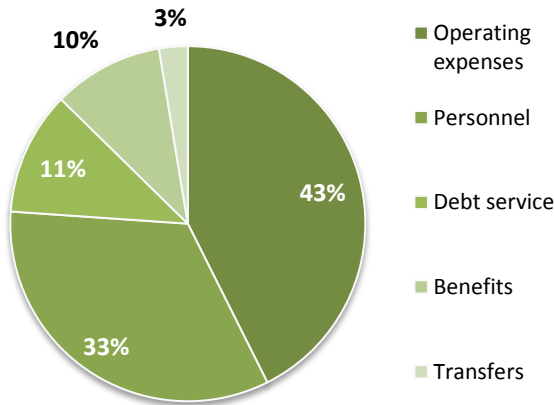


Charges for services account for 98% of total revenue sources. This includes the annual residential transfer station sticker. The drop-off in revenue in FY16 was the result in a change in the timing of renewals for residential transfer station stickers.

**Factors Affecting Expenses**

Expenses have been forecast to provide staffing levels for a 7-day operation. Projected wage and benefit increases range from 3 to 10 percent. Debt service is included for all solid waste related borrowings. A significant amount of the fund’s surplus is expected to be consumed by funding debt repayment over the next two years on the loan issued for the landfill capping. Surplus used for debt repayment has been planned as surplus was accumulated in prior years for this specific purpose in order to eliminate any need for rate increases to repay the loans.

Solid Waste Enterprise Fund  
FY19 Budget By Major Category



Solid Waste Enterprise Fund  
Budget History



Personnel and benefits comprise 43% of this fund’s expenses. Operating expenses comprise the second largest category 33%. The Solid Waste Enterprise Fund budget has increased from \$3.2 million in FY15 to \$3.6 million proposed FY19 over the five-year period, or 2.71% annually. The significant spike in FY16 is due to new waste disposal contract that is significantly higher than previous years.



Solid Waste Enterprise Fund	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Charges for Services	\$ 2,887,179	\$ 2,908,500	\$ 3,030,283	\$ 2,998,500	\$ 90,000	3.09%
Interest and Other	68,216	71,000	37,835	71,000	-	0.00%
<b>Total Operating Source of Funding</b>	<b>\$ 2,955,395</b>	<b>\$ 2,979,500</b>	<b>\$ 3,068,118</b>	<b>\$ 3,069,500</b>	<b>\$ 90,000</b>	<b>3.02%</b>
Intergovernmental Aid	\$ 211,000	\$ -	\$ -	\$ -	\$ -	0.00%
<b>Total Capital Source of Funding</b>	<b>\$ 211,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Sources of Funding</b>	<b>\$ 3,166,395</b>	<b>\$ 2,979,500</b>	<b>\$ 3,068,118</b>	<b>\$ 3,069,500</b>	<b>\$ 90,000</b>	<b>3.02%</b>
<b>Expense Category</b>						
Personnel	\$ 1,124,661	\$ 1,180,498	\$ 1,098,599	\$ 1,212,034	\$ 31,536	2.67%
Benefits	113,634	352,613	331,288	363,630	11,017	3.12%
Operating Expenses	1,174,146	1,399,999	1,424,479	1,541,871	141,872	10.13%
Debt Service	401,208	393,368	393,368	407,362	13,994	3.56%
Transfers Out	499,114	101,542	101,542	94,192	(7,350)	-7.24%
<b>Subtotal Operating Budget</b>	<b>\$ 3,312,763</b>	<b>\$ 3,428,020</b>	<b>\$ 3,349,276</b>	<b>\$ 3,619,089</b>	<b>\$ 191,069</b>	<b>5.57%</b>
Capital Improvements Program	\$ 275,155	\$ -	\$ -	\$ -	\$ -	0.00%
<b>Total Capital Expenses</b>	<b>\$ 275,155</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Expenses</b>	<b>\$ 3,587,918</b>	<b>\$ 3,428,020</b>	<b>\$ 3,349,276</b>	<b>\$ 3,619,089</b>	<b>\$ 191,069</b>	<b>5.57%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$ (421,523)</b>	<b>\$ (448,520)</b>	<b>\$ (281,158)</b>	<b>\$ (549,589)</b>	<b>\$ (101,069)</b>	
Adjustment to accrual basis	(26,708)	-	-	-		
Beginning Net Assets per CAFR	1,868,053	1,419,822	1,419,822	1,138,664		
Ending Net Assets per CAFR	1,419,822	\$ 971,302	\$ 1,138,664	\$ 589,075		
Invested in capital assets, net of related debt (1)	(2,050,981)					
Intergovernmental receivable (1)	(235,266)					
Reserved for subsequent year's budget (2)	(448,520)					
Reserved for encumbrances (3)	(91,341)					
Other post employment benefits obligation (4)	563,870					
Compensated absences (4)	65,454					
Net pension liability (4)	3,259,144					
Deferred outflow of resources (5)	(302,674)					
Net assets available for appropriation (free cash) (6)	\$ 2,179,508					

(1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.

(2) This amount represents the net assets appropriated for the subsequent fiscal year's capital program and operating budget.

(3) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from, a specific appropriation account.

(4) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.

(5) This amount represents the deferred recognition of an outflow of resources related to future fiscal years.

(6) Amount certified by the Division of Local Services.

## Summary of Significant Budget Changes

Solid Waste Enterprise Fund FY19 proposed budget is increasing by \$191,069 or 5.57% over FY18 budget. Personnel costs are increasing \$42,552 due to contractual obligations. Operating costs are increasing \$141,872 as a result of increased cost for recycling materials disposal.



**Additional Funding Recommended**

**1. Single Stream Recycling Disposal**

**\$135,000 Requested**  
**\$135,000 Recommended**

We began paying for the disposal of our single stream recycling in the Fall 2017 a new cost that we have incurred to dispose of our single stream recycling.

**2. Increase Recycling Materials Disposal - Mattress**

**\$11,000 Requested**  
**\$11,000 Recommended**

The increase is to cover our cost of disposal of mattresses after they are dropped off by residents.

**Full-time Equivalent Employees**

Job Title	FY 2017	FY 2018	FY 2019	Change
Admin Assistant to DPW Director	0.15	0.15	0.15	-
Administrative Assistant	1.00	1.00	1.00	-
Assistant DPW Director	0.15	0.15	0.15	-
Director of Public Works	0.15	0.15	0.15	-
Equipment Operator	2.00	2.00	2.00	-
Financial Coordinator	0.15	0.15	0.15	-
Lab/Craftperson/Gate Attendant	5.00	5.00	5.00	-
Mechanic/Working Foreman	2.00	2.00	2.00	-
Principal Dept/Div Assistant	1.00	1.00	1.00	-
Recycling Laborer	4.00	4.00	4.00	-
Safety Officer	0.20	0.20	0.20	-
Solid Waste Supervisor	1.00	1.00	1.00	-
Town Engineer	0.15	0.15	0.15	-
<b>Full-time Equivalent Employees</b>	<b>16.95</b>	<b>16.95</b>	<b>16.95</b>	<b>-</b>

# Water Pollution Control

## Purpose Statement

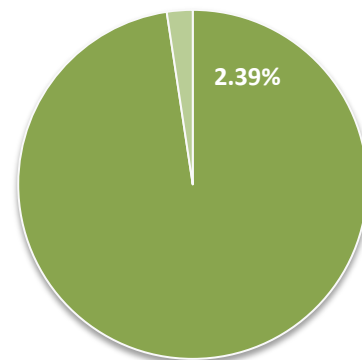
The purpose of the Water Pollution Control Division is to provide the citizens of the Town with an environmentally safe, efficient and effective means of disposing of sanitary waste.



## Recent Accomplishments

- Treated 564,433,700 gallons of wastewater
- Treated 9,906,800 gallons of septage
- Treated 697,900 gallons of grease and processed 1,015 dry tons of sludge
- Performed jet-rod cleaning of 4.5 miles of sewer line
- Performed television inspection of 2.1 miles of sewer line
- Completed construction of improvements to all five clarifiers at the Hyannis WPCF
- Completed construction of a new 750kw emergency backup generator and electrical distribution panels at the Hyannis WPCF
- Completed an infiltration and inflow analysis for the Town’s sewer system
- Replaced the influent channel grinder at the Hyannis WPCF
- Completed an updated groundwater modeling run examining the effects of WPCF effluent discharge on the local groundwater table

Percentage of FY19 All Appropriated Funds



Water Pollution Control Enterprise Fund comprises 2.39% of all appropriated.

## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

### Short-Term:

1. Develop a computerized wastewater treatment plant simulation model for the Hyannis WPCF. **(SP: Education, and Communication)**
2. Complete an evaluation of the solids handling processes, equipment, and disposal practices at the Hyannis WPCF. **(SP: Infrastructure, Education, and Public Health and Safety)**
3. Construct a portable generator storage building. **(SP: Infrastructure)**
4. Install new backup generators at Marks Path and Route 6A pump stations. **(SP: Infrastructure)**
5. Complete a comprehensive evaluation of the Town's network of sewage pumping stations. **(SP: Infrastructure)**
6. Further, refine existing groundwater models in order to determine the exact disposal capacity of the Hyannis WPCF. **(SP: Education, Infrastructure, and Communication)**



WASTE WATER FACILITY

## Fiscal Year 2019 Goals and Objectives (Continued)

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

### Long-Term:

1. Complete design and begin construction of improvements to the solids handling building at the Hyannis WPCF. **(SP: Infrastructure)**
2. Complete design and begin construction of improvements to the Town's network of sewage pumping stations. **(SP: Infrastructure)**
3. Design and construct improvements to sewers determined to have excessive amounts of infiltration and inflow. **(SP: Infrastructure)**
4. Begin implementation of the Town's wastewater management plan. **(SP: Infrastructure, Education, Communication, Environment and Natural Resources)**



ACTIVATED SLUDGE PROCESSING

## Description of Water Pollution Control Enterprise Fund Services Provided

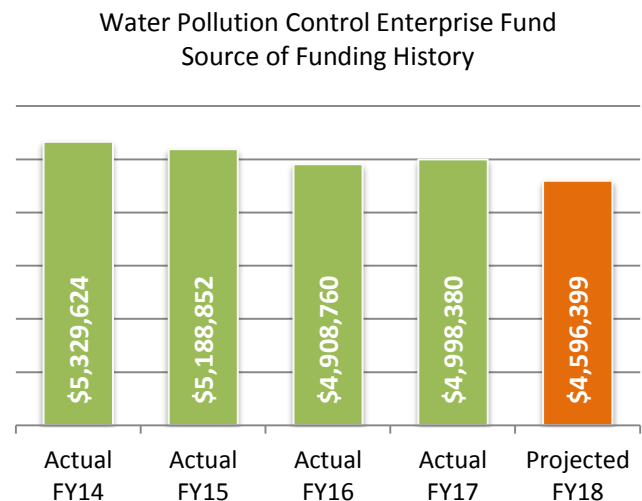
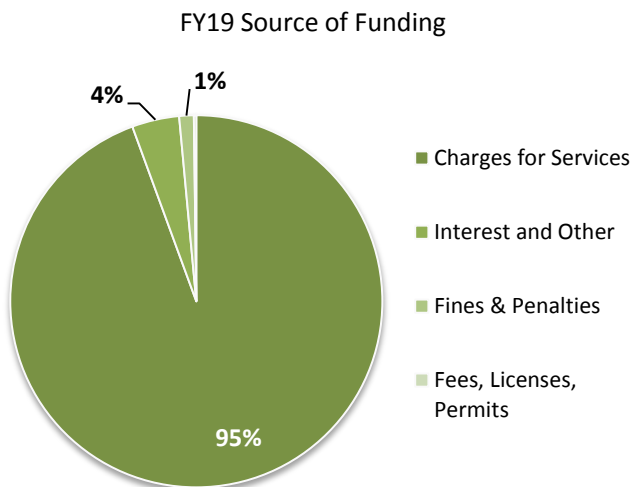
The Water Pollution Control Program, an enterprise account-funded program under the Department of Public Works, manages a wastewater collection, treatment and disposal system, including the operation and maintenance of a secondary wastewater treatment plant, 30 sewage pump stations and 55 miles of sewer lines. The Program also includes the operation of a pretreatment program, and a laboratory for testing the quality of sewage and septic to prevent the introduction of toxic wastes into the system and to ensure compliance with Federal and State regulations. In addition, the Program manages an accounts receivable and billing system for users of the sewer system. The Program provides owners of properties with on-site septic systems with a means of disposing of septic pumped routinely from their systems to prevent premature failure of the system and contamination of the groundwater.

## Water Pollution Control Enterprise Fund Financial Summary

The Water Pollution Control Fund is used to account for revenues and expenses associated with the Wastewater Facility on Bearses Way in Hyannis, the treatment plant located in Marstons Mills on school property along Osterville-West Barnstable Road, and a treatment system near Red Lily 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 in the vicinity of the pond.

## Factors Affecting Revenues

Sewer rates charged to users of the system account for a majority of the revenue in this fund. The number of customers tied into the facility can have a significant impact on revenue. The rates are set in accordance with the necessary revenue required to run the sewer operations and pay back the borrowings issued for the sewer plant improvements. Rate increases of approximately 4 to 5 percent have been implemented over the past several years.

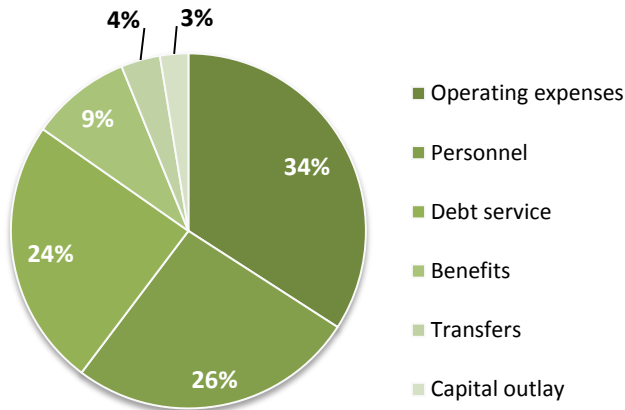


Charges for services accounts for 95% of total sources of revenue. 50% of this category comes from commercial sewer.

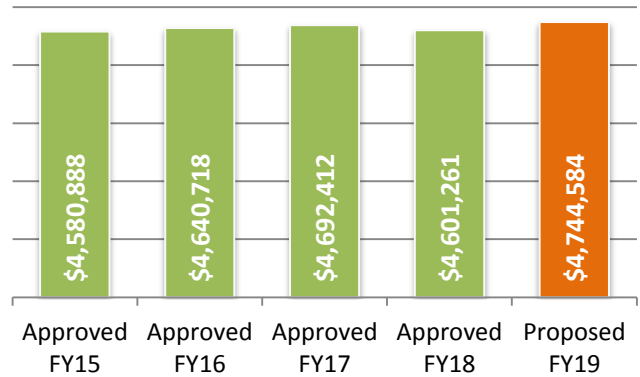
**Factors Affecting Expenses**

Expenses have been forecast to maintain current staffing levels, at a projected wage and benefit increase of 3 and 10 percent respectively. Operating expenses are projected to increase 3 percent per year. Debt service is included for all sewer related borrowings. Projections have been made for all outstanding loan authorizations that have yet to be issued by the Town that will be the responsibility of ratepayers.

Water Pollution Control Enterprise Fund  
FY19 Budget By Major Category



Water Pollution Control Enterprise Fund  
Budget History



By category, operating expenses is the largest component at 34% followed by personnel and benefits 35% and debt service 24%. The Water Pollution Control Enterprise Fund budget has remained level over the past five years with no significant changes. The reduction in utility costs as a result of implementing renewable energy projects has been a major contributor to this.



**WASTE WATER TREATMENT PLANT – ARIAL VIEW**

Water Pollution Control Enterprise Fund	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Intergovernmental Aid	\$ 7,266	\$ -	\$ 5,000	\$ -	-	0.00%
Fines & Penalties	96,193	60,000	65,157	60,000	\$ -	0.00%
Fees, Licenses, Permits	9,375	10,000	8,287	10,000	-	0.00%
Charges for Services	4,539,351	4,396,261	4,245,116	4,479,584	83,323	1.90%
Interest and Other	346,195	135,000	272,839	195,000	60,000	44.44%
<b>Total Operating Source of Funding</b>	<b>\$ 4,998,380</b>	<b>\$ 4,601,261</b>	<b>\$ 4,596,399</b>	<b>\$ 4,744,584</b>	<b>\$ 143,323</b>	<b>3.11%</b>
Borrowing Authorizations	\$ 2,104,000	\$ -	\$ -	\$ 701,000	\$ 701,000	0.00%
<b>Total Capital Source of Funding</b>	<b>\$ 2,104,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 701,000</b>	<b>\$ 701,000</b>	<b>0.00%</b>
<b>Total Sources of Funding</b>	<b>\$ 7,102,380</b>	<b>\$ 4,601,261</b>	<b>\$ 4,596,399</b>	<b>\$ 5,445,584</b>	<b>\$ 844,323</b>	<b>18.35%</b>
<b>Expense Category</b>						
Personnel	\$ 1,138,218	\$ 1,191,470	\$ 1,181,909	\$ 1,241,473	\$ 50,003	4.20%
Benefits	132,245	401,915	392,777	433,896	31,981	7.96%
Operating Expenses	1,367,898	1,571,178	1,454,419	1,618,586	47,408	3.02%
Capital Outlay	19,351	90,000	49,173	122,000	32,000	35.56%
Debt Service	1,161,588	1,174,395	1,134,107	1,159,163	(15,232)	-1.30%
Transfers Out	444,872	172,303	554,303	169,466	(2,837)	-1.65%
<b>Subtotal Operating Budget</b>	<b>\$ 4,264,172</b>	<b>\$ 4,601,261</b>	<b>\$ 4,766,688</b>	<b>\$ 4,744,584</b>	<b>\$ 143,323</b>	<b>3.11%</b>
Capital Improvements Program	\$ 1,655,260	\$ 382,000	\$ -	\$ 1,046,000	\$ 664,000	173.82%
<b>Total Capital Expenses</b>	<b>\$ 1,655,260</b>	<b>\$ 382,000</b>	<b>\$ -</b>	<b>\$ 1,046,000</b>	<b>\$ 664,000</b>	<b>173.82%</b>
<b>Total Expenses</b>	<b>\$ 5,919,432</b>	<b>\$ 4,983,261</b>	<b>\$ 4,766,688</b>	<b>\$ 5,790,584</b>	<b>\$ 807,323</b>	<b>16.20%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$ 1,182,948</b>	<b>\$ (382,000)</b>	<b>\$ (170,289)</b>	<b>\$ (345,000)</b>	<b>\$ 37,000</b>	
Adjustment to accrual basis	(1,676,644)	-	-	-		
Beginning Net Assets per CAFR	33,028,803	32,535,107	32,535,107	32,364,818		
Ending Net Assets per CAFR	32,535,107	\$ 32,153,107	\$ 32,364,818	\$ 32,019,818		
Invested in capital assets, net of related debt (1)	(23,285,552)					
User Charges Receivable (1)	(1,834,414)					
Special Assessments Receivable (1)	(945,378)					
Intergovernmental receivable (1)	(462,176)					
Reserved for subsequent year's budget (2)	(382,000)					
Reserved for encumbrances (3)	(261,920)					
Reserved for continuing appropriations (4)	-					
Other post employment benefits obligation (5)	371,309					
Compensated absences (5)	64,896					
Net pension liability (5)	3,305,013					
Deferred outflow of resources (6)	(306,934)					
Net assets available for appropriation (free cash) (7)	\$ 8,797,951					

(1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.

(2) This amount represents the net assets appropriated for the subsequent fiscal year's capital program budget.

(3) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from, a specific appropriation account.

(4) This represents the portion of the enterprise fund's cash in the town's treasury that has been appropriated for a specific capital expenditure which still remains unexpended as of June 30, 2016.

(5) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.

(6) This amount represents the deferred recognition of an outflow of resources related to future fiscal years.

(7) Amount certified by the Division of Local Services.

## Summary of Significant Budget Changes

Water Pollution Control FY19 proposed budget is increasing by \$143,323 or 3.11% over FY18 budget. Personnel and benefit costs will increase by \$81,984 because of contractual obligations. Operating costs will increase by \$47,408, which includes costs for \$40,000 computer software, \$5,000 pump station upgrades, and \$5,000 laboratory supplies. Capital outlay costs of \$122,000 includes the annual \$90,000 for equipment replacements and \$32,000 for generator replacement.

### Additional Funding Recommended

#### 1. Operating Capital Renewal

**\$90,000 Requested**  
**\$90,000 Recommended**

To fund the replacement of large pieces of equipment and other critical components of the wastewater treatment process.

#### 2. Marks Path Pump Station Generator Replacement

**\$32,000 Requested**  
**\$32,000 Recommended**

The purpose of this request is to replace the existing generator at the Marks Path Pump Station with a new 80kW natural gas powered generator. Also included in this request are a new automatic transfer switch, a new generator pad, and the relocation of the existing gas service.

#### 3. Supervisory Control and Data Acquisition (SCADA) computer software

**\$40,000 Requested**  
**\$40,000 Recommended**

Supervisory Control and Data Acquisition (SCADA) computer software is used to provide automation to WPCF equipment and to report plant conditions to plant operators. The software collects data and issues commands to process equipment in order to meet desired conditions. Currently, the WPCF is operating outdated versions of SCADA software, and has only one computer backing up the system. The purpose of this project is to upgrade the SCADA software at the WPCF and provide a second backup computer in order to provide redundancy in case the primary computer fails. This project also includes vital security upgrades in order to enhance plant cyber security.

#### 4. Pumping Stations Budget Increase

**\$5,000 Requested**  
**\$5,000 Recommended**

Increase the Pumping Station budget to cover the addition of a new Pumping Station. In the fall of 2018, the WPCD will be taking over a new pumping station that is currently being constructed at the new Cape Cod 5 headquarters on Attucks Lane. The overall maintenance cost for a pumping station is approximately \$5,000/year.

#### 5. Laboratory Supplies Budget Increase

**\$5,000 Requested**  
**\$5,000 Recommended**

The WPCD Laboratory is responsible for sampling and testing of incoming waste streams and treatment plant effluent in order to stay in compliance with Massachusetts DEP permit requirements. The WPCD Laboratory is planning on applying for State certification, which requires additional QA/QC testing in order to be compliant with State regulations. In addition to this, the WPCD is currently preparing to build a computer model of the treatment plant, and additional testing will be required in order to calibrate and verify the model moving forward. This request also takes into account the rising cost of chemicals required to carry out routine testing.



**Full-time Equivalent Employees**

Job Title	FY 2017	FY 2018	FY 2019	Change
Admin Assistant Sewer Billing	1.00	1.00	1.00	-
Admin Assistant to DPW Director	0.15	0.15	0.15	-
Assistant DPW Director	0.15	0.15	0.15	-
Assistant Mechanic	1.00	1.00	1.00	-
Chief Maintenance Mechanic	1.00	1.00	1.00	-
Chief Plant Operator	1.00	1.00	1.00	-
Construction Project Inspector	1.00	1.00	1.00	-
Director of Public Works	0.15	0.15	0.15	-
Financial Coordinator	0.15	0.15	0.15	-
Labratory Tech/Chemist	2.00	2.00	2.00	-
Plant Operator/Maintenance Laborer	5.00	5.00	5.00	-
Principal Clerk	1.00	1.00	1.00	-
Safety Officer	0.20	0.20	0.20	-
Senior Project Manager	0.40	0.40	0.40	-
Town Engineer	0.15	0.15	0.15	-
Water Pollution Control Division Supervisor	1.00	1.00	1.00	-
<b>Full-time Equivalent Employees</b>	<b>15.35</b>	<b>15.35</b>	<b>15.35</b>	<b>-</b>

# Water Supply Enterprise Fund

## Purpose Statement

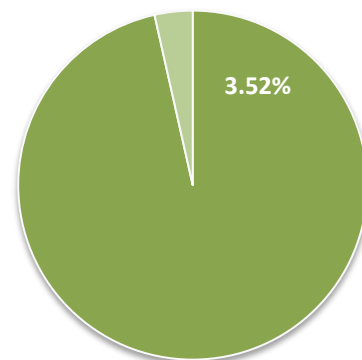
The purpose of the Water Supply Division is to provide commercial and residential properties in Hyannis, Hyannisport and West Hyannisport with a safe, efficient and effective means of obtaining drinking water and fire-readiness services.



## Recent Accomplishments

- Pumped, treated, and distributed 826,379,000 Gallons of Water in FY17.
- Increased water quality by continuing the unidirectional flushing system for the Hyannis Water System.
- The start of the cleaning and lining pipe rehabilitation project on West Main Street from the West-end rotary to Lafrance Avenue.
- Constructed a permanent water supply connection with Yarmouth to resolve a contamination and supply issue at the Maher Treatment Plant based on UCMR3 data, and subsequent water quality testing.
- Constructed three buildings around the Mary Dunn filter units to allow for year-round operation of these units.

Percentage of FY19 All Appropriated Funds



Water Supply Enterprise Fund comprises 3.52% of all appropriated funds.

## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

### Short-Term:

1. Maintain close contractual oversight of the administration, finances, and operation of the Water Supply Division. **(SP: Finance, Education, and Communication)**
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, and Public Health and Safety)**
3. Finalize the design, permitting, and bidding of the water filtration building at the Maher facility. **(SP: Infrastructure, Finance, Education, Regulatory Process and Performance, and Communication)**
4. Finalize the new source alternatives evaluation report to provide the Hyannis Water System with drinking water production sources that yield high quality drinking water. **(SP: Infrastructure, Environment and Natural Resources, and Public Health and Safety)**



MARY DUNN 3 CARBON FILTER SYSTEM

## Fiscal Year 2019 Goals and Objectives (Continued)

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

### Long-Term:

1. Implement the new source alternatives evaluation report and develop/install new drinking water wells for the Hyannis Water System. (SP: Infrastructure, Environment and Natural Resources, Regulatory Process and Performance)
2. Construct the water filtration building at the Maher facility. (SP: Infrastructure, Environment and Natural Resources, Communication, Regulatory Process and Performance)



## Description of Water Supply Enterprise Fund Services Provided

The Water Supply program, an enterprise account-funded program under the Department of Public Works, oversees the contract management and operation of a water supply system that provides potable water to the residents and businesses (approximately 7,300 accounts) located in Hyannis, Hyannisport, West Hyannisport and fire-readiness services. The management of the system involves substantial investment in water supply sources, pumping, treatment, storage and distribution infrastructure, customer service and regulatory compliance.

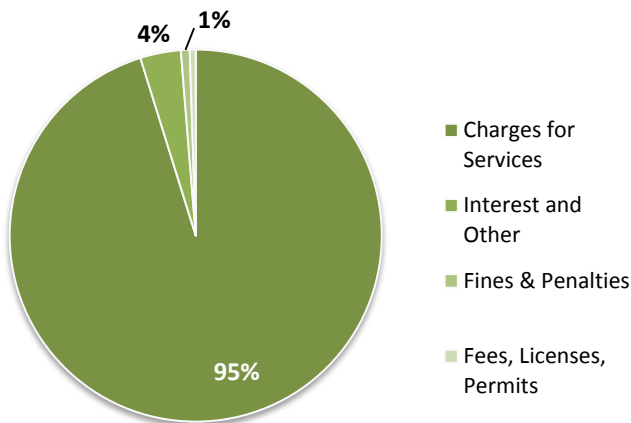
## Water Supply Enterprise Fund Financial Summary

The Water Supply Fund was created through the acquisition of the Hyannis Water Company. This operation provides service to residential and commercial properties within the village of Hyannis. The daily management of the water service is provided for by an outside contractor.

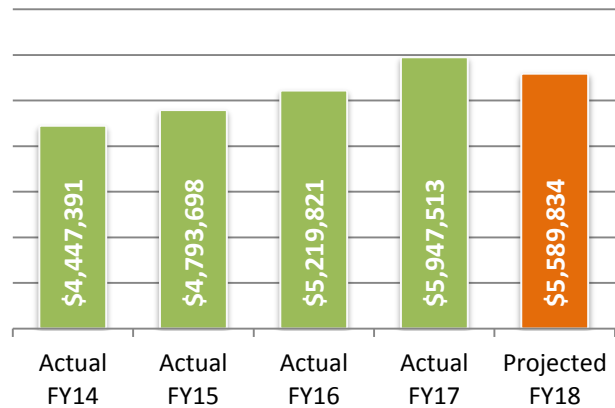
## Factors Affecting Revenues

The rates are set in accordance with the necessary revenue required to run the water operations and pay back borrowings issued for water related capital improvements. Current rates are projected to increase 9 percent in FY18 and FY19 to cover the cost of recent major capital improvements.

FY19 Source of Funding



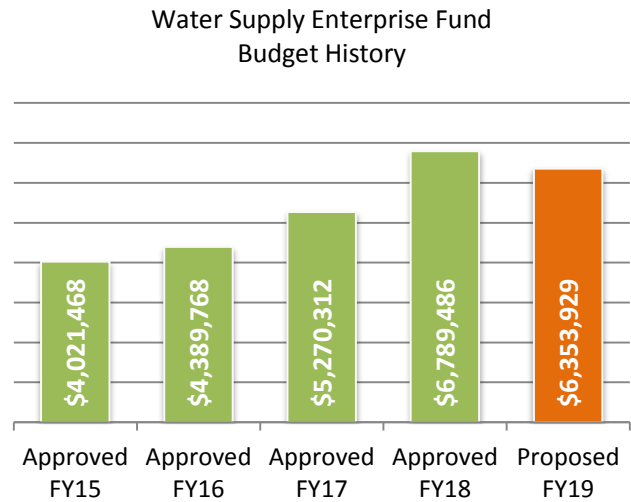
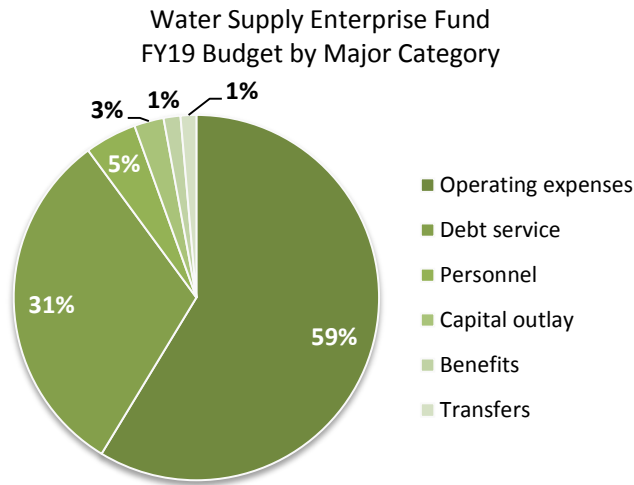
Water Supply Enterprise Fund Source of Funding History



Charges for services are 95% of total sources of revenues, which metered sales accounts for 77% of this category followed by public hydrants fees 14%. Revenue growth for this operation has been a result of rate increases and an increase in consumption.

Factors Affecting Expenses

Management of this service is provided for by an outside contractor and it is expected to continue operating in this manner. The capital improvement portion of this service has a significant impact on expenses. The system has incurred expenses in excess of \$10 million recently to address the water contamination at the Mary Dunn and Maher wells. The projection does not include any legal settlement with the County for the pollution of the Mary Dunn wells and is based on a worst-case scenario.



By activity, operating expenses represent the largest component at 59% followed by debt service at 31%. The Water Supply Enterprise Fund budget has increased from \$4 million in FY15 to \$6.353 million proposed for FY19 over the five-year period, or 11.6% annually. The significant increase is mainly due to an increase in debt service from an aggressive capital improvements program as well as increases in the management contract for the system’s operations.

## FISCAL YEAR 2019

## WATER SUPPLY

## ENTERPRISE FUNDS

Water Supply Enterprise Fund	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Fines & Penalties	\$ 43,266	\$ 44,000	\$ 43,138	\$ 44,000	\$ -	0.00%
Fees, Licenses, Permits	127,131	29,500	178,924	29,500	-	0.00%
Charges for Services	4,969,152	5,297,000	5,137,788	5,466,000	169,000	3.19%
Interest and Other	373,359	207,500	229,984	202,500	(5,000)	-2.41%
Transfers In	434,605	-	-	-	-	0.00%
<b>Total Operating Source of Funding</b>	<b>\$ 5,947,513</b>	<b>\$ 5,578,000</b>	<b>\$ 5,589,834</b>	<b>\$ 5,742,000</b>	<b>\$ 164,000</b>	<b>2.94%</b>
Borrowing Authorizations	\$ 900,000	\$ 1,924,000	\$ -	\$ 1,605,000	\$ (319,000)	-16.58%
<b>Total Capital Source of Funding</b>	<b>\$ 900,000</b>	<b>\$ 1,924,000</b>	<b>\$ -</b>	<b>\$ 1,605,000</b>	<b>\$ (319,000)</b>	<b>-16.58%</b>
<b>Total Sources of Funding</b>	<b>\$ 6,847,513</b>	<b>\$ 7,502,000</b>	<b>\$ 5,589,834</b>	<b>\$ 7,347,000</b>	<b>\$ (155,000)</b>	<b>-2.07%</b>
<b>Expense Category</b>						
Personnel	\$ 274,937	\$ 283,716	\$ 274,365	\$ 291,837	\$ 8,121	2.86%
Benefits	16,692	86,661	87,438	94,779	8,118	9.37%
Operating Expenses	4,097,199	4,062,028	3,989,585	3,728,844	(333,184)	-8.20%
Capital Outlay	179,891	160,000	214,417	166,000	6,000	3.75%
Debt Service	1,547,248	2,129,024	2,003,531	1,983,873	(145,151)	-6.82%
Transfers Out	124,632	68,057	313,057	88,596	20,539	30.18%
<b>Total Operating Budget</b>	<b>\$ 6,240,599</b>	<b>\$ 6,789,486</b>	<b>\$ 6,882,393</b>	<b>\$ 6,353,929</b>	<b>\$ (435,557)</b>	<b>-6.42%</b>
Capital Improvements Program	\$ 3,805,232	\$ 2,169,000	\$ -	\$ 1,970,000	\$ (199,000)	-9.17%
<b>Total Capital Expenses</b>	<b>\$ 3,805,232</b>	<b>\$ 2,169,000</b>	<b>\$ -</b>	<b>\$ 1,970,000</b>	<b>\$ (199,000)</b>	<b>-9.17%</b>
<b>Total Expenses</b>	<b>\$ 10,045,831</b>	<b>\$ 8,958,486</b>	<b>\$ 6,882,393</b>	<b>\$ 8,323,929</b>	<b>\$ (634,557)</b>	<b>-7.08%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$ (3,198,318)</b>	<b>\$ (1,456,486)</b>	<b>\$ (1,292,559)</b>	<b>\$ (976,929)</b>	<b>\$ 479,557</b>	
Adjustment to accrual basis	6,134,949	-	-	-		
Beginning Net Assets per CAFR	15,011,592	17,948,223	17,948,223	16,655,664		
Ending Net Assets per CAFR	17,948,223	\$ 16,491,737	\$ 16,655,664	\$ 15,678,735		
Invested in capital assets, net of related debt (1)	(7,498,744)					
User Charges Receivable (1)	(1,139,820)					
Intergovernmental receivable (1)	(6,589,012)					
Reserved for subsequent year's budget (2)	(1,456,486)					
Reserved for encumbrances (3)	(619,305)					
Reserved for continuing appropriations (4)	-					
Accrued Interest (5)	185,065					
Other post employment benefits obligation (5)	48,555					
Compensated absences (5)	18,432					
Net pension liability (5)	800,937					
Deferred outflow of resources (6)	(448,391)					
Net assets available for appropriation (free cash) (7)	\$ 1,249,454	-				

(1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.

(2) This amount represents the net assets appropriated for the subsequent fiscal year's capital program budget.

(3) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from, a specific appropriation account.

(4) This represents the portion of the enterprise fund's cash in the town's treasury that has been appropriated for a specific capital expenditure which still remains unexpended as of June 30, 2016.

(5) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.

(6) This amount represents the deferred recognition of an outflow of resources related to future fiscal years.

(7) Amount certified by the Division of Local Services.

**Summary of Significant Budget Changes**

Water Supply Enterprise Fund FY19 proposed budget is decreasing by \$435,557 or 6.42% over FY18 budget. Personnel and benefit costs are increasing by \$16,239 due to contractual obligations. Operating costs are decreasing by \$333,184 largely due to cost reductions of \$405,000 to purchase water outside the Town. However, these costs do include Suez contractual cost increase of \$81,118. Capital outlay costs \$166,000 includes police detail of \$16,000 and \$150,000 emergency repairs and improvements.

**Additional Funding Recommended**

**1. Operations Contract, Year 10 increase**

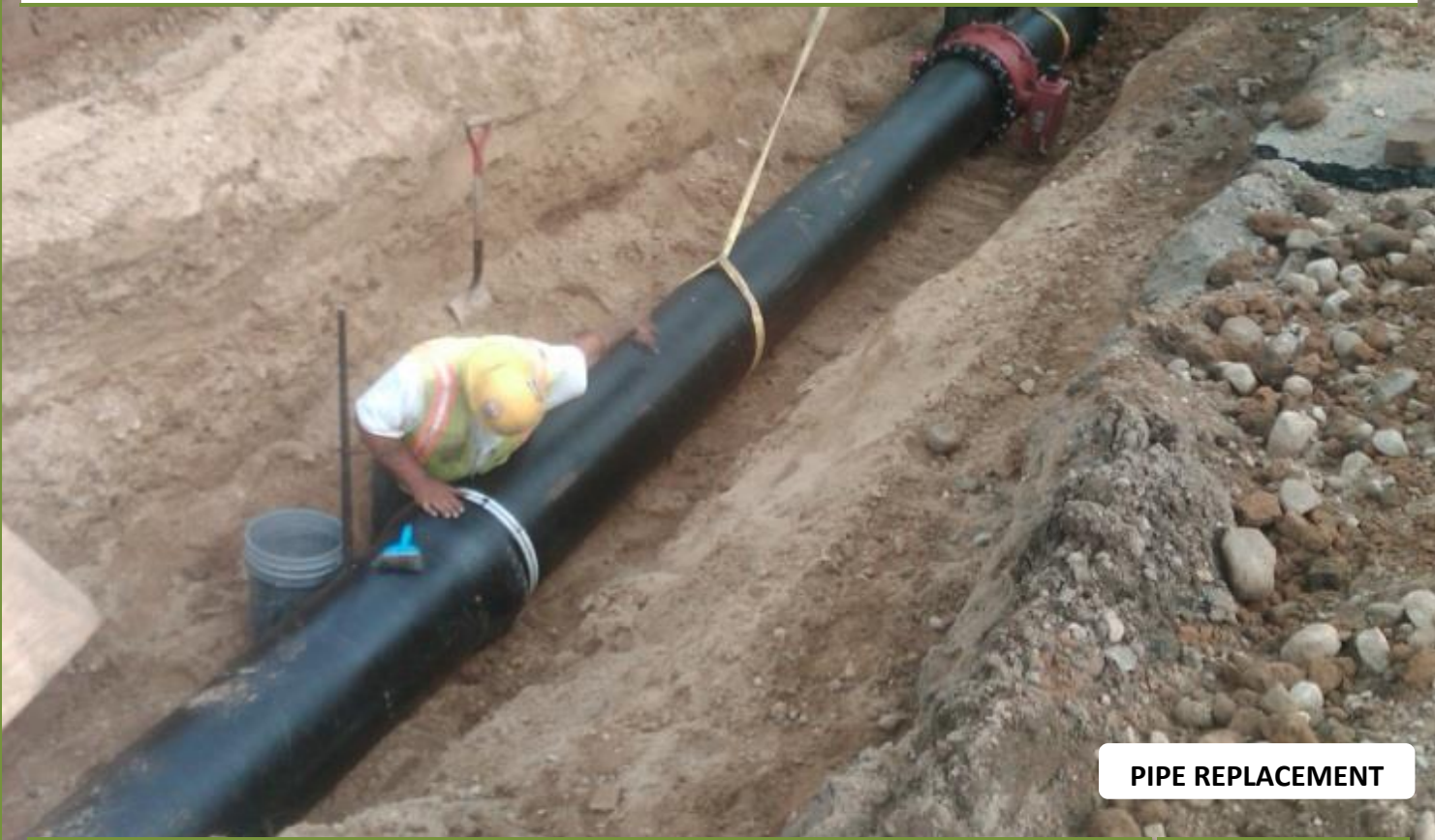
**\$81,118 Requested**  
**\$81,118 Recommended**

This decision package request is based on the final, approved proposal provided by Suez according the contractual escalation formula based on various indexes. The efficiency and effectiveness of the water supply operations will be improved by continuing to contract with Suez.

**2. Operating Capital Police Details Cost Increase**

**\$166,000 Requested**  
**\$166,000 Recommended**

This decision package request funds the operating capital expenses for the DPW Water Supply Division, operating budget in the amount of \$166,000. This recurring funding request for operating capital expenses is an integral part of the operations since the Town purchased the water system. It funds up to \$16,000 for police details and \$150,000 toward emergency repairs and improvements as detailed in the operations contract. There is a \$6,000 increase in cost of the required use of police details for water main break repairs, fire hydrant flushing, water shutoff gate repair and other water utility related activities.



**PIPE REPLACEMENT**



**Full-time Equivalent Employees**

Job Title	FY 2017	FY 2018
Admin Assistant	0.75	0.75
Admin Assistant to DPW Director	0.15	0.15
Assistant DPW Director	0.15	0.15
Director of Public Works	0.15	0.15
Financial Coordinator	0.15	0.15
Safety Officer	0.05	0.05
Senior Project Manager	0.40	0.40
Town Engineer	0.15	0.15
Water Supervisor	1.00	1.00
<b>Full-time Equivalent Employees</b>	<b>2.95</b>	<b>2.95</b>

FY 2019	Change
0.75	-
0.15	-
0.15	-
0.15	-
0.15	-
0.05	-
0.40	-
0.15	-
1.00	-
<b>2.95</b>	<b>-</b>



**CARBON FILTER SYSTEM**

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# Barnstable Municipal Airport Enterprise Fund

## Purpose Statement

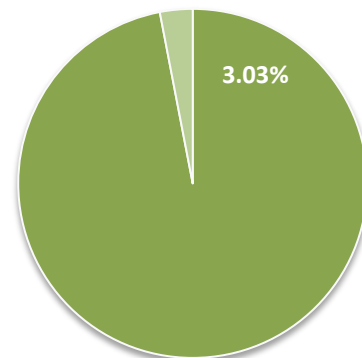
To provide a safe and superb air travel experience and high quality aviation activities to the citizens of the Town of Barnstable, the Cape Cod region, and the Commonwealth of Massachusetts. As a non-hub primary airport and a major transportation facility, our goal is to foster local economic growth; 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

## Recent Accomplishments

- ➔ Maintained compliance with all Federal & State airport safety and certification requirements.
- ➔ Completed the reconstruction of the circa 1985 Runway 15/33, including a portion of the circa 1962 Taxiway Bravo and the remaining portion of the circa 1966 Taxiway Charlie; the replacement of the Visual Approach Slope Indicator (VASI) system with a Precision Approach Path Indicator (PAPI) system; and install an airfield lighting control system (ALCS) fiber optic network; and other associated airfield improvements including new LED taxiway lights;
- ➔ Removed a 550-gallon fiberglass underground storage tank used to store diesel fuel for a backup generator for airfield lighting located inside the on the eastern side of Airport property;
- ➔ Commenced development of a marketing plan for the airport (Part of continuous Short and Long Term Goals);



Percentage of FY19 All Appropriated Funds



Airport Enterprise Fund comprises 3.03% of all appropriated funds.

## Additional Recent Accomplishments

- Continued ongoing air service development efforts, as part of an informal regional Airport Manager's working group to seek additional air service individually and regionally; and to help foster mutual exchanges of airport best practices and to share airport information. Group is composed of the five regional airports at Barnstable (HYA), Nantucket (ACK), Martha's Vineyard (MVY), Provincetown (PVC) and New Bedford (EWB) (Part of continuous Short and Long Term Goals); and
- Continued into our fifth year of major air carrier service with JetBlue Airways with seasonal daily direct flights between Hyannis and New York City (JFK Airport).
- Rectrix Shuttle continues to provide air service between Hyannis and Nantucket and added another destination with flights to LaGuardia (LGA);
- Commenced service in the summer 2017 with Peter Pan Bus Line adding a stop at Barnstable Municipal Airport in their popular daily express route to Boston;
- SpectaculAir Air Charter's commenced shared charter services with the focus on the Hyannis-Nantucket market;
- Continued to host the Collings Foundations' **WINGS OF FREEDOM TOUR** bringing vintage aircraft to the Cape displaying living history on the ground and in the skies. The tour brings extremely rare bomber and fighter aircraft including the North American B-25 Mitchell "Tondelayo", Boeing B-17 Flying Fortress "Nine O Nine" WWII Heavy Bomber, Consolidated B-24 Liberator "Witchcraft" WWII Heavy Bomber and P-51 Mustang fighter;



AIRPORT - ARIAL VIEW

### Additional Recent Accomplishments (Continued)

- The airport's 6.669 megawatt (DC) ground mounted solar photovoltaic array continues to generate revenues for the facility and continues to exceed minimum annual guaranteed revenue levels (Continuous Short Term Goal);
- Cape Cod Coffee of Mashpee opened their Airport Café location in October of 2017 (Continuous Short and Long Term Goals);
- As a Gateway Airport for Presidential visits to Martha's Vineyard, the airport completed the final year of security screenings for nearly 300 visiting aircraft – another record year;
- The airport continues to support our local communities and activities by hosting the Cape Cod Concert Band for practices; the Veterans of Foreign Wars Post 2578 and the Marine Corps League Cape Cod Detachment 125; the Coast Guard Auxiliary Division 11; and the Cape Cod and Islands Art Educators Association Art Program; and a variety of other functions and meetings (Continuous Short Term Goal).;
- The 11<sup>th</sup> anniversary celebration of the Cape Cod Young Professionals Back to Business Bash was held in the airport's terminal in September 2017. This was the airport's second hosting of the Young Professionals in the terminal opening our doors to over 900 members (Continuous Short Term Goal).



**AIRPORT – TERMINAL MAIN ENTRANCE**

## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

### Short-Term:

1. Depending upon FAA and MassDOT Aeronautics funding availability:
  - a. Complete a Comprehensive Airport Layout Plan/FAA Master Plan Update last updated in the mid-1990s including an Underground GIS Utilities Survey; alignment analysis of Taxiways Bravo, Delta and Echo; Runways 15/33 enhancements & improvements analysis for extending runway length; Engineered Material Arresting System (EMAS) replacement, obstruction analysis and aircraft parking demand analysis.
  - b. Replace snow removal and aircraft firefighting equipment/apparatus.
  - c. Continue to improve, repair, maintain and/or replace, various airport fixed assets as required and as approved, in the Capital Improvement Plan;
2. Take steps to increase airport revenues by developing a focused marketing plan that delves into a marketing and public relations plan that targets the airport's intended audiences, establishes a consistent and strong message, and spells out specific activities to communicate the airport's message and collective goals:
  - a. Improve General Aviation (GA) business at the airport
  - b. Diversify the airport's revenue stream
  - c. Improve air transportation options for Cape, the Islands and Southeastern MA
    - i. Continue to develop market strategies to attract additional prospective air carriers and scheduled air charter services to meet the Cape's demand for air travel. If feasible, work with the local community to develop an application for a USDOT Small Community Air Service Development (SCASD) grant proposal to provide financial assistance to enhance air service.
  - d. Bring customers back
3. Complete the Comprehensive Airport Layout Plan/FAA Master Plan Update last updated in the mid-1990s;
4. Continue to work with new "on-call" airport architect to develop a 20-year airport preventative maintenance, repair, and replacement program for all airport-owned structures; and to include passenger terminal improvements to meet potential increased demand for scheduled air carrier services.
5. Continue to improve community relations with consideration to develop support for the Airport's future plans and to address efforts for noise and pollution abatement.
6. Complete steps to respond to the Request for Information (RFI) issued by the MassDEP regarding an evaluation of potential releases of chemicals of emerging concern on airport property, as well as in hydrologically up and down gradient locations.
7. Evaluate available technologies for improving noise reductions; and storm-water and groundwater management.
8. Research and update the airport minimum standards, including rates and fees.

## Fiscal Year 2019 Goals and Objectives (Continued)

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

### Long-Term:

1. Work with tenants and potential developers to improve General Aviation (GA) business at the airport by building new general aviation facilities and public facilities to meet the needs of general aviation demand and new marketing initiatives. Continue to explore all options to provide better airport support for general aviation needs such as:
  - a. Addition of an aviation flight school
  - b. Improved customer service
  - c. Improved maintenance facilities
  - d. Improved access for GA pilots
  - e. Modification to Transportation Safety Administration (TSA) regulations to better accommodate GA
  - f. Improved utilization of the East Ramp and access points
  - g. Improved restaurant access on-airport
2. Continue to develop marketing strategies to attract additional prospective air carriers and scheduled air charter services to meet the Cape's demand for air travel.
3. Diversify the airport's revenue stream by looking into airport land development and other non-aviation sources of revenue.
4. Serve as an integral component of the Cape Cod Transportation Plan in order to more effectively promote the use of all transportation modes to meet the regional demand for better transportation and parking services.
5. Continue working with the Town of Barnstable to develop Phase 3 for additional solar development at the airport.
6. Depending upon FAA and MassDOT Aeronautics funding availability:
  - a. Begin design and construction of various terminal building enhancements.
  - b. Initiate improvements to the Eastside airport access road.
  - c. Commence the design and reconstruction of the circa 1985 Runway 6/24.
  - d. Initiate new enhanced airport secure access control improvements to supplement prior security upgrades.
  - e. Implement the design and reconstruction of the circa 1995 Airport Snow Removal Equipment/Aircraft Rescue and Firefighting Facility.
  - f. Complete a new Vegetation Management Plan (VMP) and Airspace Study for the Airport.
  - g. Update the Airport utilities infrastructure systems plan; and complete a comprehensive data base for all construction and engineering data at the airport.
  - h. Reconstruct and Re-Align Taxiways Delta, Echo and Bravo to meet Federal Aviation Administration (FAA) design criteria.
  - i. Continue to monitor nutrient loading from current and projected facilities and infrastructure on the East Ramp to determine need to construct a new Town sewer or install on-site proprietary denitrifying systems to be installed in stages as needed and obviate the need for a new sewer line, pump stations and a long force main;
  - j. Design and construct a new snow removal equipment storage building and T-Hangar.
  - k. Replace the circa 1997 Mo-Gas and Diesel Fuel Con-Vault, Gas Boy and alarm system.
  - l. Replace airport snow removal equipment and aircraft firefighting apparatus.

## Description of Airport Enterprise Fund Services Provided

The Barnstable Municipal Airport serves as a distinct commercial transportation hub for the residents of the Town of Barnstable and Cape Cod by meeting the regional demand for air transportation. For some, it provides very affordable and economic travel opportunities from Hyannis to other major destinations across the country, and yet for others, the airport provides a much needed mode of travel to and from the Islands of Nantucket and Martha's Vineyard. This includes travel, tourism, and for a large professional labor force that commute to jobs. As documented in the Massachusetts Department of Transportation (MassDOT) Aeronautics Division FY2014 Economic Impact Analysis, the Barnstable Airport, in conjunction with its tenants and associated businesses, provide employment opportunities for 2,135 people, with an annual payroll in excess of \$85.3 million, with a regional economic output in excess of \$208 million. In FY2017 the Airport supported over 97,063 aircraft operations; and about 62,600 passengers embark to and debark from a variety of locations. These figures do not include a vast array of commercial charter passenger services, general aviation activities that include private and corporate passenger and freight services, and aviation flight services. From Hyannis, travelers are afforded many flight opportunities, to local and national destinations, including Nantucket and Martha's Vineyard, Boston, New York City and beyond.

The Barnstable Municipal Airport has met the requirements of the Title 49 USC, Subtitle VII – Aviation Program, and is authorized to operate as a certificated airport in accordance with, and subject to, said statute and the rules, regulations, and standards prescribed there under, including but not limited to, 14 CFR Part 139 and as approved in its Airport Certification Manual on file with the Federal Aviation Administration (FAA); and is approved as a public use airport in accordance with the provisions of Chapter 90, Section 39B of the General Laws of Massachusetts; and as such, is recertified on an annual basis by the FAA and the MassDOT Aeronautics Division.

The Barnstable Airport is managed by a seven member Airport Commission appointed by the Town Council. In FY2017 the Airport employed 23 full-time employees who operate and maintain the Airport 24 hours a day, 7 days a week, 365 days a year. The duties of airport personnel are both broad and varied, many of which are dictated by the FAA FAR Part 139 Airport Certification. The services are provided by three separate and distinct Airport Departments: Airport Operations, Airport Maintenance, and Airport Administration – that work together as a whole to provide mandated and required services.



### Administration Department

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The Administrative staff performs a myriad of administrative functions including but not limited to overseeing airport security, noise abatement and environmental response, 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 Department

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The nine (9) full-time Operations employees are tasked with servicing tenant and transient aircraft, including transportation of passengers from these aircraft, and passenger transportation in the busy summer months to and from remote parking areas; performing wildlife management duties to keep flight operations safe; refueling aircraft; deicing aircraft; inspecting and ensuring a safe airfield; and responding to emergency situations with our Aircraft Rescue and Fire Fighting vehicles. Aircraft rescue response, as mandated by the Federal Aviation Administration, 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 Airport rescue response is backed up by the Hyannis Fire Department, and once on scene, they assume the role of Incident Commander.

### Maintenance Department

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Upkeep of the airfield and airport facilities by our eight (8) full-time Maintenance employees takes precedence over all other maintenance tasks. Since Barnstable Airport is a certified FAA FAR Part 139 commercial service airport, any and all airside discrepancies must be documented and corrected as expeditiously as possible. Their duties include maintaining runways, taxiways, and ramps; painting airfield markings; mowing all grass areas in the 683 acre airport property; maintaining all airfield lighting; conducting all emergency and snow removal operations for the airfield and the terminal roadways; maintaining all airport owned buildings and grounds; and maintaining the fleet of vehicles needed to accomplish our mission.

### Capital Program

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The airport participates in the federally sponsored Airport Improvement Program (AIP), which is administered by the Federal Aviation Administration. This program has an entitlement component with funding being determined by enplanement levels. The airport's annual entitlement grant has been approximately \$1.2 million, and may be reduced to no less than \$1.0 million. These capital funds are supplemented by FAA discretionary funds when available. The airport also participates in the Massachusetts Department of Transportation Aeronautics Division's Aviation Safety and Maintenance Program (ASMP) that contributes a cost share for federally sponsored projects. The airport makes annual expenditures for required airfield rehabilitation projects using these funds. Federally sponsored grants to fund airport capital projects consist of costs being shared in a threefold process: the Federal Aviation Administration (FAA) at 90%, the Massachusetts Department of Transportation (MassDOT) Aeronautics Division at 5%, and a local (Airport) share of 5%. For non-federally sponsored projects that are eligible for ASMP funding, MassDOT will provide 80% and the local airport share will be at 20%. Any other projects will be fully funded by the use of available airport reserve funds. The revised FY19 capital plan includes \$1.6 million in airfield improvements and future planning, design and permitting for future airfield improvements. \$246,000 of airport reserves and \$1.35 million in federal and state reimbursable grant funds will finance the program. Airport revenues will be used to pay any annual debt service requirements.

## Airport Enterprise Fund Financial Summary

### Factors Affecting Revenues

Airport activities are financed primarily through jet fuel sales, renewable energy, airport land lease fees, passenger traffic, vehicle parking and user fees collected from airlines and concessionaires. These significant factors in the generation of airport revenues represent actual measures of airport and aviation services. Fuel sales are also a measure of the Airport's competitiveness in the marketplace. The late 2015 bankruptcy filing by Island Airlines, Inc. continues to have a significant financial impact on the airport's operations. Island Airlines purchased approximately 250,000 gallons of jet fuel every year. This loss of jet fuel sales continues to affect overall jet fuel sales and the concurrent reduction in enplanements/deplanements has again resulted in a continuing reduction to the FY19 operating budget revenues.

Additionally, a nationwide pilot shortage has significantly affected existing airlines (Cape Air and Rectrix Shuttle) influencing the number of flight operations offered. The shortage has affected flight and passenger counts, which have decreased steadily over the past several years. The pilot decline has diversely affected airlines and other aviation industry businesses who have reported difficulties finding pilots to operate their fleet of aircraft. Currently, the problem appears to be more prevalent for regional and commuter type airlines rather than the mainline air carriers; thus affecting the airlines that currently serving Barnstable Municipal Airport (Cape Air and Rectrix Shuttle).

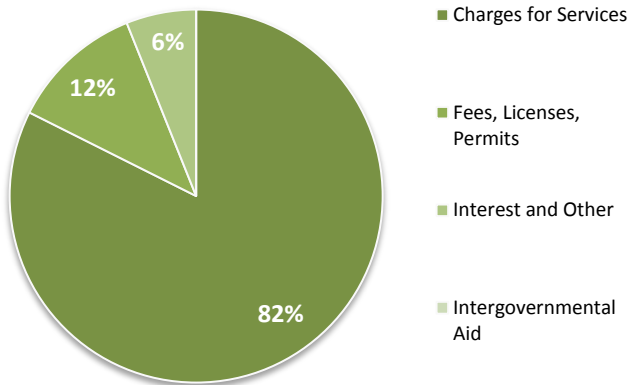
The loss in flight activity and passenger traffic has affected other businesses at the airport such as rental car and parking concessions. The overall effect may be somewhat mitigated if an additional new air carrier starts-up at the airport to provide new commuter services; and/or if any new or increased service by major airlines to other large hub destinations commences service.

Until the loss of Island Airlines occurred, passenger traffic had been showing a slight decrease for the past several years, primarily due to loss of passenger traffic between Hyannis and Nantucket to the high-speed ferry system. The new JetBlue seasonal service has been a boost in passenger traffic; however, the 2016 expanded service in the third year of operations did not provide the numbers needed to continue that expansion and in the coming season, the Jet Blue schedule has diminished somewhat. There are many changes happening in the industry and we are trying to capture a small part of that increased service.

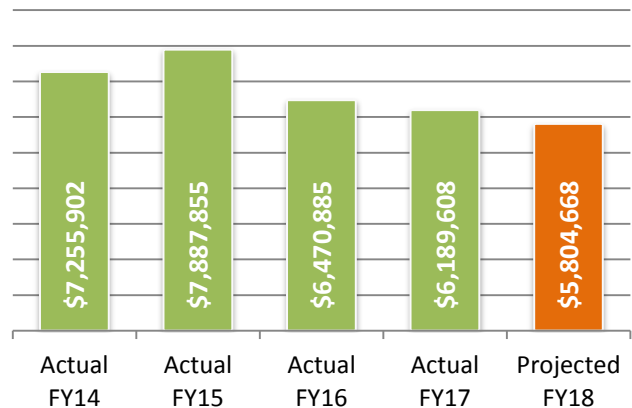
Fuel sales are more difficult to project due to the volatility in wholesale prices and the cyclical trends in the aviation industry. The airport's remaining jet fuel sales, however, are expected to increase slightly on an annual basis as past trends will substantiate due to increased general aviation flights.

New fees have been implemented including a passenger facility charge increase, which will contribute towards repaying bond issues to construct the new terminal and other approved airfield improvements. New annual revenues from the energy generated by the new solar array are exceeding initial guaranteed projections. The first 12 months of revenues exceeded the guaranteed annual output (GAO) by 38%; and Fiscal Year 2017 revenues exceeded the GAO by 4%. New solar initiatives are being reviewed in concert with the Town to further increase revenues in out years

FY19 Source of Funding



Airport Enterprise Fund Source of Funding History

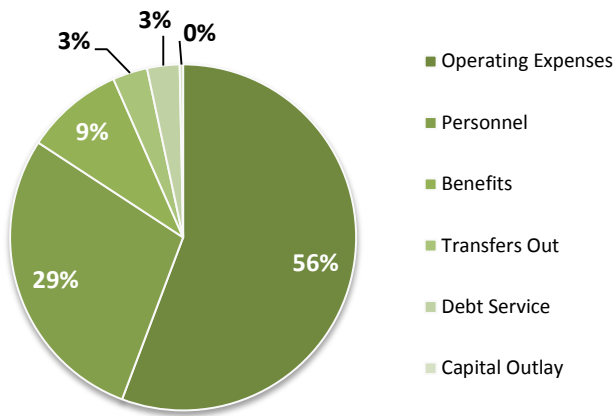


Charges for services are the largest revenue source at 82%, which Jet Fuel sales account for 67% of that category. Fees, licenses, permits are the second largest at 12% and includes land leases. Revenue has been on a steady decline over the past three years mainly due to the bankruptcy filing of Island Airlines and its residual effects on other areas in the airport’s operations.

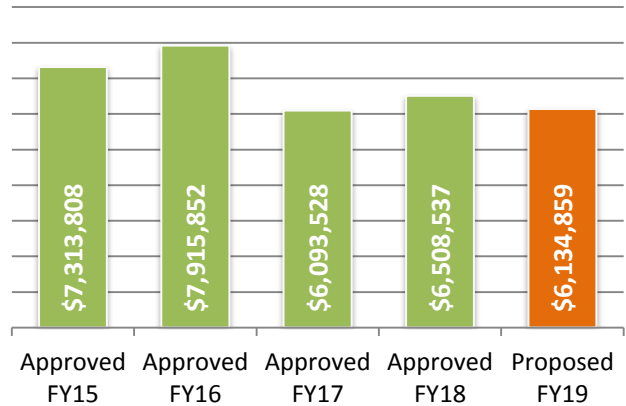
**Factors Affecting Expenses**

Expenses for costs required for or associated with personnel and medical costs, operations, and maintenance will rise in response to projected increases in inflationary costs and union contracts. The annual loan payment for a bond issue to construct the new terminal is included in the budget as well as new debt service for the new fuel farm, the East Ramp construction project and the taxiway Alpha reconstruction project. Other factors affecting this budget include the reduction in volume of jet fuel sales and the current low cyclical cost of jet fuel. There is 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. The combination of these factors will negatively affect the operating budget and have necessitated a reduction in personnel and other personnel costs; reductions in non-essential operations and maintenance costs; a slight reduction in security costs; and a transfer of funds from the Airport Enterprise Reserve funds to balance the operating budget and the operating capital budget. Operating capital expenses and capital improvement projects have been deferred or reduced in scope to limit their impact on the airport reserves as a result of the increase in operating expenses.

Barnstable Municipal Airport  
FY19 Budget by Expense Category



Barnstable Municipal Airport  
Budget History



The operating expenses represent 56%, and the personnel and benefits 38% of all spending. The Airport Enterprise Fund budget has decreased from \$7.3 million in FY15 to \$6.1 million proposed FY19 over the five-year period, or 3.22% annually. This decrease is primarily due to the fluctuation in jet fuel sales and the Island Airlines bankruptcy. The level of jet fuel sales will dictate most of the fluctuations in this budget.



Airport Enterprise Fund	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Intergovernmental Aid	\$ 83,640	\$ 87,600	\$ 87,600	\$ -	\$ (87,600)	-100.00%
Fees, Licenses, Permits	640,683	663,341	668,608	673,251	9,910	1.49%
Charges for Services	4,632,131	4,956,281	4,708,709	4,807,281	(149,000)	-3.01%
Interest and Other	346,119	434,132	339,751	354,064	(80,068)	-18.44%
Transfers In	487,035	-	-	-	-	0.00%
<b>Total Operating Source of Funding</b>	<b>\$ 6,189,608</b>	<b>\$ 6,141,354</b>	<b>\$ 5,804,668</b>	<b>\$ 5,834,596</b>	<b>\$ (306,758)</b>	<b>-4.99%</b>

Intergovernmental Aid	\$ 2,634,272	\$ 950,000	\$ -	\$ 1,349,000	\$ 399,000	42.00%
Borrowing Authorizations	1,767,209	-	-	-	-	#DIV/0!
<b>Total Capital Source of Funding</b>	<b>\$ 4,401,481</b>	<b>\$ 950,000</b>	<b>\$ -</b>	<b>\$ 1,349,000</b>	<b>\$ 399,000</b>	<b>42.00%</b>

<b>Total Sources of Funding</b>	<b>\$ 10,591,089</b>	<b>\$ 7,091,354</b>	<b>\$ 5,804,668</b>	<b>\$ 7,183,596</b>	<b>\$ 92,242</b>	<b>1.30%</b>
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Expense Category						
Personnel	\$ 1,681,278	\$ 1,744,988	\$ 1,611,230	\$ 1,747,411	\$ 2,423	0.14%
Benefits	516,982	562,937	548,957	563,071	134	0.02%
Operating Expenses	3,128,863	3,669,440	3,337,767	3,419,523	(249,917)	-6.81%
Capital Outlay	9,158	147,600	57,358	19,600	(128,000)	-86.72%
Debt Service	68,229	170,344	170,344	185,957	15,613	9.17%
Transfers Out	435,498	213,228	288,228	199,297	(13,931)	-6.53%
<b>Total Operating Budget</b>	<b>\$ 5,840,008</b>	<b>\$ 6,508,537</b>	<b>\$ 6,013,884</b>	<b>\$ 6,134,859</b>	<b>\$ (373,678)</b>	<b>-5.74%</b>

Capital Improvements Program	\$ 3,830,785	\$ 1,075,000	\$ -	\$ 1,420,000	\$ 345,000	32.09%
<b>Total Capital Expenses</b>	<b>\$ 3,830,785</b>	<b>\$ 1,075,000</b>	<b>\$ -</b>	<b>\$ 1,420,000</b>	<b>\$ 345,000</b>	<b>32.09%</b>

<b>Total Expenses</b>	<b>\$ 9,670,793</b>	<b>\$ 7,583,537</b>	<b>\$ 6,013,884</b>	<b>\$ 7,554,859</b>	<b>\$ (28,678)</b>	<b>-0.38%</b>
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<b>Excess (Deficiency) Cash Basis</b>	<b>\$ 920,296</b>	<b>\$ (492,183)</b>	<b>\$ (209,216)</b>	<b>\$ (371,263)</b>	<b>\$ 120,920</b>
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Adjustment to accrual basis	(1,775,974)	-	-	-	
Beginning Net Assets per CAFR	72,034,002	71,178,324	71,178,324	70,969,108	
Ending Net Assets per CAFR	71,178,324	\$ 70,686,141	\$ 70,969,108	\$ 70,597,845	

Invested in capital assets, net of related debt (1)	(73,582,980)				
Invested in inventory (1)	(89,369)				
User fees receivable (1)	(105,259)				
Reserved for continuing appropriations (2)	(89,344)				
Reserved for subsequent year's budget (3)	(442,183)				
Reserved for encumbrances (4)	(49,505)				
Other post employment benefits obligation (5)	1,017,481				
Compensated absences (5)	112,703				
Net Pension Liability (5)	4,891,031				
Deferred Outflow of Resources (6)	(454,227)				
Net assets available for appropriation (free cash) (7)	\$ 2,386,672				

(1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.

(2) This represents the portion of the airport enterprise fund's cash in the town's treasury that has been appropriated for a specific capital expenditure which still remains unexpended as of June 30, 2017.

(3) This amount represents the net assets appropriated for the subsequent fiscal year's capital program and operating budget.

(4) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from, a specific appropriation account.

(5) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.

(6) This amount represents the deferred recognition of an outflow of resources related to future fiscal years.

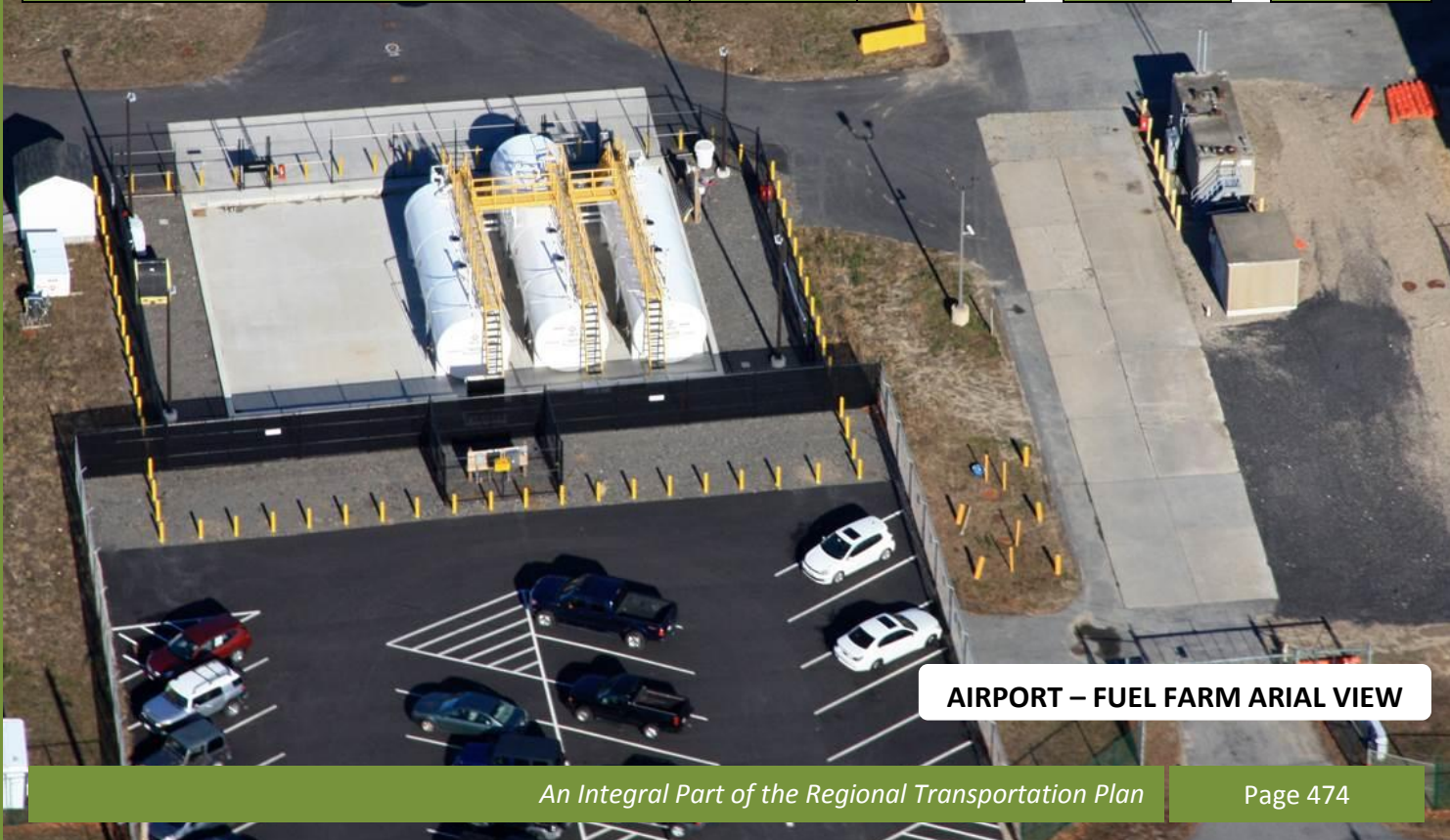
(7) Amount certified by the Division of Local Services.

### Summary of Significant Budget Changes

The Airport FY19 proposed budget is decreasing by \$373,678 or 5.74% over FY18 budget. Personnel and benefit costs are increasing by \$2,557 due to contractual obligations. Operating costs are decreasing by \$249,917 due to cost reductions to various line items. Capital outlay costs of \$19,600 are for building repairs to a leased facility at the airport.

### Full-time Equivalent Employees

Job Title	FY 2017	FY 2018	FY 2019	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	-
Maintance Supervisor	1.00	1.00	1.00	-
Maintenance Technician	3.00	3.00	3.00	-
Mechanic Welder	1.00	1.00	1.00	-
Noise Abatement Officer	1.00	1.00	1.00	-
Operations Specialist	6.00	6.00	6.00	-
Operations Supervisor	1.00	1.00	1.00	-
<b>Full-time Equivalent Employees</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>-</b>



**AIRPORT – FUEL FARM ARIAL VIEW**

### Performance Measures/Workload Indicators

**Measure:** To maintain a noise complaint ratio of less than 1 per 1,000 Airport Operations (includes landings/take-offs/instrument approaches/fly-bys/all flight operations controlled by the ATCT)

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Airport Operations	100,059	96,501	94,777	97,063	90,000	95,000
Noise Complaints Received	40	30	81	176(32*)	40	40
<b>Noise Complaints/1000 Airport Operations</b>	<b>0.40</b>	<b>0.31</b>	<b>0.85</b>	<b>1.81(0.33*)</b>	<b>0.44</b>	<b>0.42</b>

Note\*: FY17 Noise complaints is an aberration due to receiving 131 calls from one individual; 11 calls from one individual; 8 calls from one individual; and 26 from all other complainants. A more realistic number would be 32 complainants and a ratio of 0.33.

**Measure:** Increase parking revenue per enplanement

	CY 2014 Actual	CY 2015 Actual	CY 2016 Actual	CY 2017 Actual	CY 2018 Estimated	CY 2019 Projected
Gross Parking Revenue	\$764,734	\$719,117	\$403,226	\$408,480	\$412,000	\$420,000
Enplanements (departing passengers)	81,832	65,790	49,735	43,257*	45,000	45,000
<b>Gross Parking Revenues/Enplanement</b>	<b>\$9.35</b>	<b>\$10.93</b>	<b>\$8.11</b>	<b>\$9.44</b>	<b>\$9.16</b>	<b>\$9.33</b>

Note\*: Includes reported figures for Charter Flights and one airport based operation (11,800).

**Measure:** Increase rental car revenue per deplanement

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Gross Rental Car Revenues	\$3,812,768	\$4,097,293	\$4,075,846	\$3,414,691	\$3,500,000	\$ 3,400,000
Deplanements (arriving passengers)	81,632	81,419	50,249	42,975*	44,650	44,650
<b>Revenues/Deplanement</b>	<b>\$46.71</b>	<b>\$50.32</b>	<b>\$81.11</b>	<b>\$79.46</b>	<b>\$78.39</b>	<b>\$76.15</b>

Note\*: Includes reported figures for Charter Flights and one airport based operation (11,800).

**Measure:** Increase the gallons of jet fuel contracted

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Gallons of Jet Fuel Contracted	250,000	200,001	270,001	250,001	275,001	275,001
Gallons of Jet Fuel Dispensed	968,399	1,016,397	902,084	794,275	765,000	765,000
<b>Percentage of Jet Fuel Sales Contracted</b>	<b>25.82%</b>	<b>19.68%</b>	<b>29.93%</b>	<b>31.48%</b>	<b>35.95%</b>	<b>35.95%</b>

**Measure:** Increase Renewable Energy Revenue over Guaranteed Annual Output (GAO)

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Airport Net Benefit	None	\$125,380	\$376,889	\$322,440	\$348,000	\$350,000
Guaranteed Annual Output (GAO)	None	None	\$298,824	\$309,050	\$319,429	TBD

### Performance Measures/Workload Indicators (Continued)

Revenue Variance from GAO	None	None	\$78,065	\$13,390	\$28,571	TBD
Net Revenue % Over GAO	0.00%	0.00%	26.12%	4.33%	8.94%	0.00%

**Measure:** Generate a positive budget variance every year

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Surplus Used to Balance Budget	None	None	None	None	\$536,008	\$492,726
Surplus Generated (Used)	\$181,342	\$782,051	\$150,000	\$240,225	TBD	TBD
Positive Variance	\$209,037	\$782,051	\$150,000	\$240,225	\$ -	\$ -

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
<b>Indicator:</b> Number of airport operations recorded (includes landings/take offs/instrument approaches/fly-bys/all flight operations controlled by the ATCT)	100,059	96,301	94,777	96,063	90,000	95,000
<b>Indicator:</b> Number of airport noise complaints received	40	30	81	176*	40	40

**Indicator:** Number of passengers on scheduled flights

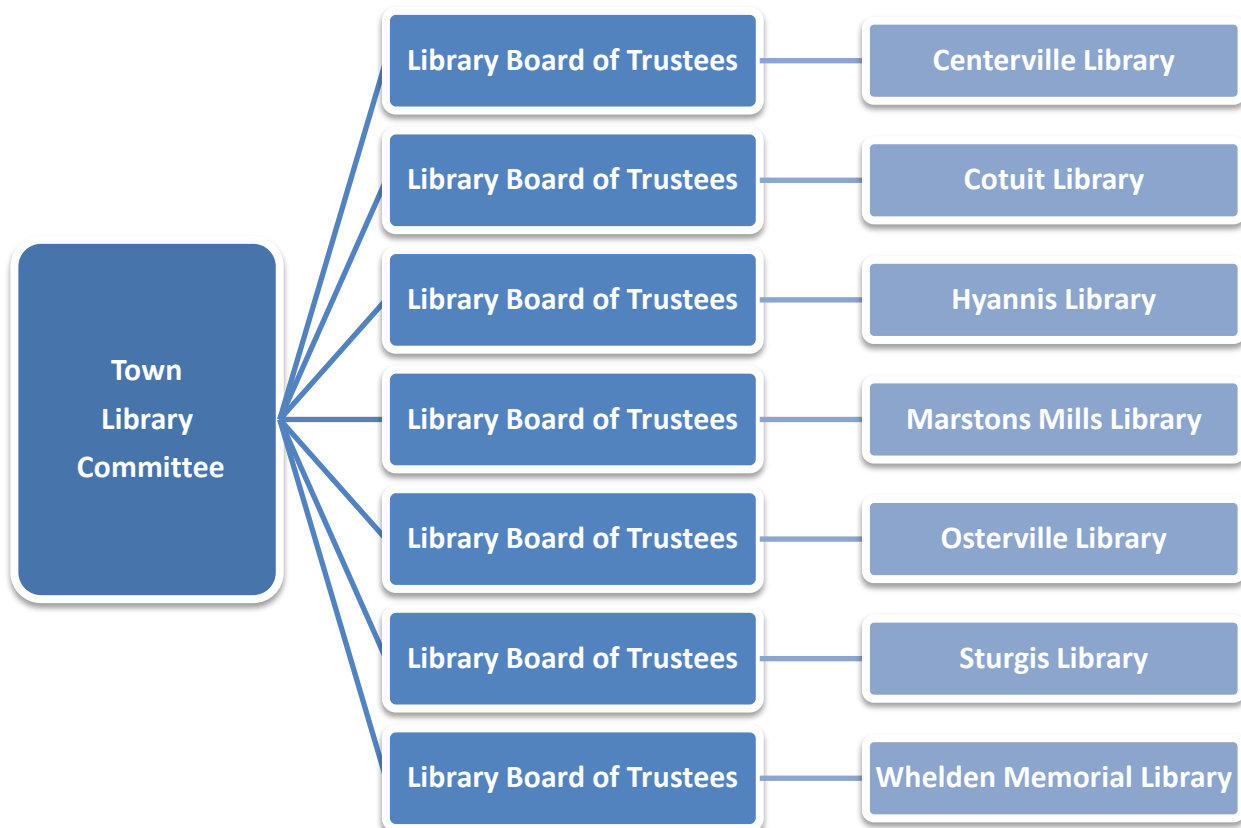
Deplanements (arriving)	81,632	81,419	50,249	31,175	32,000	32,000
Enplanements (departing)	81,832	80,382	49,735	31,422	32,500	32,500
<b>Indicator:</b> Number of gallons of jet fuel dispensed sold	968,399	1,016,397	902,084	794,275	765,000	765,000
<b>Indicator:</b> Gross parking revenues - all pay parking lots	\$764,734	\$719,177	\$403,226	\$408,480	\$412,000	\$420,000
<b>Indicator:</b> Gross rental car revenues - all concessions at airport	\$3,812,768	\$4,097,293	\$4,075,846	\$3,414,691	\$3,500,000	\$3,400,000
<b>Indicator:</b> Renewable Energy gross revenues from solar array at the airport – system on line FY2015	None	\$125,380	\$376,889	\$322,440	\$348,000	\$350,000



# Town 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.*

## Fiscal Year 2019 Aggregate Goals for the Seven Libraries

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

1. Collaboratively work with Town management to ensure that the seven village libraries are adequately funded so that they do not lose Massachusetts State certification. Loss of certification would mean that Barnstable residents would lose the ability to borrow books and other library materials from other towns either directly or through interlibrary loan. **(SP: Education, Communication, and Finance)**
2. To continue cooperative efforts of the seven village libraries to improve and expand library services within the Town of Barnstable, particularly in the areas of programming, reference and research services, children's services and educational support. **(SP: Education, Communication)**
3. Focus on increased public awareness of the vast array of materials and services available to Barnstable residents of all ages in the seven village libraries. The seven libraries will work together to promote library programs and services and to make new services available. **(SP: Education, Communication)**
4. To work together on collection development so that there is less duplication, especially of expensive materials, by collaborating on collection priorities and promoting the individual libraries' areas of specialization. **(SP: Education, Communication)**
5. To seek grant and other funding for new projects, special library materials, programs and services. **(SP: Finance)**
6. Share staff and Board expertise in order to provide comprehensive public service and to streamline services among the seven libraries. **(SP: Education, Communication)**

## Fiscal Year 2019 Funding

The seven-village libraries FY19 budget will increase by \$54,790, or 3%. This increase would bring the total FY19 funding request to \$1,882,000, which is the FY19 Municipal Appropriation Requirement (MAR) of 2.5% mandated by the state in order to avoid the waiver application process, plus 2.5% to assist the libraries with the funding of cost of living increases to staff members.

## 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.



## Recent Accomplishments

- Strong board leadership in finance and development
- Volunteers are bringing their enthusiasm and ideas to the library, leading new programs that have increased community participation
- Staff training in health and safety programs
- Plans are underway for the celebration of Centerville Public Library's 150th anniversary celebration in 2019
- Featured "artist of the month" displays are providing exposure for local artists, a stimulating environment for the community, and financial support for the library
- Our Youth Services Department has an active teen group that is contributing new ideas for library programs and fundraising
- We are serving the educational needs of our community by collaborating with local agencies. With Cape Cod Literacy Council, adult learners are working toward obtaining their high school equivalency diplomas. With Cape Cod Child Development, we are offering literacy enrichment programs and interactive programs that are designed for homeschooled children and their parents

## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

1. To create opportunities for Town Council and management to communicate with community members through the library. **(SP: Education, Communication)**
2. To take advantage of grant writing opportunities to fund programs and services. **(SP: Finance, Communication)**
3. To work with the community partners to support the educational needs of children and adults, by providing one-on-one tutoring, literacy programs, and STEM programming. **(SP: Education, Communication)**
4. To continue to collaborate with Barnstable and Cape-wide libraries to generate ideas and pool resources for the benefit of our communities. **(SP: Finance, Education, Communication)**
5. To assess the print and e-resources collections and acquire materials based on patron requests, use and needs. **(SP: Education, Communication)**
6. To support the community through educational, informational, and cultural programs. **(SP: Education, Communication)**

## Description of Services Provided

Centerville is a vibrant, active library offering programs that meet the needs and interests of all age groups. Last year, we held 997 programs for children, teens and adults with over 17,000 attendees.

Highlights of our adult programs include dance instruction, writing classes, popular author talks, and a health and wellness series. We feature monthly exhibits from local artists and offer talks and art demonstrations in conjunction with their work.

The Youth Services Department is very active. Our Teen Advisory Group is generating new programs and fundraisers for the Children's Room. National Honor Society students offer a drop-in tutoring service for children after school. The library offers STEM programs and several story time options for families. We are collaborating with Cape Cod Child Development to provide dramatic arts programs for homeschool children and their parents. New kits containing books, stuffed animals, and activities are now amongst the most popular items checked out from the Children's Room. Our summer reading program is always popular. Last year, our summer reading celebration entertained over 200 participants from all Barnstable libraries.

We offer the following monthly programs: two knitting groups – Tuesday's Knitting for a Cause group makes clothing for organizations and Friday's social Knitting Group remains popular as well. Yoga is offered twice a month, and two book groups, a bridge group and the Mid-Cape Chess Club meet regularly. Individual computer instruction continues to be one of our most popular offerings with over 1,000 hours of instruction held each year from our volunteer computer expert.

The Centerville Civic Association and other community groups continue to use the library for meetings and programs. We provide space and technology support to the Cape Cod Literacy Council helping students master their English language skills.

Our library bookstore - The Alice Owen Williams Bookstore - boasts a well-organized collection of subjects and fiction titles organized by a staff of faithful volunteers. Proceeds from the bookstore greatly help to support library services.

Our holdings of e-books continue to grow in popularity amongst our users. Computers, faxing, word processing, printing, photocopying and wireless access are in high-demand on a daily basis.

### Summary of Centerville Library Funding Request & Permanent Positions (FTEs) Request

Expenditure Category	Actual FY 2017	Approved FY 2018	Projected FY 2019
Library Funding	\$240,599	\$274,656	TBD
Town of Barnstable	\$331,173	\$341,070	TBD
<b>Total</b>	<b>\$571,772</b>	<b>\$615,726</b>	<b>TBD</b>

Positions	FY 2018 Actual	FY 2019 Proposed
Full Time	5.0	5.0
Part Time	3.1	3.1
<b>Total FTE's</b>	<b>8.1</b>	<b>8.1</b>

### Performance Measures / Workload Indicators

Description	Actual FY 2017	Estimated FY 2018	Projected FY 2019
Circulation	114,295	125,000	128,000
Items in Collection	199,678*	202,000*	210,000*
Hours Open	2,392	2,406	2,406
Programs Offered	800	800	800
Volunteer Hours	7,603	7,800	8,000

\*Collection data reflects system-wide e-book holdings



# Cotuit Public Library

## Purpose Statement

The Cotuit Library Association provides and promotes open and equal access to the library's resources and services in order to support life-long learning, advance general and technical knowledge, encourage creativity, strengthen our Town and the broader Cape Cod community, assist with the adaptation to new technology and enhance individual quality of life.



## Recent Accomplishments

- Offered over 600 programs, including the events of the Royston Nash Music Appreciation Series: Year 1, which received funding from the Arts Foundation of Cape Cod, the Mid-Cape Cultural Foundation and the Kirkman Fund
- Continued our family literacy program for a local homeless shelter and literacy outreach to local preschools and daycares
- Ran a new series of Computer Coding Camps for elementary and preschool students during school vacation weeks and over the summer, which was funded by a grant from the Institute of Museum and Library Services and administered by the Massachusetts Board of Library Commissioners, as well as by the Friends of the Cotuit Library
- Obtained custom mobile shelving, new chairs, freshly refinished tables and other bright decorative touches for our Children's Room—all in memory of Jeanne Flagler Lazor, thanks to her husband, Dr. Michael Lazor
- Hired a new Programming, Technology and Outreach Coordinator to boost our in-Library and outreach programs, as well as two new Circulation Assistants
- Purchased new mobile devices for teaching and in-Library use, as well as a mobile outdoor movie screen
- Made Library Journal's "America's Star Libraries" listing, with a three star designation for our budget category
- Replaced the Library's roof, which was dangerously deteriorated

## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

1. Provide the best possible comprehensive library services to the community. **(SP: Education, Communication)**
2. Enhance accessibility for low-vision patrons to our services, including facilitated access to the National Library Service for the Blind and Physically Handicapped's Talking Books program. **(SP: Education, Communication)**
3. Continue to pursue collaborations in programming and fundraising with other Barnstable Libraries to maximize our services to Town residents. **(SP: Education, Communication)**
4. Serve as a village center and meeting place for other community organizations. **(SP: Education, Communication)**
5. Build partnerships with other village-based and regional community organizations to enhance programming and services. **(SP: Education, Communication)**
6. Develop digital literacy services and programs for young children, such as our Computer Coding Camp, and broaden our technology training for patrons to include monthly classes as well as individual help sessions. **(SP: Education, Communication)**
7. Focus a portion of our adult and family programming on music appreciation and education. **(SP: Education, Communication)**
8. Initiate and develop long-term funding strategies, such as an endowment campaign. **(SP: Education, Communication)**





## Description of Services Provided

The Cotuit Library is at the heart of the village, both physically and in spirit. We provide a full range of essential library services to people of all ages, lending fiction, non-fiction and audiovisual material, offering reference and technological services, providing free Internet and wireless access and creating programs for children and adults. The Library supports the research of several local authors, provides a safe and quiet environment for support groups to meet and continues to be an important community center and meeting place for a variety of volunteer and civic organizations. Increasingly, the Library is the space residents turn to for training in the use of a variety of technologies, including e-readers, computers, tablets and cell phones, all of which are used to access information. The Library runs a number of outreach, embedded programs in the community to support all forms of literacy and community connection, and will continue to develop new services to meet our patrons' needs, particularly for those who require special assistance.

### **The Cotuit Library focuses on:**

- Being a neighborhood nexus—a safe and welcoming place for individuals to meet and form community
- Assisting people of all ages to develop literacy skills, including digital literacy
- Offering popular titles and materials that focus on current topics of interest as well as specialized resources such as art books
- Acting as a year-round meeting space for local community organizations, including the Cotuit Civic Association, the Historical Society of Cotuit and Santuit, the Cape Cod Writers' Club and our Precinct's Town Councilor, as well as a place for local book, game and hobby groups to get together
- Facilitating access to different support services, such as information for seniors, therapy group sessions, and free blood pressure clinics
- Providing accessible options for all our materials, programs and services with assistive devices, such as a wheelchair lift to all floors, ADA-compliant restrooms, digital magnifiers and other low-vision aids

### **Our resources and services include:**

- Special collections such as the Fine Arts Collection, the Peck Maritime Collection and the Kirkman Collection of Fine Books
- Special emphasis within the general collection on vintage mysteries, visual arts and classic science fiction
- One-on-one computer training and e-reader classes, including outreach programs at the Barnstable Senior Center
- The latest in hand-held mobile devices for in-Library use
- Twelve Internet-ready public access computers and wireless access throughout the building, along with a scanner/printer/photocopier and a fax machine for use by the public
- An active children's department with two story hours per week and many seasonal and summer reading activities
- Cotuit Coding Camp and other programs exploring coding and robots for children and families
- Outreach programs to local family homeless shelters, the local Waldorf School and area preschools

- Meeting space for elected officials to meet constituents
- Ongoing and periodic Adult programs and groups, including four monthly book discussions, educational luncheons hosted by the Friends of the Cotuit Library, weekly handcrafts, card games, board games and sketching groups, music concerts, movie and documentary showings, crafts, author talks and other guest speakers
- Homebound delivery
- Volunteer opportunities for teens and adults
- An ongoing book sale managed by the Friends of the Cotuit Library
- An Astronomy Program with telescopes the public can borrow

### Collaborative Efforts

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- Collaborated with the other village libraries on a Town-wide summer reading program for children
- Pursued joint programming and block bookings with Marstons Mills and Hyannis libraries to reduce costs
- Teamed up with organizations like the Brain Injury Association of MA and the Association to Preserve Cape Cod to host information sessions and groups
- Collaborated with schools and preschools for programming
- Held programs with the Cotuit Historical Society, Cape Cod Bird and Garden Club, the Cape Cod Chamber Music Festival and the Barnstable Land Trust, as well as many more leading arts educators and performers on the Cape
- Collaborated with local homeless shelter to provide training on family literacy and digital literacy
- Worked with the Senior Center to offer free digital literacy and technology programs

### Ongoing Projects

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- Developing services to patrons with low vision
- Reaching out to local organizations to provide embedded librarianship and create community partnerships
- Maintaining and preserving the Library's own archives and the Kirkman Collection of rare books and documents
- Increasing family literacy
- Increasing digital literacy with group classes in addition to one-on-one tech help
- Expanding our "Library of Things" to meet less-conventional needs of our community and our seasonal visitors

## Summary of Cotuit Library Funding & Permanent Positions (FTEs) Request

Expenditure Category	Actual FY 2017	Approved FY 2018	Proposed FY 2019
Library Funding	\$185,183	\$200,815	TBD
Town of Barnstable	\$170,631	\$176,698	TBD
<b>Total</b>	<b>\$355,814</b>	<b>\$377,513</b>	<b>TBD</b>

Positions	FY 2018 Actual	FY 2019 Proposed
Full Time	1.1	1.1
Part Time	4.1	4.0
<b>Total FTE's</b>	<b>5.2</b>	<b>5.1</b>

## Performance Measures / Workload Indicators

Workload Indicator	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Circulation	45,157	47,000	47,500
Items in Collection	98,596	100,000	110,000
Hours Open	2,097	2,110	2,110
Programs Offered	638	640	640
Volunteer Hours	1,397	1,450	1,450



# Hyannis Public Library

## Purpose Statement

The purpose of the Hyannis Public Library is to provide high quality services and resources in order to meet education, information, career, cultural and leisure time needs of those who live, work, attend school and/ or own property in Hyannis.



## Recent Accomplishments

- Planned and held the 3<sup>rd</sup> Annual “Talks & Tunes” Speaker Series, consisting of 9 programs with an attendance of 167 people
- Planned and held the Fall and Winter Speaker Series, plus a variety of other programs, for a total of 79 adult programs with an attendance of 788
- Planned and held 372 children’s programs with an attendance of 4,428
- Carried out a successful direct mail fundraising campaign
- Raised \$4,000 in the Library Book Shop through the generous donations of books by community members plus the hard work of faithful bookshop volunteers
- Established and hosted the American History Book Discussion Group; Knitting and Handicrafts group; and the Adult Coloring group
- Collaborated with the Cape Cod Writers Center to hold Writer Works in Progress sessions
- Completed the physical inventory of adult non-fiction print materials and began the physical inventory of adult fiction print materials
- Expanded the existing security system with the addition of two cameras
- Made an agreement with the Small Business Administration that, in times of a Cape-wide emergency, the library would serve as a designated Business Recovery Center
- Provided proctoring services for numerous individuals from our community, and from Cape Cod at large, which were enrolled in online courses

## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

1. Develop and implemented a free film program with an environmental theme, and establish a special collection of materials on environmental topics. **(SP: Education, Communication)**
2. Inventory and assess the functioning of all computer equipment in the library: staff and public use CPUs, screens, printers, receipt printers, keyboards. **(SP: Education, Communication)**
3. Identify obsolete computer equipment within the inventory assessment. Determine total cost for replacing or updating equipment. Develop detailed schedule of replacement of obsolete equipment. **(SP: Education, Communication)**
4. Evaluate the overall condition of the existing library site, buildings, and systems employing the services of architectural, structural, mechanical, electrical, and plumbing engineers. **(SP: Education, Communication)**

## Description of Services Provided

The name of our village is internationally recognized, and the Library provides services to people from across the nation and around the world. The Library has trained personnel available within the library, by telephone, and online.

The Library provides print books and periodicals, audio books, music CDs, entertainment and documentary DVDs, large print books, digital books, magazines, and films for public borrowing as well as other free online resources.

The educational needs of children, young adults, and their families are served through borrowing; story hours; story-telling projects; library visits from teachers and students; and active outreach to public and private schools, daycare facilities, and home-schooling groups.

The literacy goals of the community are supported with the Library's services and resources for English Language Learning; tutoring sessions for public school students and adult learners; and as a research and interlibrary loan center for the Sturgis Public Charter School.

The Library supports and meets the unique needs of our community's special populations, which include at-risk and unhoused singles and families. Outreach service is also available for the distinctive needs of the homebound and institutionalized through delivery of books by a network of volunteers and in cooperation with facilities in our area.

The Library offers space and support for cultural awareness and cooperates with local organizations to promote beneficial services to the families, businesses, and professionals within the Barnstable community.

## Summary of Hyannis Library Funding & Permanent Positions (FTEs) Request

Expenditure Category	Actual FY 2017	Approved FY 2018	Proposed FY 2019
<b>Library Funding</b>	\$72,600	\$77,750	TBD
<b>Town of Barnstable</b>	\$476,200	\$487,700	TBD
<b>Total</b>	<b>\$548,800</b>	<b>\$565,450</b>	<b>TBD</b>

Positions	Actual FY 2017	Approved FY 2018	Proposed FY 2019
Full Time Employees	6.0	6.0	6.0
Part Time Employees	2.8	2.8	2.8
<b>Total FTE's*</b>	<b>8.8</b>	<b>8.8</b>	<b>8.8</b>

\*TOTAL INCLUDES SECURITY AND CUSTODIAN POSITION

**Performance Measures / Workload Indicators**

Workload Indicator	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Circulation	123,017	125,477	127,987
Items in Collection	115,479	117,788	120,144
Hours Open	2,106	2,100	2,100
Programs Offered	451	475	490
Volunteer Hours	1,395	1,450	1,500



# Marstons Mills Public 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.



## Recent Accomplishments

- MMPL held its first annual Teen Writers Conference; a weeklong writing workshop featuring some of the bestselling YA authors in the country
- Through the generosity of the Kirkman Foundation and Mass Board of Library Commissioners, we utilized a “Customer Experience in a Digital Age” Grant to train staff in assisting patrons with technological issues in collaboration with the Whelden Memorial Library
- In addition to holding outdoor educational programs, volunteers from the Library’s “Patchwork Garden” delivered over 1,500 bouquets of fresh flowers to Mills residents who could use a smile
- Collaborated with the National Seashore and Cape Wildlife Center for on hands educational programs
- Collaborated on the 3<sup>rd</sup> Annual Marstons Mills Village Stroll
- Designed and published new user-friendly library web site
- Co-Sponsored the Marstons Mills Village House and Garden Tour with the Marstons Mills Village Historical Society
- Hosted a “Candidates Night” to allow patrons to meet and question those running for Barnstable Town Council
- Collaborated with the National Novel Writing Month as a drop in writing center
- Collaborated with Whelden Memorial Library to sponsor an “End of Summer Outdoor Concert”

## Additional Recent Accomplishments

- Continued to expand our Homebound Services Delivery
- Provided free computer classes each week for adult beginners on Tech-Tuesday
- Collaborated with the Marstons Mills Village Association and the Liberty Hall Club to provide services and programs to support community information and recreational needs
- Collaborated with the other Barnstable Libraries on the Summer reading Program





## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

1. To maintain current open hours (48 hours per week; open Monday- Friday at 9:00 am, Saturday at 10:00am). **(SP: Education, Communication)**
2. To aid in supporting the newly formed Friends of the Marstons Mills Public Library Group. **(SP: Education, Communication)**
3. To continue to partner with the Senior Service Corp and Elder Services to recruit volunteer support for circulation in the children's room and events. **(SP: Education, Communication)**
4. To improve the aesthetics of the Library's landscaping and grounds. **(SP: Infrastructure)**
5. To investigate new and innovative funding ideas. **(SP: Finance)**
6. 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)**
7. To provide professional development opportunities to our staff and valued volunteers. **(SP: Education, Communication)**
8. 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)**
9. 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)**
10. 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)**
11. 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)**

## Description of Services Provided

The Library serves the residents of the village of Marstons Mills, the Town of Barnstable, and the Commonwealth of Massachusetts. The Library provides books, magazines, audio CDs and mp3s, music CDs, DVDs, e-book, audio, and digital downloads, e-book readers, and databases. This also includes Wi-Fi internet access and specialized collections and services for the four primary user groups who comprise our patrons: preschool children and families; school-aged children and families; adult readers and information seekers; and older adults who look to the Library for specific services, recreational programs and continuing education.

Marstons Mills is the third largest village in the Town of Barnstable, but it is second largest in terms of population growth. According to the 2010 census, 19% of Barnstable's overall population resides in Marstons Mills. The village is home to West Villages Elementary School and the Barnstable United Elementary School. Together these schools provide service to 878 students. The village population is composed primarily of working families with children. Most of our population lives on-Cape year-round, and as a result, MMPL is busy throughout all seasons. The Library's primary services are:

- Popular materials center
- Computer access center
- Children's information and activity center
- Lifelong learning center
- Community meeting and information center
- Technology resource center

The Library has increased the usable size of its building, which has resulted in increased usage and circulation. Like all Barnstable libraries, it is challenged each year to raise sufficient funds through private donations and community fundraisers to meet the obligations in our operating budget. Despite these obvious disadvantages, however, MMPL circulates over 56,000 items per year.

The Marstons Mills Public Library offers its users the following services in addition to its circulating collection:

- Special collections include Drama and Theatre arts; Lilith Gordon Women's Poetry Collection; Susan Martin Speculative Fiction; and an extensive Large Print collection
- Meeting place for many community organizations including the Marstons Mills Historical Society, Academy of Life Long Learning classes, Cape Cod Writer's Center and neighborhood associations
- Active children's department with story hours, 4-H, home school club, mother-daughter book club, and other after-school activities
- Regular and special adult programs
- Homebound delivery service
- 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
- Designated as an Administrative site for the IBM Reading Companion Reading and Literacy Program
- Collections include materials that support diverse cultures and languages

### Summary of Marstons Mills Library Funding & Permanent Positions (FTEs) Request

Expenditure Category	Actual FY 2017	Approved FY 2018	Requested FY 2019
<b>Library Funding</b>	\$100,973	107,785	TBD
<b>Town of Barnstable</b>	\$195,600	202,592.	TBD
<b>Total</b>	<b>\$265,270</b>	<b>\$284,757</b>	<b>TBD</b>

Positions	Actual FY2016	Actual FY 2017	Proposed FY 2018
<b>Full Time</b>	1.00	1.00	1.00
<b>Part Time</b>	3.50	3.50	4.50
<b>Total FTE's</b>	<b>4.50</b>	<b>4.50</b>	<b>5.50</b>

### Performance Measures / Workload Indicators

Workload Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
<b>Circulation</b>	62,500	68,546	63,000
<b>Items in Collection</b>	52,250	63,541	63,500
<b>Hours Open</b>	2,396	2,396	2,396
<b>Programs Offered</b>	350	478	480
<b>Volunteer Hours</b>	1,976	2,015	2,050

# Osterville Village Library

## Purpose Statement

The purpose of the Osterville Village Library is to inspire lifelong learning, advance knowledge, and strengthen our community. To fulfill our mission, we rely on library staff, collections, programs and the participation of our patrons and community.

*“Libraries open minds, open doors, open lives”*



## Recent Accomplishments

- Redesigned Atrium area to improve patron use for informal meet-ups, conversations, games, workshops and more
- Redesigned children’s area to make special places for infants, toddlers and pre-teens with a focus on STEAM learning. Home to a thriving collection of the best books and media, our Children's Room is the site of many informal 1-on-1 encounters where children and tweens develop and share their passion for reading, learning and creating
- Website was redone to be more responsive and informative to patrons; also social media content was expanded to broaden audience effectiveness
- New board members with young families in Osterville were added to strengthen the board and add age diversity
- A demonstration rain garden was installed to show and promote landscaping that works on Cape Cod without adverse environmental effects
- Our 135<sup>th</sup> celebration was a huge success with the showing of the 20-minute movies recapping the highlights of the libraries growth. A photo book published by Arcadia also documents the history of the Osterville Library and its positive impact on the community
- A New Business Center complete with fax, copier, shredder, laminator, book binder, entrepreneur data base, plus business books, newspapers and journals was added to address the needs of businesses as well as residents
- A *Library of Things* was added to the collection, which can be checked out, such as a sewing machine, ukulele, watt tester, photo convertor, meditation kit, tide pool kit, musical keyboard, and bird watching kit over 50 puzzles, games and more

## Additional Recent Accomplishments

- The Library continues to be a resource to the community for its meeting room space. Throughout the year, the space was actively used for community meetings, State and Local agencies, workshops and for private parties.
- The library was host to “Lure of the Lore” a 19<sup>th</sup> century maritime exhibit featuring six Antonio Jacobson’s paintings. The Osterville Garden Club displayed a juried show of floral arrangements relating to books. The printmakers of Cape Cod, a conservation photographer and others participated in our revolving art display.
- The library hosted a very popular National Parks series that kept people engaged over the winter and spring.
- The Library continues to be “the community center” for village activities. Summer Celebration Week, the library’s signature kick-off to the summer season, this year was moved to July. Village Day started with the Children’s Road Race and then the Adult 5k Road Race. Village Crafter offered their handmade items on the library lawn throughout the day. The week also hosted a favorite of our dog-friendly library, Mutts and Martinis. The concert series kicked off and hundreds of families enjoyed the balmy nights and varied musical offerings throughout July and August. New event this year was a highly successful community yard sale where people could rent space and sell their household items.
- The annual ski and paddleboard sale was another success, transforming the main Meeting Room into a sporting goods shop. The summer wrapped up a beautiful new 2018 Mercedes Sedan for a lucky Osterville nurse. Later this year, the library will again host the Dessert Contest for the annual Chocolate Festival and our traditional Easter Egg Hunt.
- To show support to the businesses in our village the library offered a “Black Friday” Special. Children were entertained in the library, while adults shopped in the village. This event was extremely well received and attended. This will become an annual event at the library.
- The joint event with Osterville Rotary on Halloween brought hundreds of excited treat or treaters as they paraded through the village led by a fire truck. The children ended up on the library lawn and enjoyed treats and a story walk.
- A collection of glass, metal and other unique-material Menorahs were on display in the lobby showcase. The winter Christmas Stroll brought hundreds of people to the library to enjoy the whimsical holiday display on the lawn and have hot chocolate, which was provided by Cape Cod Academy. Mrs. Claus greeted young children, helped them write letters to her husband, Mr. Claus, and posed for pictures.
- Collaboration with other community nonprofits continues to grow. In addition to the Barnstable Clean Water, formally 3Bays, this year the library has been actively collaborating with the Association for the Preservation of Cape Cod, Cape Literacy, and JrTech by conducting joint events. The Library has also worked with Cape Cod Academy and St. Peters School to bring special events to young families.
- The “Community Assistance Program” continues to allow patrons to help themselves to discount coupons from numerous newspapers. This year children wrote letters and we sent books to Crosby Library in Texas after the devastating floods. As an official collection drop off for “Toys for Tots,” the Library continues to collect hundreds of gifts for children.

## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

1. To enhance the lives of the residents of Barnstable by serving as a cultural, social and intellectual center for the community, through access to our library's collection, programming and special events. **(SP: Education, Communication)**
2. To offer a thoughtful, well rounded collection of books and media to meet patron's needs and a variety of educational, artistic, entertaining and informative programs and services for children and adults. **(SP: Education, Communication)**
3. To develop and grow our 21 Century Community Makerspace learning and creativity lab. **(SP: Education, Communication)**
4. To work in collaboration with the other six Barnstable Village Libraries to provide comprehensive library services to the residents of the Town of Barnstable, including cooperative planning, programming and services/resource sharing. **(SP: Education, Communication)**
5. To reach out and build our donor base and awareness of the importance of libraries in this changing world. To take advantage of Grant writing opportunities that will benefit the library. **(SP: Finance, Communication)**
6. To be the central gathering spot for meetings and interactions in the community. To expand our collaboration with other non-profits and to bring more diverse programming to the Library. **(SP: Education, Communication)**
7. To continue to provide information and knowledge in whatever form it takes and educate our patrons on emerging technologies. **(SP: Education, Communication)**

## Description of Services Provided

As we celebrated our 135<sup>th</sup> Anniversary of the Osterville Village Library, the library 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 evolving through its enriched programming and resources. It has become a 21<sup>st</sup> century library as a cultural, social and intellectual center for the community, while continuing the rich traditions that have always been the hallmark of the library to the village.

The Osterville Village Library is the only Barnstable Library that is open seven days a week throughout the year and offers the following:

- Art exhibits: recent example includes Lore of the Lure, a 19<sup>th</sup> century maritime art exhibit. A printmaker exhibit, numerous photographers and varied artist along with floral arrangements grace the library throughout the year. You will also find from sculptures to crafts are part of our revolving art exhibits
- Growing our Library of Things where patrons can check out a sewing machine, ukulele, soil tester, watt tester, photo convertor, keyboard, birdwatching kits and many more fun and educational items
- Programming geared towards entertaining, educating to deal with life and current issues, numerous programs and interactive events for adults
- To assist our vision-impaired patrons we have a large assortment of large print books, a Merlin Enhanced Vision machine for desktop magnification. We also provide resources and info to the Perkins School
- In our expanded Makerspace area children ages 7 and up can experiment, problem-solve, and create with STEAM materials. They can use and/or borrow electronic, robotic, coding, drafting and buildings kits, and try out quality apps on the Makerspace iPad.
- In addition to a variety of enrichment programs for all ages, our traditional story hours are now STEM Storytime's, where preschoolers engage in stories, crafts, and hands-on STEM activities.
- Environmentally relevant programing and permanent demonstration gardens for improving water quality in our town.
- The Friends Bookstore, staffed by dedicated volunteers, is open six days per week. Proceeds from the bookstore help to support library services.
- Technology assistance with tablets, phones, e-readers, Mac and PC computers available on a walk-in 7 day a week. Group training is also available.
- Databases to support the nursing schools such as Nursing and Allied Health plus Ancestry, Mango Languages and a Small Business Database are available to all users thanks to the Kirkman Trust Fund.
- Free books are provided year round at Dowses Beach in our Little Lending Library.
- Offer free preparation and electronic filing of Federal and Massachusetts income tax forms. This is done through AARP Tax-aide. In conjunction with the IRS, certified volunteers help low and middle-income taxpayers.
- Indoor walking in a safe environment on Tuesdays and Thursdays, so popular it runs year round.

### Fundraising is continuous focus:

- In June, the library secured an anonymous of \$135,000 to help expand our hours
- The “Experience Osterville” guide is in its sixth year and continues to be a successful mainstay, both in popularity and as a fundraiser for the library. The audience has grown significantly and currently exceeds 30,000 readers in print and over 15,000 online
- The 41<sup>th</sup> Annual Spring Golf Tournament was held in late May. Golfers enjoyed a picture perfect day for golf on the pristine course at the Wianno Golf Course. Golf was followed by dinner and silent auction in the Main Dining Room at the Wianno Club—a great evening!
- The Library held its annual car raffle for the 25<sup>th</sup> consecutive year. A Mercedes-Benz sedan, purchased from Mercedes-Benz of Westwood, was won by a local Osterville nurse resident
- The 37th Annual Cape Cod 5K Championship Road Race to benefit the OVL was a huge success with over 400 runners. The new course allows runners to start from in front of the library. The Osterville Village Library is fortunate to be the beneficiary of this fundraising event





### Fundraising is continuous focus (Continued):

- The 23rd Annual Clam Bake was held during summer celebration week, with nearly 200 attendees the event has evolved into more of a family-friendly event with the addition of a children's menu and games. A lovely evening, great food, fun and music. Also during summer celebration week, the library held its 5<sup>th</sup> Annual Mutts and Martinis "Yappy Hour," a canine and human cocktail event and a signature event for our dog-friendly library. This year we expanded our dog-friendly entertainment to include "Muddy Paws" who conducted agility training, a dog masseur, a dog acupuncturist, pet artist, and authors

### Summary of Osterville Village Library Funding & Permanent Positions (FTEs) Request

Expenditure Category	Actual FY 2017	Approved FY 2018	Projected FY 2019
Library Funding	\$492,700	\$559,700	TBD
Town of Barnstable	\$252,900	\$253,200	TBD
<b>Total</b>	<b>\$745,600</b>	<b>\$812,900</b>	<b>TBD</b>

Positions	FY 2018 Actual	FY 2019 Proposed
Full Time	5.00	6.00
Part Time	10.00	9.00
<b>Total FTE's</b>	<b>15.00</b>	<b>15.00</b>

### Performance Measures / Workload Indicators

Workload Indicator	FY 2017 Actual	FY 2018 Estimated
Total Circulation	96,457	98,868
Number of items in Collection	68,517	70,572
Total Hours Open	2,451	2,652
Programs Held	396	435
Volunteer Hours	4,357	4,450

## Sturgis Library

### Purpose Statement

The Sturgis Library, a historic public library in the village of Barnstable, is dedicated to providing services and resources to meet the needs of a contemporary community while preserving and promoting Cape Cod history.



### Recent Accomplishments

- Sturgis Library celebrated 150 years of Library service to the community in 2017. Sturgis Library is housed in a building, which was constructed in 1644 as a meetinghouse and home for the Rev. John Lothrop and his family. One of Reverend Lothrop's descendants was William Sturgis, who was born in the house in the late 1700s, and went on to become a successful sea captain and merchant. The home was sold in the early 1800s, and before his death in 1863 Sturgis purchased the building and left it to the community to be used as a public library. It opened its doors in August of 1867. From February through August of 2017, the Library celebrated the 150<sup>th</sup> anniversary with a series of events and programs celebrating reading, history, the arts, and the humanities. The celebration culminated with a gala anniversary party in August and an auction featuring items made from wood from old 1920s era library bookshelves. Proceeds from the auction benefited the newly established Preservation Fund, which will be used to preserve the library's building and special collections
- Sturgis Library participated in the July 2016 Cape-wide Hydrangea Festival by collaborating with five local homeowners to display their beautiful gardens and property to raise money for library programs and services. In addition to the garden tours, the Library held a drawing for a collection of birdhouses hand painted by Trustee Liz Ferretti to resemble buildings and structures in and around Barnstable Village
- The Library began offering notary services to the public free of charge
- Kelly Adair and her daughters Livia and Maggie designed and decorated a new dollhouse for the Children's Room
- Sturgis Library featured numerous local authors in their Meet the Author Saturday Book Signings in the Book Shop

## Additional Recent Accomplishments

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- The Karras family generously donated funds to build an attractive fence on the side of the Library, which will help to provide a safe enclosed space for outdoor children's programs on the side lawn.
- Sturgis Library was chosen as one of the organizations on Cape Cod to receive volunteer assistance in a Day of Service offered by members of New England Archivists. Six volunteer archivists participated in the day of service, and worked on preserving the Library's collection of gravestone rubbings and transcribing historic deeds for the Library's online deed index and archive.
- The Library held their second Whale of an (Online) Auction, which offered dozens of high-quality donated items to bidders from around the country. Other major fundraising events included the annual Library Dinner at the Cummaquid Golf Club, a jewelry sale, plant and garden sale, holiday ornament and décor sale, a special Great Books history and literature book sale, and several other fundraising events. Sturgis Library must raise 60% of its funding each year from private donations, events, and other fundraising activities.
- The Library sponsored over 200 programs, exhibits, and events for adults, young adults, and children, including lectures, music and craft programs, art workshops, the Armchair Traveler series, Lego Club, Pokémon Club, and other well-attended programs and events. Together with the six other Barnstable village libraries, the Library participated in the annual collaborative Summer Reading Program.
- Trustee Emeritus Joanne Lyman donated a first edition copy of Herman Melville's book Moby Dick to the Library's special collections. Herman Melville was married to the sister of one of the first Trustees of the Library, Lemuel Shaw, Jr.

## Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

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 programs and services to adults, young adults and children, including curriculum support and lifelong learning opportunities. **(SP: Education, Communication)**



## Description of Services Provided

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### **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

The 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:

- Community
- Knowledge
- Historic Preservation
- Technology and Innovation

One of Sturgis Library's primary service roles is to provide specialized research collections, services and facilities for the study of Cape Cod history, genealogy and maritime culture. Unique among libraries of the Town and County of Barnstable, the Sturgis Library is distinguished for the scope and depth of its special collections and the services it provides to students, genealogists, historians, and others interested in finding out about the rich history of Cape Cod and the Islands. Access to the Library's historical collections and archives is provided free of charge to all researchers. Another of the Library's important missions is to act as a primary cultural and community center. A full series of special programs, speakers and exhibits throughout the year adds to the educational and recreational opportunities available to residents of all ages. Groups and organizations from around the community have access to the Library's meeting space, and tourists and visitors come to tour our historic building.

## Characteristics and Specializations

The Sturgis Library is a historic public library and research archive located in Barnstable Village. The original historic building was constructed in 1644, which gives the Sturgis Library the distinction of being the oldest library building in the country. The Sturgis Library's special collections include the Lothrop Genealogy & Local History Collection and the Henry Crocker Kittredge Maritime Collection, which are used by researchers around the country. The Library's extensive research archives include ship's logs, whaling journals, manuscripts, family histories and genealogies, diaries, correspondence, photographs, cemetery records, early land deeds, and maps dating back to Barnstable's first settlement. Online services include access to digital archives of photographs, documents, deeds, postcards, and the Barnstable Patriot newspaper from 1830 to 1930. The Sturgis Library also offers in-library access to *Ancestry.com Library Edition*, and home access to *Heritage Quest* genealogical databases.

In addition to a wide variety of fiction and nonfiction books for readers of all ages, the Sturgis Library has a large selection of movies on DVD, audiobooks, ebooks, and one of the largest music collections on the Cape. There is a circulating collection of books about Cape Cod and Cape Cod authors, as well as a dynamic selection of materials for young adults and children.

Special services include free internet and wireless access; service to homebound patrons; and fax, scanning, and photocopying services. We offer extensive research assistance, from homework help to genealogy assistance. We host one of the only seed lending libraries on Cape Cod.

The Library maintains an attractive and busy Book, Gift, and Mini-Thrift Shop year round. Proceeds from the shop go to enhancing library services and programs, and preserving our historic collections and building.

The Library offers an active schedule of special programs, speaker series, exhibits, and displays for all ages. In addition to weekly programs for children and monthly programs for adults, the library hosts a scholarly book discussion group. The library hosts an on-going exhibit of artwork by local artists and crafters, and has monthly displays of collectibles, artifacts, antiques, and other items of local interest.

In addition to the Sturgis Library's busy schedule of events and activities, the library hosts meetings and events sponsored by other area organizations. Our meeting spaces are available to local groups of all kinds. We welcome visits by school and other groups, and are happy to organize special tours of our historic building for groups or individuals.

## Summary of Sturgis Library Funding & Permanent Positions (FTE's) Request

Positions	Actual FY 2018	Proposed FY 2019
Full Time	4.7	4.7
Part Time	2.9	2.9
<b>Total FTE's</b>	<b>7.6</b>	<b>7.6</b>

**FISCAL YEAR 2019 BUDGET**

**STURGIS LIBRARY**

**GENERAL FUND**

Category	Actual FY 2017	Approved FY 2018	Proposed FY 2019
Library Funding	\$279,901	\$293,108	TBD
Town of Barnstable	\$239,334	\$245,460	TBD
<b>Total</b>	<b>\$519,235</b>	<b>\$538,568</b>	<b>TBD</b>

**Performance/Workload Indicators**

Workload Indicator	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Circulation	76,000	77,000	78,000
Items in Collection (including downloadable materials)	210,000	212,000	213,000
Hours Open	2,100	2,100	2,100
Programs Offered	220	225	230
Volunteer Hours	1,000	1,100	1,200



# Whelden Memorial Library

## Purpose Statement

Our purpose is to serve the village of West Barnstable by providing popular reading materials, reference resources for independent and formal learning, and electronic access to the information network. Our mission is to preserve and promote the heritage of both West Barnstable and Cape Cod. Our Library serves the Village as a meeting place and a forum for civic and cultural events.



## Recent Accomplishments

- Created a plan to update and prioritize capital projects
- Several building improvements were made this year, which included completing the main phase of our interior painting project, resolving various lighting issues in and around the building, and repairing the front foyer of the library
- Relocated our large print books and audiobooks in order to expand these collections and make them more accessible
- We were pleased to be able to expand our collection of ebooks and purchase iPads for staff training and patron education purposes through the generosity of the Kirkman Trust
- Continued to increase and improve our programming for adults, young adults and children. Over 150 programs were offered including author talks, arts and crafts workshops, lectures, artist appearances, weekly story times and yoga classes
- Partnered with West Parish Family School to provide story time for Pre-Kindergarten classes
- Collaborated with the six other Barnstable libraries to participate in the annual statewide Summer Reading Program; made a more coordinated effort to share resources, staff, and materials with the other Barnstable Libraries
- Collaborated with Marstons Mills Public Library to provide training opportunities to our staff members using funds from a Federal LSTA grant for Digital Literacy and Professional Development



## Additional Recent Accomplishments

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- Sponsored several successful fundraising events such as the Time and Talent Auction, our annual Friends Holiday Boutique event, and a concession stand during the annual West Barnstable Village Festival. We also held a successful fundraiser at the Barnstable Transfer Station, which attracted many new volunteers

## Fiscal Year 2019 Goals and Objectives

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1. Continue to prioritize capital improvements and implement a plan of action. **(SP: Education, Communication)**
2. Continue to investigate opportunities for new relationships and collaboration within the community. **(SP: Education, Communication)**
3. Continue to examine our fundraising efforts and explore new directions for funding sources. **(SP: Education, Communication)**
4. Continue to collaborate with the six other Barnstable village libraries to provide quality services to the residents of the Town of Barnstable. **(SP: Education, Communication)**
5. Continue to expand our services to older adults and seniors to support lifelong learning opportunities. **(SP: Education, Communication)**
6. Provide programming to support digital literacy by offering various classes in emerging technologies to adults, young adults, and children. **(SP: Education, Communication)**
7. Continue to develop programs of interest for patrons of all ages. **(SP: Education, Communication)**
8. Continue to evaluate our entire collection to meet the evolving needs of our patrons, and to ensure diverse and marginalized perspectives are represented. **(SP: Education, Communication)**
9. Support ongoing professional development opportunities for our staff. **(SP: Education, Communication)**

## Characteristics and Specializations

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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. Information literacy, lifelong learning and serving the village of West Barnstable continue to be our highest priority.

- We house an extensive history of West Barnstable in a well-indexed archival collection. This index is also available online.
- We have a full complement of Trustees and an excellent Friends Group that is always supportive and dedicated.
- Our fundraising activities are diverse; our collective efforts include auctions, annual appeals, suppers, wine and food tastings, book and gift sales, raffles, and participation in the West Barnstable Village Festival.
- Thanks to the Barnstable Beekeepers, we hold an exceptional collection of books and DVDs on the topic of beekeeping.

## 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 meeting space for various groups and clubs and tutoring space for young and adult learners.
- The Library provides a comprehensive collection of print books, audiobooks, and digital downloads, magazines, music CDs, and DVDs.
- The Library has one of the largest circulating collections of materials on beekeeping.
- The Library offers access to many databases including in-library access to Ancestry.com Library Edition and remote access to Heritage Quest genealogical databases.
- Special services include free internet and Wi-Fi access, fax, scanning and photocopying services.
- The Library continues to increase our services to children, young adults, families, and older adults through a renewed commitment to programming and collection development.
- The Library offers a wide range of volunteer opportunities for all ages.
- Whelden Memorial Library continues to offer homebound book delivery services to our patrons who wouldn't otherwise receive services.

## Summary of Whelden Memorial Library Funding & Permanent Positions (FTEs) Request

Expenditure Category	Actual FY 2017	Approved FY 2018	Proposed FY 2019
Library Funding	\$69,006	\$71,7138	TBD
Town of Barnstable	\$109,124	\$112,857	TBD
<b>Total</b>	<b>\$178,130</b>	<b>\$183,995</b>	<b>TBD</b>

Positions	Actual FY 2018	Proposed FY 2019
Full Time	1.0	1.0
Part Time	1.75	1.75
<b>Total FTE's</b>	<b>2.75</b>	<b>2.75</b>

**Performance/Workload Indicators**

Workload Indicator	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Circulation	47,000	47,500	48,000
Items in Collection (including downloadable materials)	81,861	82,000	85,000
Hours Open	1,659	1,664	1,664
Programs Offered	157	160	165
Volunteer Hours	1,430	1,450	1,450



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## Other Funds Not Part of the Budget Process

### Capital Projects Funds

The General Fund Capital Improvements Plan proposed for FY19 totals \$13,875,771. Funding for the General Fund capital will be provided from reserves within the Town's Capital Trust Fund, remaining balances from previously approved and completed projects, the Community Preservation Fund and borrowing authorizations. The General Fund capital program is required by State law to be accounted for in a separate "Capital Projects Fund". The capital project accounting requirement allows for the segregation of capital related expenditures from operating expenses for a clearer presentation. The amount listed in the *Consolidated Resource/Appropriation Summary* on page 68 and 69 includes not only the FY19 proposed capital plan for the General Fund but also the activity projected to occur from existing borrowing authorizations and appropriations approved in prior years for the General Fund capital program.

### Special Revenue Funds

#### Purpose and Description

The Special Revenue Funds are used to account for revenue sources that are legally restricted for specific purposes. The funds received by the Town are under the control of the Town Manager as they pertain to the general government and the School Committee as they pertain to School Department. Most funds may be expended without further appropriation. Some require Town Council authorization to expend. There are several sub-categories of special revenue funds. These include the following:

#### Revolving Funds

These are used to account for receipts from specific activities that are used to cover the cost of operating specific activities. The municipal and school operations have several revolving type activities. The municipal activities require Town Council action which approves a spending ceiling every year. The School Department revolving activities are under the School Committee's governance and do not require Town Council approval. The largest municipal revolving fund is the Recreation Revolving Fund which generates approximately \$475,000 of program activity per year.

The largest school revolving fund is the School Lunch Revolving Fund. Other notable school revolving funds include School Choice Tuition. Tuition received from other communities who send their children to Barnstable Schools is credited to this account and the School Committee is allowed to expend the funds for school related purposes, particularly to offset the costs of educating the out-of-town students.

#### Receipts Reserved for Appropriation

Certain revenues collected by the town are restricted under state laws as to their use and require the Town Council's approval in order to expend. These must be kept separate from other receipts that are credited to the General Fund. Revenue for the Barnstable Disability Commission (BDC) is derived from receipts on handicap parking fines collected by the town. The Town Council has authorized the BDC to expend up to \$3,000 per year on administrative costs. Any additional expenditure out of the fund must be approved by the Town Council.

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 FY18 and FY19 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.

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

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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

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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 two largest types of receipts in this category include cable license fees and 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 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. Grants can be accepted by any department 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 in the Town's grant activity is in the School Department which receives several federal and state grants. Some are entitlement grants and many are competitive.

## Trust and Agency Funds

The Town uses the trust funds to account for assets held in a trustee capacity. Normally, the principal assets remain intact, and income that is generated can be used in accordance with the terms and conditions of the will or gift.

The Town Treasurer, in conjunction with the Trust Fund Advisory Committee, work to formulate a plan that will provide the Town with the maximum amount of resources possible while simultaneously protecting the integrity of the principal investments. In accordance with the Town's Charter, the Town Manager is trustee of all trust funds except those administered by a court appointed trustee, and those under the School Committee.

All revenues from trust funds are generated primarily from investment income, and each year, expenditures from these funds are based on anticipated expendable income. As a matter of policy or for legal reasons, trust fund principal is not utilized for general expenditures with the exception of the Pension Reserve Fund. The trusts generated approximately \$1 million in investment income annually. Future earnings will depend upon interest rates and investment appreciation.

Expenditures are based on the current year needs and anticipated expendable income. Notable trust funds are the Pension Reserve, Cobb Fund and Kirkman Fund.

The Pension Reserve Fund is used to offset tax support for the county retirement assessment. As of June 30, 2017, the fund had a market value of just over \$2.2 million. The Pension Reserve Fund will transfer \$250,000 in FY19 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 \$9.4 million at the end of FY17. The Trustee sold some real estate in FY14 which should result in higher award levels in the future since the Trust has more invested cash now. The annual awards from this fund have been around \$150,000 per year. All awards are for the benefit of Barnstable school children.

The Kirkman Fund, with a market value of more than \$5.6 million as of June 30, 2017, 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 and Grounds Division and the seven village libraries for project funding. No operating expenses of the public works department, 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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## Appendix A

### FY 2019 Budget Appropriation Orders

#### PART A CAPITAL PROGRAM BUDGET:

**2018-064      APPROPRIATION AND LOAN ORDER**  
**General Fund Capital Improvement Plan (Two-thirds vote)**

**ORDERED:**

That the sum of **\$4,600,000** be appropriated for the purpose of funding the Barnstable Public School High School Sports Field Upgrade Project as outlined in the FY 2019 - FY 2023 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 **\$4,600,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-065      APPROPRIATION AND LOAN ORDER**  
**General Fund Capital Improvement Plan (Two-thirds vote)**

**ORDERED:**

That the sum of **\$250,000** be appropriated for the purpose of funding the Barnstable Public School District –Wide Communication, Video Surveillance and Entry Improvement Project as outlined in the FY 2019 - FY 2023 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**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-066      APPROPRIATION AND TRANSFER ORDER**  
**General Fund Capital Improvement Plan (Two-thirds Vote)**

**ORDERED:**

That the sum of **\$100,000** be appropriated for the purpose of funding the Barnstable Public School High School & Intermediate School Roof Top Unit Ventilator Replacement Project as outlined in the FY 2019 - FY 2023 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$100,000** be transferred from available funds within the Capital Trust Fund, and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-067      APPROPRIATION AND LOAN ORDER**  
**General Fund Capital Improvement Plan (Two-thirds Vote)**

**ORDERED:**

That the sum of **\$250,000** be appropriated for the purpose of funding the Barnstable Public School Elementary School Unit Ventilator Replacement Project as outlined in the FY 2019 - FY 2023 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**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-068      APPROPRIATION AND TRANSFER ORDER**  
**General Fund Capital Improvement Plan (Two-thirds Vote)**

**ORDERED:**

That the sum of **\$100,000** be appropriated for the purpose of funding the Barnstable Public School Emergency Generator Replacement at West Villages Elementary School as outlined in the FY 2019 - FY 2023 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$100,000** be transferred from available funds within the Capital Trust Fund, and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-069      APPROPRIATION AND LOAN ORDER**  
**Airport Enterprise Fund Capital Improvement Plan (Two-thirds Vote)**

**ORDERED:**

That the sum of **\$300,000** be appropriated for the purpose of funding the Comprehensive Airport Layout Plan and Master Plan Project as outlined in the FY 2019 - FY 2023 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$300,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Barnstable Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-070      APPROPRIATION AND LOAN ORDER**  
**Airport Enterprise Fund Capital Improvement Plan (Two-thirds Vote)**

**ORDERED:**

That the sum of **\$975,000** be appropriated for the purpose of funding the Airport's Replacement of Snow Removal Equipment as outlined in the FY 2019 - FY 2023 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 **\$975,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Barnstable Airport

Commission is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-071      APPROPRIATION AND TRANSFER ORDER**  
**Airport Enterprise Fund Capital Improvement Plan (Majority Vote)**

**ORDERED:**

That the sum of **\$145,000** be appropriated for the purpose of funding the Airport's Replacement of Aircraft and Fire Fighting Equipment Response Vehicle as outlined in the FY 2019 - FY 2023 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$145,000** be transferred from the Airport Enterprise Fund reserves, and that the Barnstable Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-072      APPROPRIATION AND TRANSFER ORDER**  
**Golf Enterprise Fund Capital Improvement Plan (Majority Vote)**

**ORDERED:**

That the sum of **\$58,511** be appropriated for the purpose of funding the Hyannis Golf Course Maintenance Building Improvements as outlined in the FY 2019 - FY 2023 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$7,147** be transferred from the available funds remaining under Town Council Order 2016-108 and the **\$51,364** be transferred from the Golf Course Enterprise Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-073      APPROPRIATION AND TRANSFER ORDER**  
**Golf Enterprise Fund Capital Improvement Plan (Majority Vote)**

**ORDERED:**

That the sum of **\$57,774** be appropriated for the purpose of funding the Olde Barnstable Fairgrounds Replacement of Clubhouse Carpeting, Furniture, Fixtures and Merchandise Displays as outlined in the FY 2019 - FY 2023 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$52,607** be transferred from the available funds remaining under Town Council Order 2016-107 and the **\$5,167** be transferred from the Golf Course Enterprise Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-074      APPROPRIATION AND LOAN ORDER**  
**General Fund Capital Improvement Plan (Two-thirds Vote)**

**ORDERED:**

That the sum of **\$1,000,000** be appropriated for the purpose of funding the Cotuit Bay Entrance Channel Dredging Project as outlined in the FY 2019 - FY 2023 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**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Town

Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-075      APPROPRIATION AND TRANSFER ORDER**  
**General Fund Capital Improvement Plan (Majority Vote)**

**ORDERED:**

That the sum of **\$315,116** be appropriated for the purpose of funding the Craigville Bathhouse and Site Work Improvements Project as outlined in the FY 2019 - FY 2023 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$315,116** be transferred from the available funds remaining under Town Council Order 2016-110; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-076      APPROPRIATION, TRANSFER AND LOAN ORDER**  
**General Fund Capital Improvement Plan (Two-thirds Vote)**

**ORDERED:**

That the sum of **\$727,247** be appropriated for the purpose of funding the Senior Center Renovations Project as outlined in the FY 2019 - FY 2023 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$68,247** be transferred from the available funds remaining under Town Council Order 2014-106; and that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$659,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-077      APPROPRIATION AND TRANSFER ORDER**  
**General Fund Capital Improvement Plan (Two-thirds Vote)**

**ORDERED:**

That the sum of **\$195,668** be appropriated for the purpose of funding the Hyannis Youth & Community Center Roof Replacement Project as outlined in the FY 2019 - FY 2023 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$195,668** be transferred from available funds within the Capital Trust Fund, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-078      APPROPRIATION AND TRANSFER ORDER**  
**Water Pollution Control Enterprise Fund Capital Improvement Plan (Majority Vote)**

**ORDERED:**

That the sum of **\$195,000** be appropriated for the purpose of funding the Effluent Disposal Capacity Study and Evaluation for the Water Pollution Control Facility as outlined in the FY 2019 - FY 2023 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$195,000** be transferred 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 and be authorized to accept any grants or gifts in relation thereto.

**2018-079      APPROPRIATION AND TRANSFER ORDER**  
**Water Pollution Control Enterprise Fund Capital Improvement Plan (Majority Vote)**

**ORDERED:**

That the sum of **\$150,000** be appropriated for the purpose of funding the Effluent Discharge Location Evaluation for the Water Pollution Control Facility as outlined in the FY 2019 - FY 2023 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$150,000** be transferred from the Water Pollution Control Enterprise Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-080      APPROPRIATION AND LOAN ORDER**  
**Water Pollution Control Enterprise Fund Capital Improvement Plan (Two-thirds Vote)**

**ORDERED:**

That the sum of **\$701,000** be appropriated for the purpose of funding the Pleasant Street Sewer Line Upgrade Project as outlined in the FY 2019 - FY 2023 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 **\$701,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-081      APPROPRIATION AND LOAN ORDER**  
**Water Supply Enterprise Fund Capital Improvement Plan (Two-thirds Vote)**

**ORDERED:**

That the sum of **\$1,050,000** be appropriated for the purpose of funding the Pipe Replacement and Upgrade Project as outlined in the FY 2019 - FY 2023 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 **\$1,050,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-082      APPROPRIATION AND TRANSFER ORDER**  
**Water Supply Enterprise Fund Capital Improvement Plan (Majority Vote)**

**ORDERED:**

That the sum of **\$200,000** be appropriated for the purpose of funding the Wells, Pump Stations and Treatment Plant Repair and Upgrade Program as outlined in the FY 2019 - FY 2023 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$200,000** be transferred from the Water Supply Enterprise Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-083      APPROPRIATION AND LOAN ORDER**  
**Water Supply Enterprise Fund Capital Improvement Plan (Two-thirds Vote)**

**ORDERED:**

That the sum of **\$555,000** be appropriated for the purpose of funding the New Well Exploration Program Project as outlined in the FY 2019 - FY 2023 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 **\$555,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-084      APPROPRIATION AND TRANSFER ORDER**  
**Water Supply Enterprise Fund Capital Improvement Plan (Majority Vote)**

**ORDERED:**

That the sum of **\$165,000** be appropriated for the purpose of funding the Construction of a Permanent Interconnection with the COMM Public Water Supply System as outlined in the FY 2019 - FY 2023 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$165,000** be transferred from the Water Supply Enterprise Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-085      APPROPRIATION AND TRANSFER ORDER**  
**Sewer Construction and Private Way Maintenance & Improvement Fund (Majority vote)**

**ORDERED:**

That the sum of **\$100,000** be appropriated for the purpose of funding the Attucks Lane Pump Station Sewer Expansion Design Project as outlined in the FY 2019 - FY 2023 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$100,000** be transferred from the Sewer Construction and Private Way Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-086      APPROPRIATION AND TRANSFER ORDER**  
**Sewer Construction and Private Way Maintenance & Improvement Fund (Majority vote)**

**ORDERED:**

That the sum of **\$402,000** be appropriated for the purpose of funding the Long Pond Area Sewer Expansion Preliminary Design as outlined in the FY 2019 - FY 2023 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$402,000** be transferred from the Sewer Construction and Private Way Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-087      APPROPRIATION AND TRANSFER ORDER**  
**Sewer Construction and Private Way Maintenance & Improvement Fund (Majority vote)**

**ORDERED:**

That the sum of **\$315,000** be appropriated for the purpose of funding the Phinney's Sewer Expansion Preliminary Design as outlined in the FY 2019 - FY 2023 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$315,000** be transferred from the Sewer Construction and Private Way Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-088      APPROPRIATION AND TRANSFER ORDER**  
**Sewer Construction and Private Way Maintenance & Improvement Fund (Majority vote)**

**ORDERED:**

That the sum of **\$154,000** be appropriated for the purpose of funding the Old King's Road Improvement Project as outlined in the FY 2019 - FY 2023 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$154,000** be transferred from the Sewer Construction and Private Way Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-089      APPROPRIATION AND TRANSFER ORDER**  
**General Fund Capital Improvement Plan (Two-thirds Vote)**

**ORDERED:**

That the sum of **\$3,412,500** be appropriated for the purpose of funding the Public Roads Improvement Program as outlined in the FY 2019 - FY 2023 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$3,412,500** be transferred from available funds within the Capital Trust Fund, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-090      APPROPRIATION AND TRANSFER ORDER**  
**General Fund Capital Improvement Plan (Two-thirds Vote)**

**ORDERED:**

That the sum of **\$103,500** be appropriated for the purpose of funding the Design and Permitting of Phase III of the Department of Public Works Offices as outlined in the FY 2019 - FY 2023 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$103,500** be transferred from available funds within the Capital Trust Fund, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-091      APPROPRIATION AND LOAN ORDER**  
**General Fund Capital Improvement Plan (Two-thirds Vote)**

**ORDERED:**

That the sum of **\$300,000** be appropriated for the purpose of funding the Cape Cod Airfield Fuel Tank Replacement Project as outlined in the FY 2019 - FY 2023 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$300,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium

received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-092      APPROPRIATION AND LOAN ORDER**  
**General Fund Capital Improvement Plan (Two-thirds Vote)**

**ORDERED:**

That the sum of **\$285,000** be appropriated for the purpose of funding the School Administration Building Mechanical Cooling Upgrades Project as outlined in the FY 2019 - FY 2023 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 **\$285,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-093      APPROPRIATION AND TRANSFER ORDER**  
**General Fund Capital Improvement Plan (Two-thirds Vote)**

**ORDERED:**

That the sum of **\$100,000** be appropriated for the purpose of funding the Design of the Bumps River Bridge Repairs as outlined in the FY 2019 - FY 2023 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$100,000** be transferred from available funds within the Capital Trust Fund, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-094      APPROPRIATION AND LOAN ORDER**  
**General Fund Capital Improvement Plan (Two-thirds Vote)**

**ORDERED:**

That the sum of **\$253,740** be appropriated for the purpose of funding the Demolition of the Portable Structures at the Former Marstons Mills Elementary School and the Hazardous Material Evaluation Study of the Main Facility as outlined in the FY 2019 - FY 2023 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 **\$253,740**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-095      APPROPRIATION AND TRANSFER ORDER**  
**General Fund Capital Improvement Plan (Two-thirds Vote)**

**ORDERED:**

That the sum of **\$45,000** be appropriated for the purpose of funding the Design of the Sidewalk on Ocean St. as outlined in the FY 2019 - FY 2023 Capital Improvement Plan, including the payment of costs incidental or related thereto; and



that to meet this appropriation, that **\$45,000** be transferred from available funds within the Capital Trust Fund, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-096      APPROPRIATION AND LOAN ORDER**  
**General Fund Capital Improvement Plan (Two-thirds Vote)**

**ORDERED:**

That the sum of **\$667,000** be appropriated for the purpose of funding the Design and Hazmat Removal Project at the Armory Building as outlined in the FY 2019 - FY 2023 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 **\$667,000**, and that in accordance with Chapter 44, Section 20 of the General Laws, any premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

**2018-097      APPROPRIATION AND TRANSFER ORDER**  
**General Fund Capital Improvement Plan (Majority Vote)**

**ORDERED:**

That the sum of **\$4,000,000** be transferred from the General Fund Reserves to the Capital Trust Fund.

**PART B – OPERATING BUDGET:****APPROPRIATION ORDER 2018-109****Barnstable Municipal Airport Enterprise Fund****ORDERED:**

That the sum **\$6,134,859** be appropriated for the purpose of funding the Town's FY 2019 Airport Enterprise Fund budget, and to meet such appropriation that **\$5,834,596** be raised from current year revenues by the Airport Enterprise Fund, and that **\$300,263** be transferred from the Airport Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2018-110****School Department****ORDERED:**

That the sum **\$67,860,308** be appropriated for the purpose of funding the Town's FY 2019 Barnstable Public Schools budget, and that to meet this appropriation that **\$67,059,622** be raised from current year revenues, and that **\$800,686** be transferred from the General Fund reserves, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2018-111****Police Department****ORDERED:**

That the sum of **\$14,532,512** be appropriated for the purpose of funding the Town's FY 2019 Barnstable Police Department budget; and to meet such appropriation that **\$14,482,512** be raised from current year revenues and that **\$50,000** be transferred from the Embarkation Fee Special Revenue Fund as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2018-112****Planning and Development Department****ORDERED:**

That the sum of **\$1,967,993** be appropriated for the purpose of funding the Town's FY 2019 Planning and Development Department budget, and that to meet this appropriation that **\$1,684,227** be raised from current year revenues and that **\$45,000** be transferred from the Wetlands Protection Special Revenue Fund, and that **\$166,100** be transferred from the Bismore Park Special Revenue Fund, and that **\$72,666** be transferred from the general fund reserves, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2018-113****Community Services Department General Fund Budget****ORDERED:**

That the sum of **\$2,523,347** be raised and appropriated for the purpose of funding the Town's FY 2019 Community Services Department General Fund budget as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2018-114****Community Services Department Public, Education & Government Television Access Enterprise Fund****ORDERED:**

That the sum of **\$871,059** be appropriated for the purpose of funding the Town's FY 2019 Cable Television Public Education & Government Access Enterprise Fund budget; and to meet such appropriation that **\$871,059** be raised from enterprise fund revenues as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2018-115****Community Services Department Golf Course Enterprise Fund****ORDERED:**

That the sum of **\$3,679,238** be appropriated for the purpose of funding the Town's FY 2019 Golf Course Enterprise Fund budget; and to meet such appropriation that **\$3,339,570** be raised from enterprise fund revenues, and that **\$190,012** be raised from the General Fund, and that **\$149,656** be transferred from the Golf Course Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2018-116****Community Services Department Hyannis Youth and Community Center Enterprise Fund****ORDERED:**

That the sum of **\$3,298,434** be appropriated for the purpose of funding the Town's FY 2019 Hyannis Youth and Community Center Enterprise Fund budget; and to meet such appropriation that **\$1,186,602** be raised from enterprise fund revenues, and that **\$976,532** be raised from the General Fund, and that **\$1,135,300** be transferred from the Capital Trust Fund, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2018-117****Marine & Environmental Affairs Department General Fund Budget****ORDERED:**

That the sum of **\$1,121,341** be appropriated for the purpose of funding the Town's FY 2019 Marine & Environmental Affairs Department General Fund budget, and to meet such appropriation, that **\$833,341** be raised from current year revenue and that **\$288,000** be transferred from the Waterways Special Revenue Fund as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2018-118****Marine & Environmental Affairs Department Marina Enterprise Fund****ORDERED:**

That the sum of **\$792,096** be appropriated for the purpose of funding the Town's FY 2019 Marina Enterprise Fund budget; and to meet such appropriation that **\$704,865** be raised from enterprise fund revenues, and that **\$57,231** be transferred from the Capital Trust Fund, and that **\$30,000** be transferred from the Bismore Park Special Revenue Fund, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2018-119****Marine & Environmental Affairs Department Sandy Neck Enterprise Fund****ORDERED:**

That the sum of **\$1,240,989** be appropriated for the purpose of funding the Town's FY 2019 Sandy Neck Park Enterprise Fund budget; and to meet such appropriation that **\$1,065,249** be raised from enterprise fund revenues, and that **\$175,740** be transferred from the Sandy Neck Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2018-120****Licensing Department****ORDERED:**

That the sum of **\$155,716** be appropriated for the purpose of funding the Town's FY 2019 Licensing Department budget, and to meet such appropriation, that **\$155,716** be raised from current year revenue, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2018-121****Inspectional Services Department****ORDERED:**

That the sum of **\$2,076,999** be appropriated for the purpose of funding the Town's FY 2019 Inspectional Services Department budget, and to meet such appropriation, that **\$2,076,999** be raised from current year revenue as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2018-122****Department of Public Works General Fund Budget****ORDERED:**

That the sum of **\$9,691,760** be appropriated for the purpose of funding the Town's FY 2019 Department of Public Works General Fund budget, and to meet such appropriation, that **\$9,621,190** be raised from current year revenue, **\$45,570** be transferred from the Embarkation Fee Special Revenue Fund and **\$25,000** be transferred from the Bismore Park Special Revenue Fund, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2018-123****Department of Public Works Solid Waste Enterprise Fund****ORDERED:**

That the sum of **\$3,619,089** be appropriated for the purpose of funding the Town's FY 2019 Department of Public Works Solid Waste Enterprise Fund budget, and to meet such appropriation that **\$3,069,500** be raised from the enterprise fund revenues, and that **\$549,589** be transferred from the Solid Waste Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2018-124****Department of Public Works Water Pollution Control Enterprise Fund****ORDERED:**

That the sum of **\$4,744,584** be appropriated for the purpose of funding the Town's FY 2019 Department of Public Works Water Pollution Control Enterprise Fund budget, and to meet such appropriation that **\$4,744,584** be raised from the enterprise fund revenues, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2018-125****Department of Public Works Water Supply Enterprise Fund****ORDERED:**

That the sum of **\$6,353,929** be appropriated for the purpose of funding the Town's FY 2019 Department of Public Works Water Supply Enterprise Fund budget, and to meet such appropriation that **\$5,742,000** be raised from the enterprise fund revenues, and that **\$611,929** be transferred from the Water Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2018-126****Town Council Department****ORDERED:**

That the sum of **\$275,682** be raised and appropriated for the purpose of funding the Town's FY 2019 Town Council budget as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2018-127****Town Manager Department****ORDERED:**

That the sum of **\$671,810** be raised and appropriated for the purpose of funding the Town's FY 2019 Town Manager budget as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2018-128****Administrative Services Department****ORDERED:**

That the sum of **\$6,008,108** be raised and appropriated for the purpose of funding the Town's FY 2019 Administrative Services Department budget as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2018-129****Employee Benefits****ORDERED:**

That the sum of **\$22,788,710** be appropriated for the purpose of funding the Town's FY 2019 Employee Benefits budget, and to meet such appropriation, that **\$21,349,710** be raised from current year revenue, that **\$250,000** be transferred from the Pension Reserve Trust Fund, and that **\$1,189,000** be transferred from the General Fund reserves, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2018-130****Debt Service****ORDERED:**

That the sum of **\$9,996,301** be appropriated for the purpose of funding the Town's FY 2019 General Fund Debt Service budget, and to meet such appropriation, that **\$4,206,789** be raised from current year revenue, and that **\$5,677,329** be transferred from the Capital Trust Fund, and that **\$59,283** be transferred from the Embarkation Fee Special Revenue Fund, and that **\$52,900** be transferred from the Bismore Park Special Revenue Fund, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2018-131****Grants****ORDERED:**

That the sum of **\$2,009,000** be raised and appropriated for the purpose of funding the Town's FY 2019 Library and Tourism Grant budgets as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2018-132****Town Council Reserve Fund****ORDERED:**

That the sum of **\$250,000** be appropriated for the purpose of funding the Town's FY 2019 Reserve Fund and that the sum of **\$250,000** be transferred from the General Fund reserves.

**APPROPRIATION ORDER 2018-133****Insurance, Assessments, Transfers and Other Fixed Costs****ORDERED:**

That the sum of **\$15,597,099** be raised and appropriated for the purpose of funding the Town's FY 2019 Insurance, Assessments, Transfers and Other Fixed Costs budget as presented to the Town Council by the Town Manager, and that the following sums be transferred from the Town's Enterprise Funds for the purpose of reimbursing administrative, employee benefit and insurance costs budgeted within the General Fund:

Water Pollution Control	\$510,970
Solid Waste	\$344,416
Water Supply	\$177,332
Airport	\$734,716
Golf Course	\$440,012
Marinas	\$67,371
Sandy Neck	\$94,826
HYCC	\$317,446
PEG	\$79,128

And further, that the sum of **\$1,275,000** be transferred from the General Fund reserves all for the purpose of funding the Town's FY 2019 General Fund budget as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2018-134****COMMUNITY PRESERVATION FUND ADMINISTRATION EXPENSES AND FY 2019 PROGRAM SET-ASIDES****ORDERED:**

That, pursuant to the provisions of G. L. c. 44B § 6, for the fiscal year beginning July 1, 2018, the following sums of the annual revenues of the Community Preservation Fund be set aside for further appropriation and expenditure for the following purposes: **\$393,988** for open space and recreation; **\$393,988** for historic resources; **\$393,988** for community housing; **\$593,486** for a budget reserve, and that the sum of **\$150,000** be appropriated from the annual revenues of the Community Preservation Fund for the administrative expenses the Community Preservation Committee, to be expended under the direction of the Town Manager, or the Community Preservation Committee with the prior approval of the Town Manager.

**APPROPRIATION ORDER 2018-135****APPROPRIATION ORDER FOR COMMUNITY PRESERVATION FUND FY 2019 DEBT SERVICE****ORDERED:**

That the Town Council hereby appropriate **\$2,107,952** for the purpose of paying the FY 2019 Community Preservation Fund debt service requirements, and to meet such appropriation, that **\$2,014,433** be provided from current year revenues of the Community Preservation Fund and that **\$93,519** be provided from the reserve for the historic preservation program within the Community Preservation Fund.

**REVOLVING FUNDS 2018-136****RESERVED FOR CHANGE TO SECTION 86-7 OF THE GENERAL ORDINANCES****REVOLVING FUNDS****FY 2019 REVOLVING FUND SPENDING LIMITS 2018-137****RESOLVED:**

That the Town Council hereby authorizes the following spending limitations for fiscal year 2019 revolving funds:

Senior Services Classroom Education Fund - **\$75,000**

Recreation Program Fund - **\$525,000**

Shellfish Propagation Fund - **\$200,000**

Consumer Protection Fund - **\$400,000**

Geographical Information Technology Fund - **\$10,000**

Arts and Culture Program Fund - **\$50,000**

Asset Management Fund - **\$500,000**

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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:

<b>Abatement</b>	A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit. (See <a href="#">Commitment</a> ).
<b>Accounting system</b>	The total structure of records and procedures that identify, record, classify, and report information on the financial position and operations of a governmental unit or any of its <a href="#">funds</a> , account groups, and organizational components.
<b>Accrued interest</b>	The amount of <a href="#">interest</a> that has accumulated on the <a href="#">bond</a> since the date of the last interest payment, and in the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See <a href="#">Interest</a> ).
<b>Ad valorem</b>	A Latin phrase meaning according to the value. For example, the property tax is an Ad Valorem tax because it is based on the <a href="#">full and fair cash value (FFCV)</a> of the <a href="#">real</a> or <a href="#">personal property</a> . (See <a href="#">Assessed Valuation</a> ).
<b>Adopted Budget</b>	The resulting budget that has been approved by the Town Council.
<b>Advance refunding of debt</b>	This occurs when new debt is issued to replace or redeem old debt before the <a href="#">maturity or call date</a> of the old debt. Under these circumstances, the proceeds of the new debt must be placed in escrow and used to pay <a href="#">interest</a> on old, outstanding debt as it becomes due, and to pay the <a href="#">principal</a> on the old debt either as it matures or at an earlier call date. (See also <a href="#">Refunding of Debt</a> ).
<b>Allocation</b>	The distribution of available monies, personnel, buildings and equipment among various Town departments, divisions or cost centers.
<b>Amortization</b>	The gradual repayment of an obligation over time and in accordance with a pre-determined payment schedule.
<b>Annual budget</b>	An estimate of expenditures for specific purposes during the fiscal year (July 1 - June 30) and the proposed means (estimated revenues) for financing those activities.
<b>Appellate Tax Board (ATB)</b>	Appointed by the governor, the ATB has jurisdiction to decide appeals from local decisions relating to <a href="#">property taxes</a> , <a href="#">motor vehicle excises</a> , state owned land (SOL) <a href="#">valuations</a> , exemption eligibility, <a href="#">property classification</a> , and <a href="#">equalized valuations</a> .
<b>Appropriation</b>	An authorization granted by a town meeting, city council or other legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended. (See <a href="#">Encumbrance</a> , <a href="#">Line-Item Transfer</a> , <a href="#">Free Cash</a> ).
<b>Arbitrage</b>	As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. <a href="#">Section 103</a> of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.

**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 (*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.

## 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.

<b>Bond rating</b>	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.
<b>Bonds authorized and unissued</b>	Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by town meeting or the city council to be removed from community's books.
<b>Budget</b>	A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See <a href="#">Level Funded Budget</a> , <a href="#">Performance Budget</a> , <a href="#">Program Budget</a> , <a href="#">Zero Based Budget</a> )
<b>Budget basis of accounting</b>	The Town's general fund and enterprise fund budgets are prepared on a basis other than generally accepted accounting principles (GAAP basis). The actual results of operations are presented on a "budget (cash) basis" to provide a meaningful comparison of actual results with the budget.
<b>Budget calendar</b>	The schedule of key dates or milestones which a government follows in the preparation and adoption of the budget.
<b>Budget message</b>	A statement that, among other things, offers context by summarizing the main points of a <a href="#">budget</a> , explains priorities, describes underlying policies that drive funding decisions, and otherwise justifies the expenditure plan and provides a vision for the future.
<b>Business-type activities</b>	One of two classes of activities reported in the <a href="#">GASB 34</a> government-wide financial statements. These activities are financed in whole or in part by fees charged to users for goods or services. Some examples are enterprise (MGL <a href="#">Chapter 44 §53F½</a> ), <a href="#">special revenue</a> (MGL <a href="#">Ch. 41 §69B</a> ) water, and municipal electric fund.
<b>Capital assets</b>	All tangible property used in the operation of government which is not easily converted into <a href="#">cash</a> , and has an initial useful live extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See <a href="#">Fixed Asset</a> ).
<b>Capital budget</b>	An <a href="#">appropriation</a> or spending plan that uses borrowing or direct outlay for <a href="#">capital</a> or <a href="#">fixed asset</a> improvements. Among other information, a capital budget should identify the method of financing for each recommended expenditure, i.e., tax levy, rates, and identify those items that were not recommended. (See <a href="#">Capital Asset</a> , <a href="#">Fixed Asset</a> ).
<b>Capital expenditures /improvements</b>	Items generally found in the capital budget such as construction or major repairs to municipal buildings. The fees for architects, engineers, lawyers, and other professional services, plus the cost of financing advance planning, may be included in addition to the cost of materials and installation/construction.

## 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)

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](#).

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

## Chapter 59 assessment of local taxes

Portion of the Massachusetts General Laws that defines how municipalities assess local taxes. This chapter defines the role and responsibilities of assessors and methods for assessing property.

Section 5 describes property and persons entitled to exemptions. There are a number of exemptions that a municipality can vote to adopt. A municipality can be reimbursed by the state for some tax exemptions mandated by [Chapter 59 - Section 5](#). A municipality applies for reimbursement by submitting documentation to [DOR](#) each year.

## 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.
<b>Cherry sheets</b>	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.
<b>Cherry sheet assessments</b>	Estimates of annual charges to cover the cost of certain state and county programs.
<b>Cherry sheet offset items</b>	<a href="#">Local aid</a> that may be spent without <a href="#">appropriation</a> in the <a href="#">budget</a> , but which must be spent for specific municipal and regional school district programs. Current <a href="#">offset items</a> include racial equality grants, school lunch grants, School Choice Receiving Tuition and public libraries grants. (See also <a href="#">Offset Receipts</a> ).
<b>Cherry sheet receipts</b>	Chapter 58, Section 25A of the Massachusetts General Laws provides that the Commissioner of Revenue estimate the state's funding of local reimbursement and assistance programs as authorized by law and appropriated by the legislature. Local assessors are required to use these figures when determining the local property tax rate.
<b>Classification of the tax rate</b>	Each year, the selectmen or city council vote whether to exercise certain tax rate options. Those options include choosing a residential factor to adopt (MGL Ch. 40 §56), and determining whether to offer an open space discount (Ch. 61, 61A and 61B), a residential exemption (Ch. 59, §5C), and/or a small commercial exemption (Ch. 59, §5I) to property owners.
<b>Collective bargaining</b>	The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union.
<b>Commercial, Industrial, Personal property (CIP)</b>	A group of three property types used to describe the effect of multiple tax rates. A municipality can take a number of actions to shift the levy burden associated with a single tax rate from Open Space and Residential categories to the CIP categories.
<b>Commitment</b>	An authorization to collect taxes, fees or other charges due a municipality. For example, the assessors' commitment of real estate taxes authorizes the collector to pursue and receive payment from property owners.
<b>Community Preservation Act (CPA)</b>	Enacted as MGL <a href="#">Ch. 44B</a> in 2000, the community preservation act permits cities and towns accepting its provisions to establish a restricted fund from which monies can only be appropriated for a) the acquisition, creation and preservation of open space; b) the acquisition, preservation, rehabilitation, and restoration of historic resources; and c) the acquisition, creation and preservation of land for recreational use; d) the creation, preservation and support of community housing; and e) the rehabilitation and restoration of open space, land for recreational use and community housing that is acquired or created using monies from the fund. Acceptance requires town meeting or city council approval, together with referendum approval by majority vote. The local program is funded by a local surcharge up to 3 percent on real property tax bills and matching dollars from the state generated from registry of deeds fees. (See DOR <a href="#">IGR 00-209</a> as amended by IGR 01-207 and IGR 02-208).
<b>Community</b>	Formerly known as the "Landbank Fund" in Town, this was a voter approved surtax levied at 3 percent on all real estate taxes. The State had initially set up

**preservation fund**

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.



<b>Debt Exclusion</b>	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 <a href="#">levy</a> , but outside the limits under <a href="#">Proposition 2½</a> . By approving a debt exclusion, a community calculates its annual levy limit under Proposition 2½, then adds the excluded <a href="#">debt service</a> cost. The amount is added to the levy limit for the life of the debt only and may increase the levy above the <a href="#">levy ceiling</a> .
<b>Debt limit</b>	The maximum amount of debt that a municipality may authorize for qualified purposes under state law. Under MGL <a href="#">Ch. 44 §10</a> , debt limits are set at 5 percent of EQV for a city and 5 percent of <a href="#">EQV</a> 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.
<b>Debt policy</b>	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.
<b>Debt service</b>	The repayment cost, usually stated in annual terms and based on an amortization schedule, of the <a href="#">principal</a> and <a href="#">interest</a> on any particular bond issue.
<b>Debt service fund</b>	Governmental fund type used to account for the accumulation or resources for, and the payment of, general <a href="#">long-term debt</a> principal and interest. In Massachusetts, these are only allowed by special legislation.
<b>Debt statement</b>	Reference to a report, which local treasurers are required to file with the <a href="#">DOR</a> , showing authorized and issued debt, debt retired and interest paid by a community during the prior fiscal year, as well as authorized but unissued debt at year-end. Also known as the "Statement of Indebtedness."
<b>Deferred revenue</b>	Amounts that do not meet the criteria for revenue recognition. Also, earned amounts that are not yet available to liquidate liabilities of a current period.
<b>Deficit</b>	The excess of expenditures over revenues during an accounting period. Also refers to the excess of the liabilities of a fund over its assets.
<b>Demand letter</b>	Notice to a delinquent taxpayer of overdue taxes typically mailed soon after the thirty day, or otherwise determined, payment period has ended.
<b>Demand notice</b>	When a tax bill becomes past due, the collector sends a demand notice requesting payment. The collector is required to issue a demand before initiating a tax taking.
<b>Department</b>	A principal, functional, and administrative entity created by statute and the Town Manager to carry out specified public services.
<b>Department Of Revenue (DOR)</b>	State department responsible for collecting a wide variety of taxes, providing taxpayer support, and administering programs related to municipal finance through the Division of Local Services ( <a href="#">DLS</a> ).
<b>Designated unreserved fund balance</b>	A limitation on the use of all or part of the expendable balance in a governmental fund.
<b>Division of Local Services (DLS)</b>	A division within the <a href="#">DOR</a> (Department of Revenue) responsible for helping Massachusetts cities and towns achieve sound and efficient fiscal management through technical assistance, training, and oversight. DLS bureaus are responsible for ensuring the fairness and equity of local property taxation, the accuracy and quality of local accounting and treasury management,

interpreting state laws that affect local governance, distributing local aid, maintaining a comprehensive databank on local finances, and auditing local school districts.

### 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](#))

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**Full accrual**

A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

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**Full and Fair Cash Value (FFCV)**

Fair cash value has been defined by the Massachusetts Supreme Judicial Court as "[fair market value](#)", which is the price an owner willing but not under compulsion to sell ought to receive from one willing but not under compulsion to buy. It means the highest price that a normal purchaser not under peculiar compulsion will pay at the time, and cannot exceed the sum that the owner after reasonable effort could obtain for his property. A valuation limited to what the property is worth to the purchaser is not market value. The fair cash value is the value the property would have on January first of any taxable year in the hands of any owner, including the present owner" (Boston Gas Co. v. Assessors of Boston, 334 Mass. 549, 566 (1956)).

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**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.

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**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.

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**Fund balance**

The difference between assets and liabilities reported in a governmental fund. Also known as fund equity. (See also [Unreserved Fund Balance](#))

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**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.

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**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](#)

<b>General fund</b>	The <a href="#">fund</a> used to account for most financial resources and activities governed by the normal town meeting/city council <a href="#">appropriation</a> process.
<b>General fund subsidy</b>	Most often used in the context of <a href="#">enterprise funds</a> . When the <a href="#">revenue</a> generated by rates, or user fees, are insufficient to cover the cost to provide the particular service, general fund money is used to close the gap in the form of a subsidy. The subsidy may or may not be recovered by the <a href="#">general fund</a> in subsequent years.
<b>General ledger</b>	The accountant's record of original entry, which is instrumental in forming a paper trail of all government financial activity.
<b>General obligation bonds</b>	<a href="#">Bonds</a> issued by a municipality for purposes allowed by statute that are backed by the <a href="#">full faith and credit</a> of its taxing authority.
<b>Generally Accepted Accounting Principles (GAAP)</b>	Uniform minimum standards and guidelines for financial accounting and reporting that serve to achieve some level of standardization
<b>Generally Accepted Auditing Standards (GAAS)</b>	Accounting standards that define the conventions, rules, and procedures necessary to make valid financial presentations. The Governmental Accounting Standards Board ( <a href="#">GASB</a> ) provides specific interpretations of the <a href="#">GAAP</a> for application in state and local governments. Criteria used by auditors to determine if financial statements are fairly presented.
<b>Generally Accepted Government Auditing Standards (GAGAS)</b>	These are auditing standards established by the U.S. General Accounting Office publication "Government Auditing Standards" (1988) also known as the " <a href="#">Yellow Book</a> ". GAGAS for financial statement audits incorporate the field work and reporting standards of <a href="#">GAAS</a> .
<b>Government accounting standards board (GASB)</b>	The ultimate authoritative on accounting and financial reporting standard-setting body for state and local governments.
<b>Governmental funds</b>	Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, capital projects funds, debt service funds, and permanent funds.
<b>Grant</b>	A contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal government. Grants are usually made for specific purposes.
<b>Grant Anticipation Notes (GAN)</b>	Short-term, interest-bearing notes issued by a government to raise capital to be repaid by grants proceeds, which are anticipated at a later date. GANS allow the recipient of the grant to begin carrying out the purpose of the grant immediately.
<b>Hotel/Motel Excise</b>	A local option since 1985 that allows a community to assess a tax on short-term room occupancy. The community may levy up to 4 percent of the charge for stays of less than 90 days at hotels, motels and lodging houses. The convention center legislation imposed an additional 2.75 percent charge in Boston, Cambridge, Chicopee, Springfield, West Springfield and Worcester.

## House 1 (Governor's budget proposal)

Designation given to the Governor's annual budget request, which is submitted to the House of Representatives by the fourth Wednesday of January. Except that a newly elected governor has eight weeks from the day he/she takes office to submit a budget. The budget is designated House 1 in the first year of the two-year legislative session and House 1A in the second year.

## 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.

<b>Land court</b>	Established in 1898, the Land Court has the exclusive jurisdiction to foreclose rights of redemption on a property in tax title.
<b>Legal Level of Budgetary Control</b>	The level at which a government's management may not reallocate resources without approval from the legislative body
<b>Levy</b>	The amount a community raises through the property tax. The <a href="#">levy</a> can be any amount up to the <a href="#">levy limit</a> , which is re-established every year in accordance with <a href="#">Proposition 2½ provisions</a> .
<b>Levy ceiling</b>	A levy ceiling is one of two types of <a href="#">levy</a> (tax) restrictions imposed by MGL Ch. 59 §21C ( <a href="#">Proposition 2½</a> ). It states that, in any year, the real and personal property taxes imposed may not exceed 2½ percent of the total <a href="#">full and fair cash value</a> of all taxable property. Property taxes levied may exceed this limit only if the community passes a capital exclusion, a <a href="#">debt exclusion</a> , or a <a href="#">special exclusion</a> . (See <a href="#">Levy Limit</a> ).
<b>Levy limit</b>	A levy limit is one of two types of <a href="#">levy</a> ( <a href="#">tax</a> ) restrictions imposed by MGL Ch. 59 §21C ( <a href="#">Proposition 2½</a> ). It states that the real and personal property taxes imposed by a city or town may only grow each year by 2½ percent of the prior year's levy limit, plus <a href="#">new growth</a> and any <a href="#">overrides</a> or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, <a href="#">debt exclusion</a> , or <a href="#">special exclusion</a> . (See <a href="#">Levy Ceiling</a> ).
<b>Lien</b>	A legal claim against real or personal property to protect the interest of a party (i.e., a city or town) to whom a debt is owed (i.e., taxes). In the case of real property, the lien in favor of a municipality automatically arises each January 1, but must be secured through other action. On other property, a lien must be recorded to become secure.
<b>Line item budget</b>	A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.
<b>Local aid</b>	Revenue allocated by the Commonwealth to cities, towns, and regional school districts. Estimates of local aid are transmitted to cities, towns, and districts annually by the " <a href="#">Cherry Sheets</a> ." Most Cherry Sheet aid programs are considered <a href="#">general fund</a> revenues and may be spent for any purpose, subject to <a href="#">appropriation</a> .
<b>Local receipts</b>	Locally generated <a href="#">revenues</a> , other than real and personal property taxes. Examples include <a href="#">motor vehicle excise</a> , investment income, <a href="#">hotel/motel tax</a> , fees, rentals, and charges. Annual estimates of local receipts are shown on the <a href="#">tax rate recapitulation sheet</a> .
<b>Long-term debt</b>	Community borrowing, or outstanding balance at any given time, involving loans with a <a href="#">maturity date</a> of 12 months or more. (See Permanent Debt).
<b>Maintenance budget</b>	A no-growth budget that continues appropriations for programs and services at their current year levels. The actual <a href="#">appropriation</a> to maintain programs and services may still increase due to inflation or other factors.
<b>Market value</b>	Fair cash value has been defined by the Massachusetts Supreme Judicial Court as "fair market value, which is the price an owner willing but not under compulsion to sell ought to receive from one willing but not under compulsion to buy. It means the highest price that a normal purchaser not under peculiar compulsion will pay at the time, and cannot exceed the sum that the owner

after reasonable effort could obtain for his property. A [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 (MGL)

Laws passed by the Massachusetts legislature. The MGL is organized by chapters with multiple sections in each chapter. Currently there are 282 chapters. See [www.mass.gov/legis/laws/mgl/index.htm](http://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

(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

<b>Benefits (OPEB)</b>	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).
<b>Outside debt</b>	Municipal borrowing for purposes enumerated in MGL <a href="#">Ch. 44, §8</a> , the debt incurred for which is not measured against the community's <a href="#">debt limit</a> per <a href="#">Ch. 10</a> . Consequently, the borrowing is outside the debt limit and referred to as outside debt. (See Inside Debt).
<b>Overlapping debt</b>	A community's proportionate share of the <a href="#">debt</a> incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.
<b>Overlay reserve</b>	An account established annually to <a href="#">fund</a> anticipated property tax <a href="#">abatements</a> , exemptions and uncollected taxes in that year. The overlay reserve is not established by the normal <a href="#">appropriation</a> process, but rather is raised on the <a href="#">tax rate recapitulation</a> sheet.
<b>Overlay Deficit</b>	A <a href="#">deficit</a> that occurs when the amount of <a href="#">overlay</a> 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.
<b>Overlay Surplus</b>	Any balance in the <a href="#">overlay</a> 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 <a href="#">free cash</a> .
<b>Override</b>	A vote by a community at an election to permanently increase the levy limit. An override vote may increase the <a href="#">levy limit</a> no higher than the <a href="#">levy ceiling</a> . The override question on the election ballot must state a purpose for the override and the dollar amount. (See <a href="#">underride</a> )
<b>Override capacity</b>	The difference between a community's <a href="#">levy ceiling</a> and its <a href="#">levy limit</a> . It is the maximum amount by which a community may <a href="#">override</a> its levy limit.
<b>Payments in lieu of taxes</b>	An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the payer agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.
<b>Performance audit</b>	Such <a href="#">audits</a> examine the implicit assertion of management, that it is meeting its responsibilities efficiently and effectively. Performance audits typically focus on individual departments, agencies, activities, or functions within a government.
<b>Performance budget</b>	A budget that stresses output both in terms of economy and efficiency.
<b>Personal property tax</b>	Movable items not permanently affixed to, or part of the real estate. It is assessed separately from real estate to certain businesses, public utilities, and

owners of homes that are not their primary residences.

### 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.

<b>Reserve for abatements and exemptions (see overlay)</b>	An account established annually to fund anticipated property tax <a href="#">abatements</a> , exemptions and uncollected taxes in that year. The <a href="#">overlay reserve</a> is not established by the normal <a href="#">appropriation</a> process, but rather is raised on the <a href="#">tax rate recapitulation sheet</a> .
<b>Reserve Fund</b>	An amount set aside annually within the budget of a city (not to exceed 3 percent of the tax <a href="#">levy</a> for the preceding year) or town (not to exceed 5 percent of the tax levy for the preceding year) to provide a funding source for extraordinary or unforeseen expenditures. In a town, the finance committee can authorize transfers from this fund for "extraordinary or unforeseen" expenditures. Other uses of the fund require budgetary transfers by town meeting. In a city, transfers from this fund may be voted by the city council upon recommendation of the mayor.
<b>Reserves</b>	Money accumulated for future expenditure. The General Fund savings account and the Stabilization Fund are general reserves that may be used for a wide variety of purposes. Some reserves are available only for restricted purposes, for example, the Pension and Insurance reserve.
<b>Rating agencies</b>	This term usually refers to Moody's Investors Service, Standard and Poor's Corporation, and Fitch ICBA, Inc. These are the three major agencies which issue credit ratings on municipal bonds.
<b>Registered bonds</b>	Bonds registered on the books of the issuer as to ownership; the transfer of ownership must also be recorded on the books of the issuer. Recent changes in federal tax laws mandate that all municipal bonds be registered if their tax exempt status is to be retained.
<b>Reserve for contingencies</b>	A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for. The Town Council has a 4 percent policy reserve that sets aside a portion of the certified General Fund savings account balance that is equal to 4 percent of the Town's General Fund budget, net of transfers.
<b>Residential exemption</b>	An option that allows a community to grant an <a href="#">exemption</a> to owner occupied residential properties of up to 20 percent. The exemption shifts a portion of the tax burden, within the residential class, away from lower valued, single family homes to multi-family properties, apartment buildings and non-resident property owners. Boston, Cambridge and Somerville have been granted special legislation to increase the percentage shifted to 30 percent. The legislation is as follows: Boston - <a href="#">Chapter 403 of the Acts of 2003</a> Cambridge - <a href="#">Chapter 90 of the Acts of 2003</a> Somerville - <a href="#">Chapter 257 of the Acts of 2000</a>
<b>Retained earnings</b>	An equity account reflecting the accumulated earnings of an enterprise fund that may be used to fund <a href="#">capital improvements</a> , to reimburse the <a href="#">general fund</a> for prior year subsidies, to reduce user charges and to provide for enterprise revenue deficits (operating loss).
<b>Revaluation</b>	The assessors of each community are responsible for developing a reasonable and realistic program to achieve the <a href="#">fair cash valuation</a> 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.

<b>Supplemental appropriations</b>	Appropriations made by the Town Council after an initial appropriation to cover expenditures beyond original estimates.
<b>Surplus revenue</b>	The amount by which <a href="#">cash</a> , accounts receivable, and other assets exceed liabilities and reserves.
<b>Tax Anticipation Note (TAN)</b>	A short-term note issued to provide cash to cover operating expenses in anticipation of tax proceeds.
<b>Tax rate</b>	The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable <a href="#">real and personal property</a> .
<b>Tax recapitulation sheet</b>	A document submitted by a city or town to the <a href="#">DOR</a> in order to set a property <a href="#">tax rate</a> . The recap sheet shows all estimated <a href="#">revenues</a> and actual <a href="#">appropriations</a> that affect the property tax rate. The recap sheet should be submitted to the DOR by September 1 (in order to issue the first-half semiannual property tax bills before October 1) or by December 1 (in order to issue the third <a href="#">quarterly property tax bills</a> before January 1).
<b>Tax title</b>	A collection procedure that secures a city or town's lien on <a href="#">real property</a> and protects the municipality's right to payment of overdue property taxes. Otherwise, the <a href="#">lien</a> expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city or town. After properly recording the instrument of taking, the collector transfers responsibility for collecting the overdue amounts to the treasurer. After six months, the treasurer may initiate foreclosure proceedings.
<b>Tax title foreclosure</b>	The procedure initiated in Land Court by a city or town treasurer to obtain legal title to <a href="#">real property</a> already in <a href="#">tax title</a> and on which property taxes are overdue.
<b>Tax title redemption</b>	The act of a property owner to pay overdue taxes, plus any fees, charges, other costs and interest, on real property that the community had placed in <a href="#">tax title</a> to secure its <a href="#">lien</a> . The taxpayer's right to redeem terminates when the treasurer files a petition to foreclose on the property in the Land Court.
<b>Triennial Certification</b>	The Commissioner of Revenue, through the <a href="#">Bureau of Local Assessment</a> , is required to review local <a href="#">assessed values</a> every three years and to certify that they represent <a href="#">full and fair cash value</a> (FFCV). Refer to MGL <a href="#">Ch. 40 §56</a> and <a href="#">Ch.59 §2A(c)</a> .
<b>Trust fund</b>	In general, a <a href="#">fund</a> for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by town meeting. (See Expendable Trust and Non-Expendable Trust)
<b>Uniform Municipal Accounting System</b>	UMAS succeeds the so-called Statutory System (STAT) and is regarded as the professional standard for municipal accounting in Massachusetts. As a uniform system for local governments, it conforms to <a href="#">Generally Accepted Accounting</a>

**(UMAS)**

[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



TOWN of BARNSTABLE  
TOWN COUNCIL STRATEGIC PLAN  
FISCAL YEARS 2017-2018

**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 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 citizen of the Town of Barnstable.*

We also believe in:

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

**PRIORITY AREAS**

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.

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

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**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.

**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, perform operational auditing, advance greater energy efficiency, and stimulate new growth.
- Support and promote the Open Budget.

**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.
- Communicate Town information to non-English speaking community members.
- Utilize the Town website, Facebook page & Twitter feed, Town newsletter, Citizen's Leadership Academy, Channel 18 (municipal television station), and local newspaper and radio stations as outlets to communicate with the public. Specifically:

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- Encourage all boards and commissions to record their proceedings so they can be viewed on Channel 18.
- Reach out to citizens in all seven villages to increase resident involvement in Town government; improve citizen understanding of Town services and government structure, and improve public confidence in the Town.
- Coordinate and consolidate information distribution with other town, county, and state officials and legislative delegations whenever possible.

**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.

**Strategies:**

- 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.
  - Hire new staff or outside Consultant, or dedicate existing staff for this purpose.
  - Create marketing specifically to attract desirable new businesses to Barnstable.
  - Create or deepen connections between local educational institutions and businesses.
- Identify and encourage redevelopment of underutilized and/or blighted properties.
- Form a Committee to zoning to determine any changes that may require legislative action

**Environment 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.
- 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.

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- Raise awareness of conservation areas and Town-owned open space.
- Establish management and maintenance plans for conservation areas and Town-owned open space.
- Work in conjunction with federal, state, regional, and local agencies to protect critical environmental areas, including fragile coastlines, marine<sup>[1]</sup>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:**

- Re-evaluate the permitting process, including policies, rules and regulations, personnel, customer/citizen experience, and impact on economic growth. Identify necessary changes.

**Public Health and Safety**<sup>[1]</sup><sub>SEP</sub>

**Goal:** Protect and promote the health, safety, 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.
- 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.

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**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 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 changes. Proactively engage stakeholders with influence over this issue.
- Work in partnership with developers so they can take advantage of the available resources, funding, and assets to initiate housing projects.
- Explore permanent supportive housing solutions and creative financing to address homelessness in Barnstable.
- Champion the need for regional collaboration to address homelessness on the Cape in general, and in Barnstable in particular.
- Town Manager to determine ways the Town can ensure Town housing is high quality.

**Town Infrastructure & Assets**<sup>SEP</sup>

**Goal:** Maintain and improve the town's infrastructure and assets.

**Strategies:**

- Facilitate comprehensive infrastructure improvement planning for municipal roads, buildings, facilities, sewers, transportation systems, communication systems, water and wastewater systems, historical properties, and other capital assets.
- Support the exploration of traditional and non-traditional methods for managing wastewater in accordance with the guidance provided in the 208 Plan and the Town's Wastewater Facilities Plan.
- Provide a reliable source of dedicated funds to maintain existing infrastructure, capital assets, and aquatic resources, and make improvements when necessary.
- Seek state and federal money for town-wide repairs of private roads.
- Inventory and evaluate the current status of town assets.
- Review options for effective and economical energy conservation programs, and solid waste and recycling programs.

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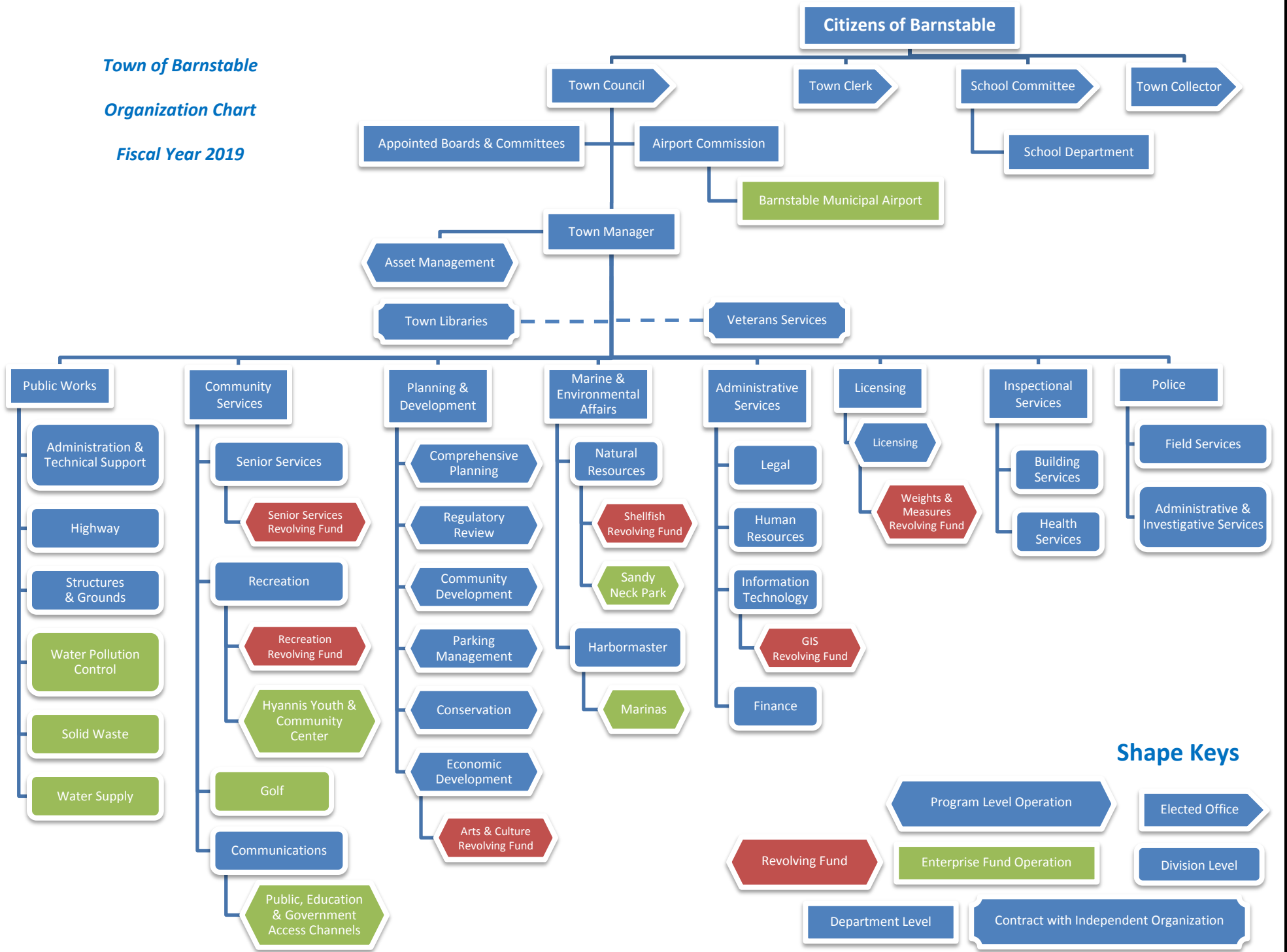
**Education**<sup>[L]</sup><sub>[SEP]</sub>

**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.

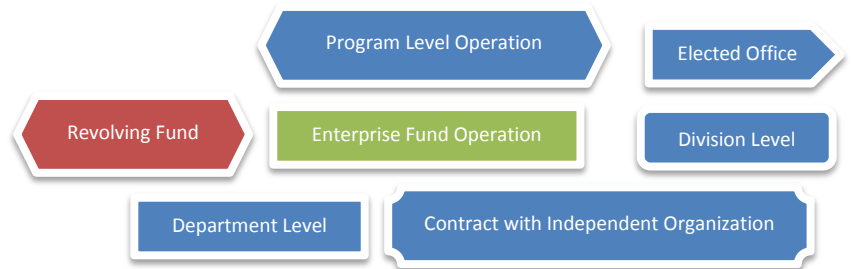
**Strategies:**

- 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.

**Town of Barnstable**  
**Organization Chart**  
**Fiscal Year 2019**



**Shape Keys**





# Town of Barnstable

## Mission Statement

- Our priorities focus on the mission of our organization and its strategic plan
  - 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.
  - Through sound financial management
  - Open communication that engage our public
  - With an equitable balance of resource allocation to improve the quality of life for our residents, businesses, and visitors
  - We are a program and service provider so at the heart of all we do is excellent customer service
    - We must be able to perform our programs and service dependably and accurately
    - Show the willingness to help our public and provide prompt service
    - Convey trust and confidence
    - Provide caring and individualize attention to our public
    - Present ourselves, equipment, facilities in a manner that reflect the excellence that we strive to achieve in public service