



# The Town of Barnstable

Comprehensive Financial Advisory Committee (CFAC)  
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CFAC Committee:

Chair:  
Lillian Woo

Members:  
Vice Chair, Ralph Krau  
Clerk, Hector Guenther  
John Schoenherr  
Melanie Powers  
Tracey Brochu

Staff Liaison:  
Mark Milne  
Nathan Empey

Councilor Liaison:  
Paula Schnepf

MEETING MINUTES  
05.26.20  
6:00 PM  
Zoom Meeting

Roll Call:

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- CFAC Members Present: Lillian Woo , Ralph Krau , Hector Guenther, John Schoenherr, Tracey Brochu, and Melanie Powers
- CFAC Members Absent: None
- Councilors Present: Paula Schnepf
- Staff Present: Mark Milne, Finance Director; Nathan Empey, Budget Analyst
- Other Present: None

Call to Order:

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Lillian Woo called the CFAC Zoom meeting to order at 6:00 PM.

Act on Minutes:

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The following minutes were approved by unanimous vote:

03.09.2020

## Comments:

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Ralph K. commented that Mark M. did a great job with the FY 2021 proposed operating budget presentation at last weeks Town Council meeting.

## Old Business:

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None

## New Business:

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Mark M. gave an overview of the FY 2021 proposed operating budget with the committee.

Mark M. noted that just before the Covid-19 public health concerns were announced we nearly had developed a fiscal year budget, however, we knew that because of the Covid-19 concerns that budget wasn't going to be any good. Mark M. noted that because of the potential economic impact, we looked at historical data 13 years back during the Great Recession to try and understand the potential impact; however, this event is not like the Great Recession. Mark M. noted we had to create a revised budget, which is going to have to be flexible and managed on a paycheck-by-paycheck basis.

Mark M. noted we had to reevaluate our budget by starting with looking at our major categories by revenues. The Covid event does not affect the proposition 2 ½, however, the change in tax levy includes a reduced estimate for new growth. Mark M. also noted we think the State Governor's proposed budget is no longer valid, and therefore, we decided to level fund Chapter 70 aid, and that total state aid is estimated down by 6%. As for excise taxes, 2/3 of rooms tax that's being allocated to the General Fund is estimated to be down half a million dollars or about 25%. Furthermore, the motor vehicle tax estimate is being reduced by half a million dollars. The total excise tax estimates are down 10% compared to the pre-Covid 19 proposed budget. Charges for Services estimates are being scaled back by almost \$300,000 in anticipation of the Covid impact due to social distancing guidelines at our beaches. We also anticipate a slowdown in fees, licenses, and permits due to new construction and renovations. This category is estimated 23% down compared to pre-Covid budget. Due to the State extension to pay tax bills, we anticipate a reduction in fines & penalties. Altogether, the post-Covid revenue estimates are down about \$4.2 million from the pre-Covid budget estimates. Mark M. noted from the revised numbers we had to rebuild the budget with \$4.2 million in less revenue. Next, we looked at our reserves to see how healthy they are to balance the operating budget going forward, while making sure we still have enough reserves if the Covid event continues. Currently, the town has generated on average \$5 million in reserves over a 10-year period. Mark M. noted we are freezing most vacant positions and only filling certain positions on a case-by-case basis. We have also cut back on discretionary spending. Mark M. noted based on this, we anticipate generating roughly \$3 million in reserves in FY 2020 to help the next year budget. This is a result of responding to the emergency immediately by cutting back and deferring capital projects, hiring freeze, and reducing discretionary spending.

Mark M. noted that during the recovery stage, we are looking at eliminating any vacant positions, stretching our professional development funds by taking a hard look at the types of professional development that we can provide our staff training to help us get through an emergency situations like this in the future. Mark M. noted we are also looking at opportunities to share personnel across departments and reassessing our equipment needs. Mark M. noted we will continue to evaluate our capital spending, and that the scope of our investments could change. Mark M. noted we are looking at advantageous cash flow options that would lessen the cash flows out the door, for example, delayed payments with the Barnstable County Retirement System, stretch those payments out semiannually or even quarterly. We are considering the opportunity to monetizing assets, as well as borrowing options for equipment replacement.

The proposed municipal budget is being reduced by 2.2 percent or about \$900,000 across all departments. The largest budget reduction is in the police department due to the deferred hiring of 4 vacant police officer positions. Mark M. noted that we are not eliminating these vacant positions, but rather just not funding the salaries because we don't think we'll have seats at the next police academy. The proposed budget includes eliminating 2.7 fte's in the Public Works Department, reducing seasonal wages by \$120,000, and \$156,000 in various operating expenses.

Mark M. noted the total education budget is up about 2 percent mostly due to the local school system because of contractual obligations, bus contracts, and out of district tuition cost.

Mark M. noted within the Other Requirements budget of \$53 million there is no increase in health insurance plan rates. Total benefits category is going down \$130,000 even with an increase in County Retirement Assessment. There is also a large reduction in our debt service as a result of the school construction projects debt expiring. State and County assessments are up 6%, which mostly comes from the State Cherry Sheet. Grants are down 2 percent as a result of reductions to tourism and library grants. Also, there is no snow and ice deficits in the FY 2021 proposed budget. Mark M. noted the biggest change to the Other Requirements budget is the transfers to the HYCC and golf enterprise funds, which is increasing by \$931,000. Mark M. noted we are conservatively estimating HYCC and golf revenues as they are being significantly affected, which these transfers are kind of a short-term loan to get them through FY 2021.

Mark M. noted the FY 2021 proposed budget is anticipating using \$2,870,718 in General Fund reserves to balance the budget, or \$344,718 increase over FY 2020 budget. Mark M. noted the pre-Covid budget anticipated using \$2.7 million compared to post-Covid \$2.8 million. Mark M. noted the big changes are the \$931,000 transfer that was not anticipated, and holding off on a one-time Capital Trust Fund transfer of \$1 million. We anticipate generating \$3 million in reserves in FY 2020, which will help offset the reserves used to balance the FY 2021 budget. Mark M. noted it's FY 2022 we anticipate really experiencing the Covid economic impact.

Mark M. noted the airport budget was significantly reduced due to the impact on operations as a result of the Covid event, however, they did receive \$18 million in grant funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act to be used over the next four years. Mark M. noted the golf course operations are being reduced by 6 percent and HYCC by 4 percent as a result of decreased estimated revenues. Mark M. noted we're not seeing any impact to the Solid Waste revenues due to the Covid event, and that people still need to take out their trash, but operations have seen a significant increase in disposal cost. Water Pollution Control is down about 5 percent due to reduction in multiple accounts. Water Supply is up about 2 percent as a result of the new facility and management contract associated with running those operations.

Mark M. noted we've identified several funding sources through the CARES Act that totals \$23 million. Some of the funding is for Community Development Block Grant (CDBG) that targets funding for small businesses, first responders childcare, and food security. Other funding includes Federal Emergency Management Agency (FEMA) eligible cost reimbursements, and Elementary and Secondary School Emergency Relief. Mark M. noted Barnstable is also a recipient of \$3.9 million from the Coronavirus Relief Fund, which has a lot of overlap with the other grants. Mark M. noted this funding source could be used to cover a portion of costs not covered by FEMA for things such as purchasing software licenses and computer equipment for telework capacity.

Mark M. noted going into FY 2022 Town Council has put together a planning session in the fall, and that we have a lot of work ahead of us. Mark M. noted we need to reevaluate our fiscal policy as to where our General Fund resource allocation priorities are between capital and operations. How much funding do we want to provide between capital and operations. Mark M. noted we might need to look at the reallocations of resources within our operations, for example, the 60/40 allocation between school and municipal operations. We need to review our enterprise funding allocation policies, currently, only the public works

enterprise funds are required to be one-hundred percent cost recovery through the fee setting process based on town administrative code. We may need to see if this policy still holds true. Mark M. noted we might also need to look at our cost of service recovery policies.

Mark M. open discussion for Q&A. Lillian W. asked has the proposed FY 2021 budget been submitted to Town Council? Mark M. responded yes, we submitted it on May 12<sup>th</sup> to council as well as uploaded to the town's website. Lillian W. also asked what the committee should do next regarding reviewing the operating budget, since it's already been submitted. Mark M. recommended that CFAC could do a post review of the operating budget. Lillian W. asked what kind of timetable is needed to complete this report? Mark M. responded maybe by the end of June. Mark M. noted we would have to continually monitor this budget, and that we do not even have a State budget yet, so we don't know how deep cuts will be to state aid. John S. noted in the presentation it mentioned reductions in nonessential services, and asked is there a standard definition as to what is included as essential services? Mark M. responded that the law defines essential services as services the town has to provide such as town clerk and voter registration, and police protection. Mark M. noted there are things we have to have and things that are nice to have, and make a value judgement. John S. also asked what is the delineation between what is capital and operating item, any thoughts in CFAC reviewing that policy? Mark M. noted we could include that in our review on how to allocate resources between operating and capital, and define the difference. Hector G. noted it was mentioned the airport received grant funding from the CARES Act, but was not included in the FY 2021 operating budget summary? Mark M. responded none of the grants are included in the operating budget. Mark M. noted he thinks the airport would be able to drawdown the grant starting in June. Hector G. asked is the drawdown in addition to using their reserves? Mark M. responded it depends on how much their revenues are impacted, but all of their operating cost could be covered by this grant. Mark M. noted we're hoping the Coronavirus Relief Fund through federal legislation that we could substitute grant funding for loss revenue similar to the airports grant. Hector G. asked what is the thinking of local governments expecting more federal grant money? Mark M. we can't base the budget on potential grants until we actually see it. Mark M. noted the State is expecting a \$5 billion shortfall in FY 2020 and the same thing in FY 2021. Mark M. noted the State and local governments are going to need significant federal aid for revenue short falls. Mark M. noted Massachusetts communities have more flexibility because of proposition 2 1/2, but we may see a slowdown in people making their property tax payments because of unemployment; however, property taxes are ultimately collectible through the proper liening process. Hector G. asked what in terms of budget cuts for operating and capital would affect the Comprehensive Wastewater Management Plan (CWMP)? Mark M. responded we have the funding available for projects currently approved to date in the CWMP, however, to continue the plan, we are going to have to wait and see, and potentially reset the funding resources to manage the CWMP. Mark M. noted the Covid event affects the CWMP more than any other budget because it relies on rooms tax, meals tax, and short-term rentals as funding resources. Mark M. noted similar to the General Fund, we will have to build a reserve in the CWMP fund if a revenue stream is shutdown in order to maintain debt service payments. John S. do we have any sense of what the financial impact on the town is due to the reset on due dates for property taxes? Mark M. other than the timing of cash flow, but most of our taxes have been collected to date at 96% collection rate, and similar to previous years. Mark M. noted I think the big impact is going to be next fiscal year. John S. asked does this operating budget make any assumptions when the schools will reopen? Mark M. we anticipate there will be some component with online learning, but we anticipate the schools to be open. Mark M. noted we anticipate the \$3.9 million grant will help provide resources for schools to move some operations to online learning.

Matters not reasonably anticipated by the chair:

None

Discussion of topics for the next meeting:

Committee will continue its review of the proposed FY 2021 operating budget.

**Adjournment:**

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**List of documents handed out**

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1. 03.09.20 draft minutes
2. proposed FY 2021 budget presentation



1 5/21/2020

## Building the Revised FY 2021 Budget

- Pre COVID proposed budget draft completed early March
- Public health emergency declared March 10
  - Was the budget still good?
  - How would the emergency impact operations?
  - No playbook
- Not like the Great Recession
- Would need to use our collective intuition, instinct and logical rationale

Town of Barnstable - FY 2021 Proposed Operating Budget

## Building the Revised FY 2021 Budget

### Estimated General Fund Revenue

	<u>FY 2020 Budget</u>	<u>Pre COVID</u>	<u>Post COVID</u>	<u>Change</u>	
Tax levy	\$ 128,392,357	\$ 132,276,068	\$ 132,026,068	\$ (250,000)	-0.2%
State aid	18,133,931	19,669,969	18,441,435	(1,228,534)	-6%
Excise taxes	9,231,204	9,590,835	8,597,000	(993,835)	-10%
Charges for services	2,081,500	2,132,500	1,845,100	(287,400)	-13%
Fees, licenses, permits	3,311,600	3,490,233	2,692,784	(797,449)	-23%
Fines & penalties	1,534,000	1,630,000	1,256,000	(374,000)	-23%
Other	2,508,478	2,633,300	2,334,700	(298,600)	-11%
Total before transfers	165,193,070	171,422,905	167,193,087		
Growth in General Fund revenue		6,229,835	2,000,017		3.8%
COVID Reduction				(4,229,818)	-2.5%

Town of Barnstable - FY 2021 Proposed Operating Budget

## History of General Fund Reserves (Free Cash)

Certification Date:	Beginning Balance	Used For:		Generated	Ending Balance
		Operations	Capital		
July 1, 2010	\$ 8,411,317	(1,080,758)	-	3,416,013	\$ 10,746,572
July 1, 2011	\$ 10,746,572	(1,195,000)	(2,000,000)	4,768,613	\$ 12,320,185
July 1, 2012	\$ 12,320,185	(687,330)	-	5,639,538	\$ 17,272,393
July 1, 2013	\$ 17,272,393	(3,579,836)	(7,000,000)	4,403,107	\$ 11,095,664
July 1, 2014	\$ 11,095,664	(3,585,000)	(591,993)	6,451,368	\$ 13,370,039
July 1, 2015	\$ 13,370,039	(4,104,926)	(1,037,689)	5,721,779	\$ 13,949,203
July 1, 2016	\$ 13,949,203	(2,726,877)	(4,000,000)	5,908,772	\$ 13,131,098
July 1, 2017	\$ 13,131,098	(2,572,316)	(350,000)	5,988,373	\$ 16,197,155
July 1, 2018	\$ 16,197,155	(3,587,352)	(4,260,175)	4,293,608	\$ 12,643,236
July 1, 2019	\$ 12,643,236	(2,442,899)	(264,000)	4,752,408	\$ 14,688,745
<b>Average</b>		<b>\$ (2,556,229)</b>	<b>\$ (1,950,386)</b>	<b>\$ 5,134,358</b>	
<b>Projected to generate in FY 2020</b>				<b>\$3,000,000</b>	
Town Council reserve balance					\$ 6,637,798
Excessover reserve					\$ 8,050,946

Town of Barnstable - FY 2021 Proposed Operating Budget

## Responding to Emergency

### Expenditure Adjustments

- Short-term measures to yield immediate benefits to slow the flow of cash out the door, are reversible and not complex
  - Hiring Freeze
  - Capital Projects Deferred
  - Reduce Discretionary Spending

### Revenue Enhancement

- Implementing contactless payment by moving multiple permits and licenses on-line
- Actively developing procedures to reopen business

Town of Barnstable - FY 2021 Proposed Operating Budget

## Moving to Recovery

### Secondary Treatments

- Reducing Personnel Costs
  - Eliminate vacant positions; must assess impact on organization and service levels
  - Stretch professional development funds
  - Share personnel
  - Reassess personnel equipment needs
  - Scale back non-essential services

Town of Barnstable - FY 2021 Proposed Operating Budget

## Moving to Recovery

### Secondary Treatments

- Reduce Material, Utility & Contractor Costs
  - Re-examine maintenance and replacement standards
  - Reduce paper costs
  - Remote workforce to reduce footprint - save energy
  - Eliminate low or no-value tasks
  - Review software maintenance contracts
  - Rethink subsidies/grants

Town of Barnstable - FY 2021 Proposed Operating Budget

## Moving to Recovery

### Secondary Treatments

- Reduce Capital Spending
  - Reduce scope of capital investment
  - Defer certain capital purchases
- Create More Advantageous Cash Flow
  - Delay payments
  - Consider monetizing assets
  - Short-term borrow for vehicle & equipment replacement

Town of Barnstable - FY 2021 Proposed Operating Budget



## Proposed Municipal Budget

Municipal Operations:	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Police Department	\$ 15,409,467	\$ 14,808,837	\$ (600,630)	-3.90%
Public Works Department	10,205,853	10,103,252	(102,601)	-1.01%
Administrative Services Department	6,322,843	6,239,787	(83,056)	-1.31%
Marine & Environmental Affairs	1,268,947	1,146,965	(121,982)	-9.61%
Community Services Department	2,569,427	2,389,106	(180,321)	-7.02%
Licensing Department	165,398	163,646	(1,752)	-1.06%
Inspectional Services	2,140,557	2,164,880	24,323	1.14%
Planning & Development	2,085,304	2,085,289	985	0.05%
Town Manager	769,251	873,142	103,891	13.51%
Town Council	268,987	286,659	17,672	6.57%
<b>Total Municipal Operations</b>	<b>\$ 41,206,034</b>	<b>\$ 40,262,562</b>	<b>\$ (943,472)</b>	<b>-2.29%</b>

Town of Barnstable - FY 2021 Proposed Operating Budget

## Proposed Municipal Budget

### Significant Changes

- Defer hiring 4 vacant police officers
- Elimination of 2.7 FTE's in Public Works
- Funding for new Deputy Building Commissioner
- \$120,000 reduction in seasonal wages and overtime
- \$156,000 reduction in various operating expenses

Town of Barnstable - FY 2021 Proposed Operating Budget

## Proposed Municipal Budget

### Significant Changes – continued

- Closing West Villages Police substation
- \$142,000 savings in fuel and utilities
- \$50,000 savings from privatizing trash collection
- \$50,000 provided for Estuarine monitoring and Ponds Management Planning
- Staff turnover results in a reduction of \$92,450

Town of Barnstable - FY 2021 Proposed Operating Budget

## Proposed Education Budget

Education Budget	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Local School System	\$ 72,573,651	\$ 74,196,256	\$ 1,622,605	2.24%
Regional School District Assessment	6,119,570	5,856,271	(263,299)	-4.30%
Commonwealth Charter School Assessment	3,664,363	4,095,060	430,697	11.75%
School Choice Assessment	1,502,559	1,431,201	(71,358)	-4.75%
<b>Total Education</b>	<b>\$ 83,860,143</b>	<b>\$ 85,578,788</b>	<b>\$ 1,718,645</b>	<b>2.05%</b>

### Significant Changes

- \$1.5 million for contractual labor obligations
- \$499,000 for bus contract and Out-Of-District tuition costs
- \$242,000 for NECC program expansion and Crossroads program reorganization
- \$178,000 for new teaching and leadership positions
- \$245,000 reduction in operating expenses
- \$323,000 reduction in staffing

Town of Barnstable - FY 2021 Proposed Operating Budget

## Proposed Other Requirements Budget

Other Requirements Costs:	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Employee Benefits	\$ 26,714,165	\$ 26,584,133	\$ (130,032)	-0.49%
Debt Service	7,152,492	6,967,324	(185,168)	-8.18%
State & County Assessments	2,632,358	2,796,259	163,901	6.23%
Grants	2,115,480	2,026,691	(88,789)	-4.20%
Property & Liability Insurance	1,880,000	1,910,000	30,000	2.69%
Celebrations, Rent & Other	172,000	172,000	-	0.00%
Snow & Ice Removal Deficit	225,144	-	(225,144)	-100.00%
Reserve Funds & Prior Year Deficits	159,000	250,000	91,000	57.23%
Transfers to Other Funds	11,565,359	12,657,200	1,091,841	9.44%
<b>Total Other Requirements</b>	<b>\$ 52,595,978</b>	<b>\$ 52,963,627</b>	<b>\$ 367,649</b>	<b>0.70%</b>

### Significant Changes

- > No increase in health insurance rates; enrollment shifts result in savings
- > Bonds expire on BIS improvements deficit from FY20 to provide for
- > Library grant reduced by 2%
- > Tourism grant reduced by \$50,000
- > No snow & ice
- > Transfers to HYCC and Golf Enterprise Funds increase \$931,000

Town of Barnstable - FY 2021 Proposed Operating Budget

## General Fund Budget Summary

Funding Category	Approved FY 2020	Proposed FY 2021	Change FY20 - 21
Taxes	\$ 136,478,883	\$ 139,623,068	\$ 3,144,185
Intergovernmental	19,672,931	18,441,435	(1,231,496)
Fines & Penalties	1,534,000	1,256,000	(278,000)
Fees, Licenses, Permits	3,311,600	2,692,785	(618,815)
Charges for Services	2,081,500	1,845,100	(236,400)
Interest and Other	1,617,678	1,567,500	(50,178)
Special Revenue Funds	920,800	767,200	(153,600)
Enterprise Funds	2,933,271	2,943,847	10,576
Trust Funds	6,585,492	6,797,324	211,832
<b>Total Sources of Funding</b>	<b>\$ 175,136,155</b>	<b>\$ 175,934,259</b>	<b>\$ 798,104</b>
<b>Expenditure Category</b>			
Municipal Operations	\$ 41,206,034	\$ 40,262,562	\$ (943,472)
Local School Operations	72,573,651	74,196,256	1,622,605
Fixed Costs Excluding Transfers	52,317,111	51,688,959	(628,152)
Transfers	11,565,359	12,657,200	1,091,841
<b>Total Appropriation</b>	<b>\$ 177,662,155</b>	<b>\$ 178,804,977</b>	<b>\$ 1,142,822</b>
<b>Excess (Deficiency)</b>	<b>\$ (2,526,000)</b>	<b>\$ (2,870,718)</b>	<b>\$ (344,718)</b>

Town of Barnstable - FY 2021 Proposed Operating Budget

## Building the FY 2021 Budget

### Reserves Used to Balance the General Fund Budget

	FY 2020 Budget	Pre COVID	Post COVID	Change
Employee benefits	\$ 610,000	\$ 610,000	\$ 610,000	\$ -
Snow & Ice deficit	500,000	-	-	-
Enterprise fund support	-	-	931,337	931,337
Municipal operations	566,000	-	128,650	128,650
School operations	600,000	850,000	950,531	100,531
Town Council reserve fund	250,000	250,000	250,000	-
Capital Trust Fund	-	1,000,000	-	(1,000,000)
<b>Total</b>	<b>\$ 2,526,000</b>	<b>\$ 2,710,000</b>	<b>\$ 2,870,718</b>	<b>\$ 160,718</b>

Town of Barnstable - FY 2021 Proposed Operating Budget

## Proposed Enterprise Fund Budgets

Fund	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Airport Enterprise	\$ 8,041,243	\$ 6,841,627	\$ (1,199,616)	-14.92%
Golf Enterprise	3,876,414	3,648,381	(228,033)	-5.88%
HYCC Enterprise	3,491,131	3,352,395	(138,736)	-3.97%
Marina Enterprise	832,780	787,977	(44,803)	-5.38%
PEG Enterprise	877,860	841,030	(36,830)	-4.20%
Sandy Neck Enterprise	996,459	961,288	(35,171)	-3.53%
Solid Waste Enterprise	3,419,883	3,577,403	157,520	4.61%
Water Pollution Control Enterprise	4,816,380	4,590,439	(225,941)	-4.69%
Water Supply Enterprise	7,685,015	7,865,088	180,073	2.34%
<b>Total</b>	<b>\$ 34,037,165</b>	<b>\$ 32,465,628</b>	<b>\$ (1,571,537)</b>	<b>-4.62%</b>

#### Significant Changes

- Reductions to depreciation & fuel purchase at airport
  - 1 FTE reduction in golf
  - Utility savings, operating cost reductions & delayed hiring at HYCC
- Capital outlay reduced at Marina & Sandy Neck
  - Part-time wages reduced in PEG
  - Disposal cost increase in Solid Waste
  - Reductions in operating expenses at Water Pollution Control
- Management contract & O&M cost increase in Water

Town of Barnstable - FY 2021 Proposed Operating Budget

## COVID -19 Financial Assistance

CDBG - \$168,324; priorities include:

- Child care for first responders, emergency and other essential workers while schools and childcare are closed;
- Food security for elderly, homeless and other vulnerable populations;
- Economic opportunities to provide assistance to micro-enterprise businesses or small businesses affected by COVID to retain or create jobs for low/mod income persons

Town of Barnstable - FY 2021 Proposed Operating Budget

## COVID -19 Financial Assistance

FEMA funding – covers 75% of eligible expenditures including; but not limited to:

- PPE training and supplies
- Disinfecting public buildings
- Sheltering for homeless and first responders
- Purchase & distribution of food
- Security
- Administrative cost for grant oversight

Town of Barnstable - FY 2021 Proposed Operating Budget

## COVID -19 Financial Assistance

### Elementary and Secondary School Emergency Relief Fund - \$776,984

- Can be used for FY20 or FY21
- Eligible purpose include, but not limited to:
  - Educational technology
  - Supplies and services that enable remote learning
  - Activities to address the unique needs of low-income children, students with disabilities, English learners, racial and ethnic minorities, students experiencing homelessness, and foster care youth
  - Planning and implementing summer learning and supplemental afterschool programs
  - Training and professional development for district staff on any topic from effective remote learning strategies to sanitation and minimizing the spread of infectious disease when in-person school resumes
  - Supplies and services to sanitize district facilities; personal protective equipment
  - Planning for and coordinating during long-term closures, including how to provide meals, technology for online learning, guidance for carrying out IDEA requirements, and providing educational services consistent with applicable requirements
  - Procedures and coordination systems to improve district preparedness and response efforts to COVID-19

Town of Barnstable - FY 2021 Proposed Operating Budget

## COVID -19 Financial Assistance

### CARES Act Airport Grant - \$17,971,966

- May be expended over a 4 year period
- Funds can be used for any purpose for which airport revenue revenues may be lawfully used
- Drawdown as frequent as necessary if used for operations
- Can be used for development and acquisition as well as a combination with operations
- No local match required

Town of Barnstable - FY 2021 Proposed Operating Budget

## COVID -19 Financial Assistance

### Coronavirus Relief Fund - \$3,919,936

- > Some overlap with CDBG, FEMA and ESSER Funding
- > May be used to cover the 25% of eligible costs not covered by FEMA
- > Covers additional categories including, but not limited to:
  - o Accelerated telework capacity
  - o Sanitation/refuse collection
  - o Food inspection
  - o School distance learning; special education costs
  - o Wellness check-ins for vulnerable elders
  - o Rx Delivery
- > Used for FY20 and FY21
- > Not a substitute for lost revenue, however federal legislation is being discussed to change this

Town of Barnstable - FY 2021 Proposed Operating Budget

## FY 2022 Strategic Planning

- > Reevaluate Fiscal Policy
  - o Review resources dedicated to capital program vs. operations
  - o Review designation of specific revenues
  - o Review allocation of resources within General Fund operations
  - o Review Enterprise Fund subsidy policy
  - o Review Indirect Cost Model for Enterprise Funds
  - o Review cost of service recovery policy
  - o Implement new or revised fees
  - o Review tax levy policy
  - o Review CWMP Financing

Town of Barnstable - FY 2021 Proposed Operating Budget