

# ***FISCAL YEAR 2016 OPERATING BUDGET***

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Front Cover: Photo Hyannis Harbor March 2015

Back Cover: Photo Millway Beach, Barnstable Harbor August 2014

Editor: Linda R. Wheelden, Town Manager's Office

Lynne Poyant, Community Services

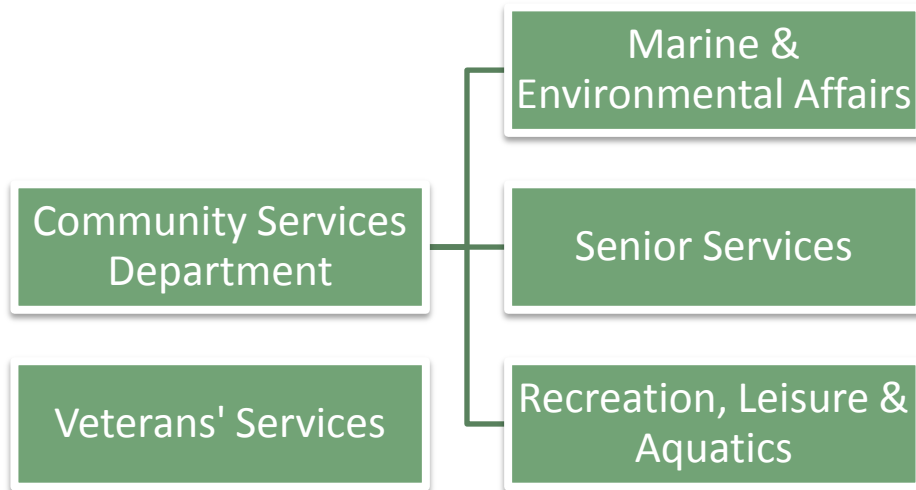
Nathan Empey, Finance

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## Community Services Department

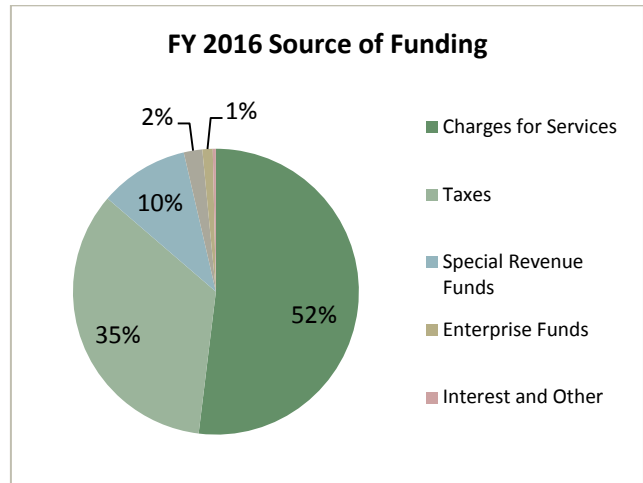
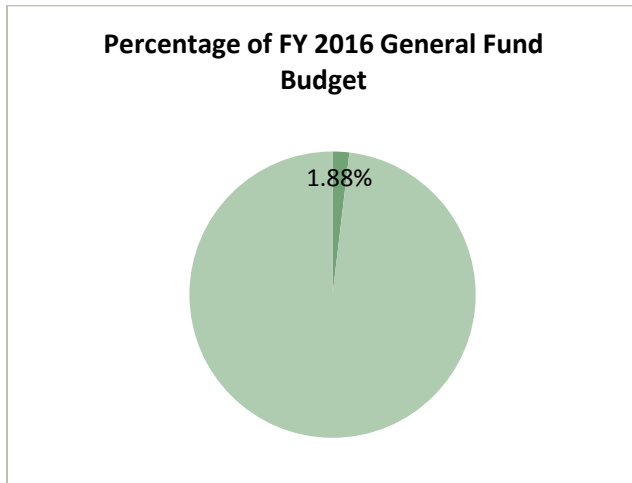
### *Department Mission*

The Community Services general fund operations are comprised of three divisions, whose mission is to maintain programmatic oversight of the Town's beaches, trail systems, playing fields and community buildings and to provide 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.

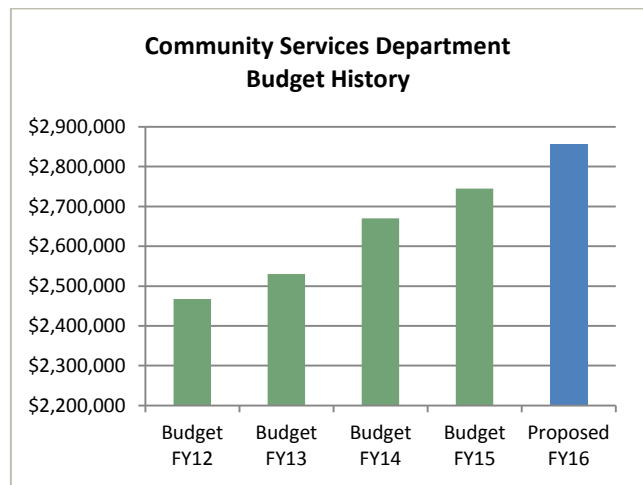
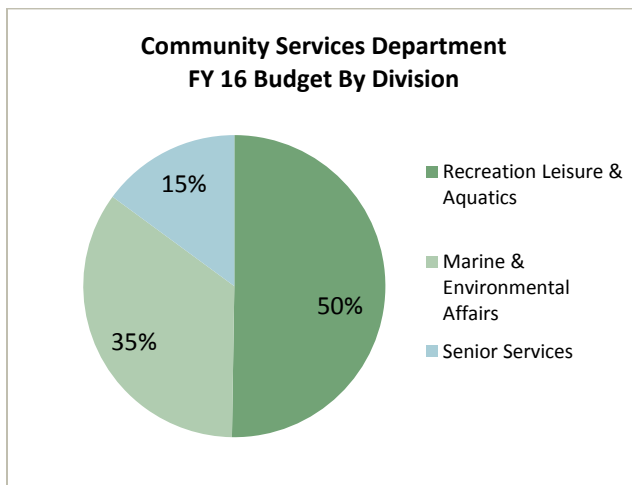


*Enhancing the Quality Of Life for Residents of All Ages and Interest*

**Fiscal Year 2016 Department Financial Data**



The Community Service Department comprises 1.9% of the total General Fund budget. Charges for services provide the department with 52% of its funding while taxes provide 35% of its funding. Special revenue funds provide the operation with 10% of its funding. This funding comes from the Waterways Improvement Special Revenue Fund.



Recreation, Leisure & Aquatics is the largest division in the department representing 50% of the budget followed by Marine & Environmental Affairs at 35% and Senior Services at 15%. The department’s budget has grown from \$2.47 million in FY12 to \$2.86 million proposed for FY16; or 15.76%. The large increase in FY14 included additional resources for office staff, beach staff, waterway patrols, and on-line registration software.

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 2,174,024	\$ 2,314,139	\$ 2,262,962	\$ 2,452,723	\$ 138,584	5.99%
Operating Expenses	310,147	378,065	368,373	343,015	(35,050)	-9.27%
Capital Outlay	84,618	53,000	53,092	62,000	9,000	16.98%
<b>Total Appropriation</b>	<b>2,568,789</b>	<b>2,745,204</b>	<b>2,684,428</b>	<b>2,857,738</b>	<b>112,534</b>	<b>4.10%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	157		162			
Medicare	26,133		24,857			
Health Insurance	72,438		74,727			
County Retirement	365,008		400,488			
<b>Total Employee Benefits (1)</b>	<b>463,736</b>		<b>500,234</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 3,032,525</b>		<b>\$ 3,184,662</b>			
<b>Full-time Equivalent Employees</b>	<b>24.48</b>	<b>24.45</b>		<b>24.65</b>	<b>0.20</b>	
<b>Source of Funding</b>						
Taxes	\$ 681,558	\$ 824,803	\$ 729,342	\$ 982,330	\$ 157,527	19.10%
Fees, Licenses, Permits	62,262	150,500	55,297	60,000	(90,500)	-60.13%
Charges for Services	1,487,693	1,454,160	1,577,985	1,484,000	29,840	2.05%
Interest and Other	14,557	5,000	11,062	10,000	5,000	100.00%
Special Revenue Funds	291,075	279,097	279,097	288,000	8,903	3.19%
Enterprise Funds	31,644	31,644	31,644	33,408	1,764	5.57%
<b>Total Sources</b>	<b>\$ 2,568,789</b>	<b>\$ 2,745,204</b>	<b>\$ 2,684,428</b>	<b>\$ 2,857,738</b>	<b>\$ 112,534</b>	<b>4.10%</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 FY16 proposed budget is increasing \$112,534 or 4.1%. Personnel costs are increasing \$138,584 which includes contractual obligations and the state's new minimum wage increase requirement. The mandatory minimum wage increase will contribute \$113,000 to personnel cost. The Senior Services Outreach and Development Coordinator will move into a fulltime position adding 0.2 Fte's to the department.

Operating expenses are decreasing \$35,050 which is attributed to a Senior Services needs assessment and shooting range expenses being removed which were included in the FY15 budget. There is also \$1,500 in savings in gasoline expenses. These items are offset by \$5,250 in operating expenses for software upgrades regarding mobile on-line registration.

Capital outlay is increasing by \$9,000 as the FY16 proposed budget includes funds for the purchase of a replacement vehicle in Marine & Environmental Affairs Division (\$25,000) and the continuation of equipment replacement in the Recreation, Leisure & Aquatics Division (\$37,000).

Tax support for the proposed FY 16 budget is increasing \$157,527 as revenue from the shooting range permits will not materialize due to being closed.

## Additional Funding Recommended

### 1. Increase minimum wage – Recreation

**\$107,000 Requested**

**\$107,000 Recommended**

Increase Seasonal Staff by \$1 due to minimum wage requirement for July 2015 and then another \$1 for January 2016 (includes adjustments of all temporary positions to maintain position classifications). Minimum wage increase causes wage compression and therefore the need for each classification of position to be changed, we will increase position hourly rates by a \$1 for the next two years to make sure that the adjustments are made according to the current paygrades.

### 2. Increase to fulltime – Senior Services

**\$11,277 Requested**

**\$11,277 Recommended**

Increase funding for Outreach and Development Coordinator position from 30 to 37.5 hours per week. For the past three years, through the generosity of the Friends of the Barnstable Council on Aging, our Outreach and Development Coordinator position has been funded as a 37.5 hour / week position. The position was originally a 30 hour / week position. Demand from an increasing aging population in the Town of Barnstable (12,845 seniors in the 2010 Census) and increased complexity in Medicare D and various other senior benefits has given rise to an increase demand on our Outreach services. The Friends have other demands that directly benefit seniors for the funds they raise.

### 3. Mobile On-line Registration Capability – Recreation

**\$5,250 Requested**

**\$5,250 Recommended**

Last year, we began on-line registration for Recreation, the Hyannis Youth & Community Center and Senior Services. Basically for WebTrac to work on a smart phone we need to purchase a Mobile module that re-sizes all of the screens for easy phone access. Where more and more people are using their phone to access the Web the IT Department has said we should consider this.

### 4. Replacement Pickup Truck – Marine & Environmental Affairs

**\$25,000 Requested**

**\$25,000 Recommended**

MEA/Natural Resources plans to replace a patrol vehicle. They will sell a 2010 Chevrolet pickup truck to the Sandy Neck Enterprise Account, and replace it with a new vehicle. The general fund request is for \$25,000. Additional funding from Sandy Neck for the 2010 vehicle purchase will make it possible to purchase and equip a new truck. The proposal will enhance two programs within Marine and Environmental Affairs.

### 5. Aquatic Equipment – Recreation

**\$30,000 Requested**

**\$30,000 Recommended**

Need to continue with replacement of Picnic Tables and Grills, Swim Buoys & Anchors, as well as providing AEDs for safety at all Aquatic Sites: Keyes Beach, Wequaquet Lake, Joshua's Pond, Loop Beach, Millway Beach, and Hathaway's Pond. We would continue phasing in the installation and replacement of tables and grills in all picnic areas. It is our plan to do away with all tables being chained to a tree as well as being able to replace grills as needed.

**6. Minimum wage rate increase- Waterways Safety, Mooring, and Pumpout    \$6,280 Requested  
\$6,280 Recommended**

This decision package is being submitted to request funding for the mandated increase in the hourly pay rate of all general funded seasonal harbor staff, namely 4 ramp/harbor attendants, 1 seasonal pumpout assistant, 1 seasonal mooring officer and 2 waterways assistants. The funding request covers the already \$1.00 increase approved as well as the required \$1.00 increase that will become effective January 1, 2016.

## Marine & Environmental Affairs Division

### Mission Statement

The mission of the Marine & Environmental Affairs is to provide services intended to protect the safety of people and vessels who use our waterways and waterside facilities; to provide for the protection, preservation, and enhancement of the Town’s natural resources, and to address animal control issues that threaten the health, welfare, and quality of life of our citizens.



### Description of Services Provided

#### Natural Resources Program

The Natural Resources Program is responsible for the protection and enhancement of the Town’s natural resources, enforcement of various laws relating to fish and game, marine and recreational use, land management and the environment. Natural Resources provide support for over-sand operations at Sandy Neck, including environmental functions associated with endangered species and overall resource management. Natural Resources provide enforcement, control and maintenance of all herring runs, also protection and enhancement of the town’s shellfish resources and all private aquaculture grants. It further assists with nuisance animal control and the enforcement of laws relative to control of dogs within the Town of Barnstable. Natural Resource

*Protect, Preserve and Promote use of Our Natural Resources and Waterways*



### RECENT ACCOMPLISHMENTS

1. Held a Commercial Shellfish lottery and issued five new permits.
2. Held three clamming classes for kids which were very well attended.
3. Brushed and cleared debris from all Town herring runs.
4. Initiation and maintenance of eel grass restoration projects.
5. Purchase and installation of video surveillance cameras in remote areas to improve regulation compliance.
6. Completed shellfish surveys for proposed 14 new aquaculture grant sites in Barnstable Harbor.
7. Ordered and outfitted a new animal control van.
8. Ongoing support to the Town Manager and the Conservation Commission to reopen the Town Shooting Range.
9. Increased the Diamond-Back Terrapin Turtle Head-start Program.
10. Planted 475,000 seed scallops.
11. Gave educational wildlife talks to schools and private organizations.



Officers are responsible for the maintenance and enforcement of the Town shooting range.

Some of the specific services provided by the Marine & Environmental Affairs Division Natural Resources Program include:

#### Land Management

- Enforce regulations, maintenance, and repair of all herring runs.
- 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.
- Enforcement of all regulations and maintenance of the shooting range.

#### Fish and Game

- Monitoring fin fishing activities in season, overseeing hunting programs Town-wide and assisting the State Environmental Police.
- Pheasant stocking and monitoring of all hunting areas.
- Responding to rabid, sick, injured and nuisance wild animal calls.
- Regulation compliance of all migratory bird hunting in Barnstable.

#### Patrol

- Assisting Federal, State and Town agencies as needed during Town-wide emergencies.
- Patrolling conservation lands, town landings, Sandy Neck Barrier Beach and waterways regarding shell fishing enforcement, resource violations, compliance with various rules and regulations, boating safety violations and fish and game compliance.
- Assisting Animal Control officer with calls/patrols as needed.
- Monitoring herring runs for regulation compliance and safe passage of fish.
- Boat patrols to oversee all aquaculture grant operations and commercial and recreational public shellfishery throughout the Town.
- Monitor all hunting seasons, release pheasants during upland game season.

**Education**

- Providing interpretive programs to the public related to natural resource issues.
- Coordinating volunteers and school groups with resource related projects.
- Maintaining educational links with local school systems.
- Instituted a very popular educational outreach turtle program for many school systems.

**Shellfishery Management**

- Assisting the Massachusetts Division of Marine Fisheries with monthly water quality monitoring of local classified embayment and instituting management protocols for the areas. Water quality testing and shellfishery management by the State are mandated by the Federal Food and Drug Administration's National Shellfish Sanitation Program for areas used for the public consumption of shellfish. Assessing coastal zone projects and performing surveys and reports for such projects. Performing shellfish surveys for resource management purposes.
- Formulating, integrating, disseminating and maintaining shellfishery management information for the general public.
- Interacting with federal, state and local authorities, regarding shellfish management, regulatory, enforcement and education.
- Report, grant and contract writing as well as comprehensive review studies including GIS/GPS mapping.
- Oversee and seek regulation compliance for commercial, recreational shell fishing and private aquaculture grants within the Town.
- Investigate scallop eelgrass habitat restoration in local bays.

**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 complain; 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:

- 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.
- Provide humane education and domestic pet care information.
- Provide group presentations on various subjects pertaining to animals.
- Return of wild indigenous animals to their natural environment as regulated by state statutes.
- Euthanasia for sick and/or injured animals through assigned and authorized persons.
- Assist Police and Fire with animal related issues.
- Maintain accurate records and forms for all animal-related issues.
- Animal Control responded to 3,177 calls for assistance which includes both domestic and wildlife, investigated 86 animal bites and issued 144 animal quarantines.

### **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 affects 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.
- Providing emergency response during severe weather conditions including hurricanes and heavy snowstorms.
- Maintaining town owned equipment including boats, trailers, vehicles, winches, booms, and alike
- 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 Bay Area by boat, 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.
- Overseeing daily operation of the Blish Point boat ramp in Barnstable, including the collection and payover of fees.
- Assisting DPW with maintenance projects for various marine facilities and dredging projects.
- Complaint resolution.
- Providing educational/informative services (civic groups, schools, etc.).
- Providing staff assistance to the Waterways Committee.

Fees collected at the Blish Point boat ramp during the summer of 2014 were \$29,173.

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).

### **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 Assessors and Tax Collector's offices for compliance of boat excise law.
- Data entry and update.
- Mooring enforcement.
- Mooring wait list fee collection and administration.
- Oversight and monitoring of licensed mooring servicers.
- Removal of illegal and abandoned moorings.

The program oversees the placement and permitting of over 2,341 moorings throughout the Town. Because the demand far exceeds the supply, waiting lists for most of our mooring areas (twenty-six) have been established - and we now have over 1,331 entries on twenty-six waiting lists.

Revenue generated from this program for calendar year 2014 was approximately \$239,000.

### **Fiscal Year 2016 Goals and Objectives**

#### **Short Term:**

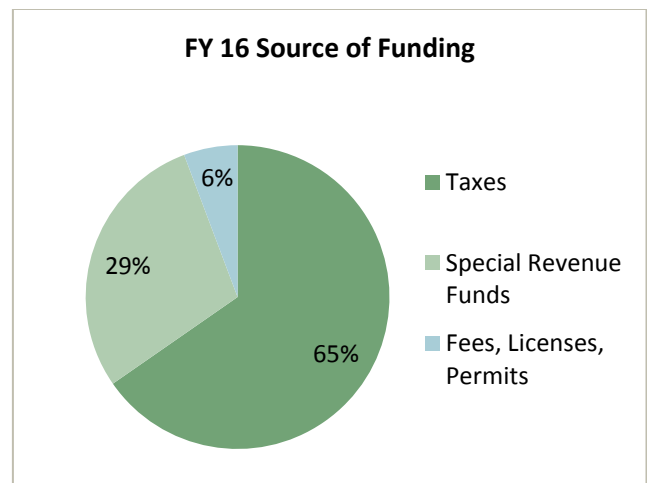
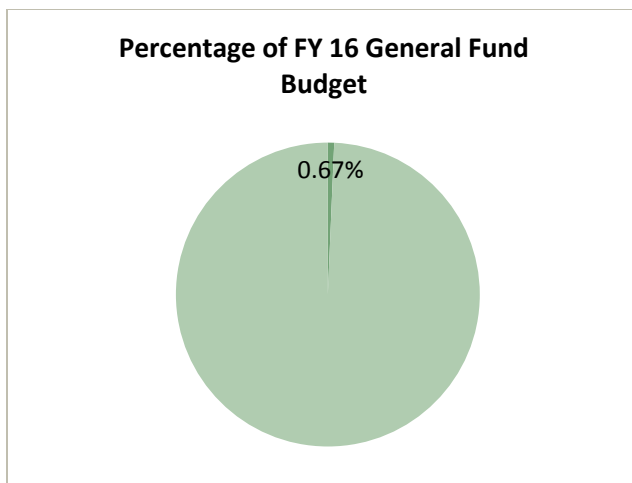
1. Start improvements and repairs of Marstons Mills and Long Pond herring run fish ladders (SP: Public Health and Safety, Environment and Natural Resources, Infrastructure).
2. Continue eel grass restoration project (SP: Environment and Natural Resources).

3. Purchase and seed 500,000 scallops in the Three Bay system (SP: Environment and Natural Resources, Education).
4. Remodel our enclosed trailer with shelves and stands to take out newly preserved (taxidermy) birds and animals to schools for educational seminars (SP: Environment and Natural Resources, Communications, Education).
5. Educate the general public on animal control regulations and laws passed and implemented by the Massachusetts Legislators. (SP: Environment and Natural Resources, Communications, Education).
6. Implement an on-line waitlist renewal program for moorings (SP: Regulatory Access and Accountability).
7. Continue GIS pinpointing of all moorings in town to determine mooring regulation compliance (SP: Regulatory Access and Accountability).

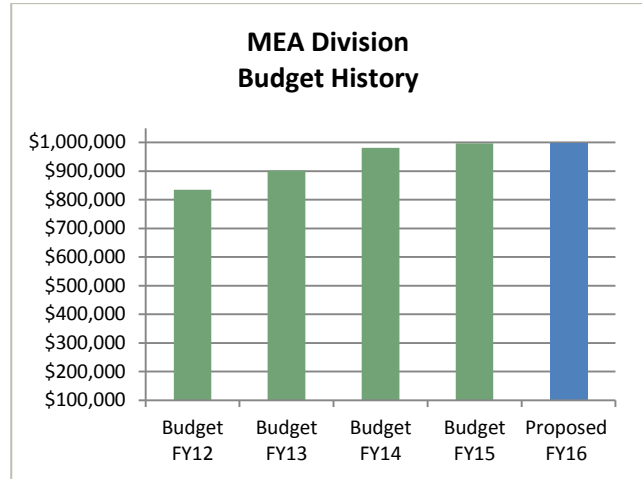
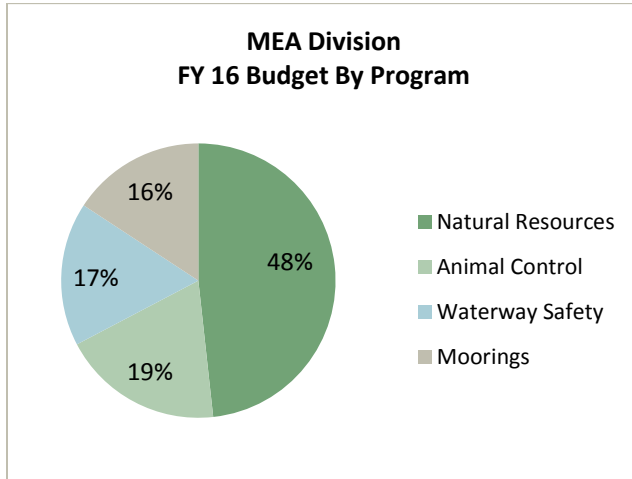
**Long Term:**

1. Remove old shellfish gear (20+ years) from Barnstable Harbor being uncovered by tidal action
2. Increase our educational wildlife talks at schools and with private groups
3. Continue working with USDA and Cape Cod Rabies Task Force in an effort to control the spread of rabies.
4. Obtain required Animal Control Officer training as per Ch. 193 Acts of 2012
5. Better mooring enforcement through public information

**FY 2016 Division Financial Data**



The Marine & Environmental Affairs Division comprise less than 1% of the overall General Fund budget. Taxes provide 65% of the operations funding with fees and permits providing 6% of its funding. Special revenue funds provide 29% of the funding. This is principally derived from the Waterways Improvement Special Revenue Fund.



The Natural Resources program is the largest program area within this division representing 48% of the overall budget. The Marina & Environmental Affairs budget has increased from \$835,019 in FY12 to \$995,332 proposed for FY16, or 19% for a five year period.

Expenditure Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 662,523	\$ 777,072	\$ 758,131	\$ 765,467	\$(11,605)	-1.49%
Operating Expenses	166,762	220,165	204,293	204,865	(15,300)	-6.95%
Capital Outlay	50,688	-	-	25,000	25,000	0.00%
<b>Total Appropriation</b>	<b>879,973</b>	<b>997,237</b>	<b>962,424</b>	<b>995,332</b>	<b>(1,905)</b>	<b>-0.19%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	77		93			
Medicare	6,452		6,687			
Health Insurance	33,687		32,719			
County Retirement	133,861		151,001			
<b>Total Employee Benefits (1)</b>	<b>174,077</b>		<b>190,499</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 1,054,051</b>		<b>\$ 1,152,924</b>			
<b>Full-time Equivalent Employees</b>	<b>10.45</b>	<b>10.70</b>		<b>10.70</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 524,324	\$ 567,640	\$ 628,030	\$ 650,332	\$ 82,692	14.57%
Fees, Licenses, Permits	59,487	150,500	55,297	57,000	(93,500)	-62.13%
Interest and Other	5,088	-	-	-	-	0.00%
Special Revenue Funds	291,075	279,097	279,097	288,000	8,903	3.19%
<b>Total Sources</b>	<b>\$ 879,973</b>	<b>\$ 997,237</b>	<b>\$ 962,424</b>	<b>\$ 995,332</b>	<b>\$ (1,905)</b>	<b>-0.19%</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 FY16 proposed budget is decreasing \$1,905 or 0.19%. Personnel costs are decreasing \$11,605. This includes all contractual obligations and the removal of both \$42,000 to fund the cost of reopening the Shooting Range and \$5,900 in overtime for the staff training. Operating expenses are decreasing \$15,300 and this includes funds for staff training and expenses associated with the reopening of the Shooting Range. Gasoline expenditures are also decreasing \$1,500. Capital outlay for the FY16 proposed budget is \$25,000 to purchase a replacement vehicle for field staff.

Tax support is increasing \$82,692 in FY16. Revenue from fees and permits are decreasing \$93,500 as revenue from the sale of shooting range permits will not materialize because of closure. The contribution from the Waterways Improvement Fund is increasing \$8,903 in FY 16.

## Fiscal Year 2016 Program Financial Data

### Natural Resources Program

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 301,031	\$ 345,691	\$ 336,909	\$ 317,231	\$ (28,460)	-8.23%
Operating Expenses	108,316	150,200	144,120	138,200	(12,000)	-7.99%
Capital Outlay	25,800	-	-	25,000	25,000	0.00%
<b>Total Appropriation</b>	<b>435,147</b>	<b>495,891</b>	<b>481,029</b>	<b>480,431</b>	<b>(15,460)</b>	<b>-3.12%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	42		44			
Medicare	3,113		2,928			
Health Insurance	20,776		21,027			
County Retirement	88,205		81,660			
<b>Total Employee Benefits (1)</b>	<b>112,137</b>		<b>105,659</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 547,284</b>		<b>\$ 586,688</b>			
<b>Full-time Equivalent Employees</b>	<b>4.50</b>	<b>4.50</b>		<b>4.50</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 430,059	\$ 390,891	\$ 481,029	\$ 480,431	\$ 89,540	22.91%
Fees, Licenses, Permits	-	105,000	-	-	(105,000)	-100.00%
Interest and Other	5,088	-	-	-	-	0.00%
<b>Total Sources</b>	<b>\$ 435,147</b>	<b>\$ 495,891</b>	<b>\$ 481,029</b>	<b>\$ 480,431</b>	<b>\$ (15,460)</b>	<b>-3.12%</b>

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

**Animal Control Program**

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 145,076	\$ 156,907	\$ 154,203	\$ 164,465	\$ 7,558	4.82%
Operating Expenses	18,601	25,000	17,903	25,000	-	0.00%
<b>Total Appropriation</b>	<b>163,677</b>	<b>181,907</b>	<b>172,106</b>	<b>189,465</b>	<b>7,558</b>	<b>4.15%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	18		20			
Medicare	806		890			
Health Insurance	3,889		3,958			
County Retirement	12,335		18,348			
<b>Total Employee Benefits (1)</b>	<b>17,047</b>		<b>23,216</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 180,724</b>		<b>\$ 195,322</b>			
<b>Full-time Equivalent Employees</b>	<b>2.35</b>	<b>2.47</b>		<b>2.47</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 156,751	\$ 174,907	\$ 164,387	\$ 182,465	\$ 7,558	4.32%
Fees, Licenses, Permits	6,926	7,000	7,719	7,000	-	0.00%
<b>Total Sources</b>	<b>\$ 163,677</b>	<b>\$ 181,907</b>	<b>\$ 172,106</b>	<b>\$ 189,465</b>	<b>\$ 7,558</b>	<b>4.15%</b>

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

**Waterways Safety Program**

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 99,437	\$ 138,176	\$ 131,624	\$ 139,998	\$ 1,822	1.32%
Operating Expenses	27,052	30,075	26,815	28,575	(1,500)	-4.99%
Capital Outlay	24,888	-	-	-	-	0.00%
<b>Total Appropriation</b>	<b>151,377</b>	<b>168,251</b>	<b>158,439</b>	<b>168,573</b>	<b>322</b>	<b>0.19%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	3		6			
Medicare	1,099		1,240			
Health Insurance	5,739		5,274			
County Retirement	21,089		32,529			
<b>Total Employee Benefits (1)</b>	<b>27,930</b>		<b>39,048</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 179,308</b>		<b>\$ 197,487</b>			
<b>Full-time Equivalent Employees</b>	<b>1.30</b>	<b>1.43</b>		<b>1.43</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 98,817	\$ 42	\$ -	\$ -	\$ (42)	-100.00%
Fees, Licenses, Permits	52,561	38,500	47,578	50,000	11,500	29.87%
Special Revenue Funds	-	129,709	129,709	132,577	2,868	2.21%
<b>Total Sources</b>	<b>\$ 151,377</b>	<b>\$ 168,251</b>	<b>\$ 177,287</b>	<b>\$ 182,577</b>	<b>\$ 14,326</b>	<b>8.51%</b>

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



**Mooring Program**

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 116,980	\$ 136,298	\$ 135,395	\$ 143,773	\$ 7,475	5.48%
Operating Expenses	12,793	14,890	15,455	13,090	(1,800)	-12.09%
<b>Total Appropriation</b>	<b>129,772</b>	<b>151,188</b>	<b>150,850</b>	<b>156,863</b>	<b>5,675</b>	<b>3.75%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	14		23			
Medicare	1,434		1,629			
Health Insurance	3,283		2,460			
County Retirement	12,232		18,464			
<b>Total Employee Benefits (1)</b>	<b>16,963</b>		<b>22,576</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 146,735</b>		<b>\$ 173,426</b>			
<b>Full-time Equivalent Employees</b>	<b>2.30</b>	<b>2.30</b>		<b>2.30</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ -	\$ 1,800	\$ 1,462	\$ 1,440	\$ (360)	-20.00%
Special Revenue Funds	291,075	149,388	149,388	155,423	6,035	4.04%
<b>Total Sources</b>	<b>\$ 291,075</b>	<b>\$ 151,188</b>	<b>\$ 150,850</b>	<b>\$ 156,863</b>	<b>\$ 5,675</b>	<b>3.75%</b>

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

**Performance Measures or Workload Indicators****Natural Resources Program****Diamond-backed Terrapin Head-Start Outreach Program**

In FY16, the Natural Resource Program (NR) will hatch at least 50 diamond-backed terrapins from eggs collected at Sandy Neck Beach. These animals are State listed “**threatened**” and a permit will be obtained through the Natural Heritage and Endangered Species Program in order to collect and head-start these animals.

The hatchlings will be placed in at least 17 schools and/or public facilities throughout Barnstable and Sandwich for students to head-start. NR staff will provide guidance and educational talks to the schools to engage the students in terrapin ecology and to ensure that the animals thrive in captivity.

In June 2015, the terrapins will be released into the Sandy Neck “Great Marsh” as robust yearlings that have a high rate of success of reaching sexual maturity. This program accomplishes two goals:

1. Educates the students about their Cape Cod environment.
2. Increases the threatened terrapin population at Sandy Neck Beach.

All teachers and students, at participating schools, are excited and fully involved in the Turtle Outreach Program. Our goal is to continue this program for many years and hopefully create new environmental learning programs for the school systems.

**Aids to Navigation**

The Town of Barnstable Waterways Safety Program establishes safe navigation throughout Town waters annually from June 1 through November 1 by preparing, deploying and maintaining 141 red and green aids to navigation, 41 regulatory and advisory markers, and two lighted towers with day markers affixed.

This process begins in March/early April by scraping, painting and adding color coded reflectors to each aid as well as the appropriate number based on the area of deployment. The anchors and anchor chain is then inspected for wear and either repaired or replaced prior to the season. As areas are prepped and readied, they are placed on station by Harbor Staff as to mark good water throughout Town.

During the season, all aids to navigation are monitored during daily patrols by staff for proper placement and/or damage. On occasion, during permitted time, the markers are damaged, off station or turn up missing. If any of these situations occur, the Harbormaster Division remedies the problems, as deemed appropriate by the Harbormaster, at the earliest opportunity available.

Performance measure: 184 aids to navigation ready and on station by June 1.

The following factors that could hamper measure:

- Weather conditions.
- Ability to purchase material (buoys, chain, etc.).
- Issues with boats, and outside contractor’s ability to assist.

**Town of Barnstable Moorings**

Program Goal	Program Outcome Measures	Results
To provide efficient utilization of harbor areas, to improve the safety of moored vessels, and to provide adequate space for the enjoyment of all the users of the harbors. This shall be done by controlling the placement of moorings, establishing standards for mooring tackle, and by establishing regular, systematic mooring inspections.	Annual Mooring Renewals -Within 2 business days, open incoming mail and return incomplete renewals. -Within 3 weeks, process and issue mooring renewals. -By 2 weeks after the mooring renewal deadline have all returned renewals completed  This will be done by dedicating 95% of the mooring officer’s time to the renewal process during the renewal period and two weeks after the deadline.	Issued 2,431 mooring permits in 2014

**WORKLOAD INDICATORS**

	FY 2014 Actual	FY 2015 Estimated	FY 2016 Projected
Mooring Permits Processed	2,431	2,440	2,450
Commercial Shellfish Permits Issued	47	47	47
Recreational Shellfish Permits Issued	2,743	2,850	2,800
Calls to service by Animal Control Officers	3,177	3,200	3,200

# Recreation, Leisure and Aquatics

## Mission Statement

The Recreation-Aquatics, Leisure & Youth Division is committed to providing leisure opportunities to improve the quality of life in our community through exceptional and affordable programs and services.

### Barnstable Recreation Vision



This is what we do for our Community:

The Division is comprised of two General Fund programs and one Revolving Fund program. The General Fund programs are Activities and Aquatics. Also, within these programs, expansion and additional innovative activities take place through the Division's Revolving Programs.



## Activities Program



## Aquatics Program

*Providing Fun, Educational and Affordable Programs*

**RECENT ACCOMPLISHMENTS**

1. Online Registration
2. Over 250 seasonal staff members were trained in fitting Coast Guard approved lifejackets to adhere to Christian’s Law.
3. Had 12 Recreation Staff Certified in USA Mental Health First Aid.
4. Covell’s Beach Staff being Awarded “Cape Cod’s American Red Cross Hero’s Award.” for the Water Rescue and CPR performed in August of 2013.
5. Collected over \$5,000 with Emerald Physician Sponsorship of the Viva Palooza Run for the Adam Prentice Scholarship; which assists those in financial need to participate in any Recreation Program.
6. Won the Cape Cod Lifesaving Competition six years in a row for the Non-Surf Beaches.
7. All Hiring Packets were done electronically; and thus lowering our paper and mailing usage.
8. Re-certify all Water Safety Instructors in New American Red Cross Swim Program.
9. Significantly improved the JFK Memorial Sailing Program with the addition of 420’s to the program.
10. Implemented additional programs as follows: Sunset Yoga at Craigsville, Spring into Arts, Architects and Engineering, Wicked Gross Science, Stand up and Paddle.

**Description of Services Provided**

**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 FY14, 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 to determine the accuracy of the comprehensive program through the customer satisfaction rating done for all activities.

**The General Fund Programs are as follows:**

Summer Leisure Program Site 1	Grades 3-7 Volleyball
Friday Night Social	Program
Saturday Sunshine Program	Summer Gymnastics
Grades K-7 Basketball	Summer Dance Program
Summer 10 & Under Tennis Program	Building Leases Special Events

**The Revolving Fund Activities are as follows:**

Leisure Scholarships	Grades 2-7 Field Hockey
Leisure Programs Sites 2-6	Archery
Red Cross Babysitting	Knitting
Summer Volleyball Skills and Drills	Sandy Neck Jr. Ranger Seasonal Creative Arts Programs
Fencing	Grades 2-7 Lacrosse Program
Vacation Program	Fitness Boot Camp Half Day Play
Youth Helping Animals	

Program Scholarships  
 Grade K-7 Running Programs  
 Kids Night Out  
 Kite Making and Flying  
 Field Maintenance  
 Grades 4-7 Flag Football  
 Leadership Academy

Outdoor Adventure and Hiking  
 Grades 1 – 12 Soccer Programs  
 Grades K-3 Kickball  
 Grades 4 & 5 Street Hockey  
 Magic Class  
 Wicked Cool for Kids  
 Holiday Decorations and Creative Arts

### **Aquatics Program**

The purpose of the Aquatic 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.

#### **General Fund activities:**

Swim Lessons  
 JFK Memorial Sailing Program  
 Lifeguard Training  
 Waterfront Supervision  
 Beach Operations/Parking Lots  
 Recreation Parking Permits  
 John F. Kennedy Memorial  
 Beach Concession

#### **Revolving Activities:**

Extended Youth John F. Kennedy Sailing  
 Special Events  
 Beach Outings  
 Beach Yoga  
 Stand Up & Paddles

### **Fiscal Year 2016 Goals and Objectives**

#### **Short Term: (Activity, Aquatic and Revolving)**

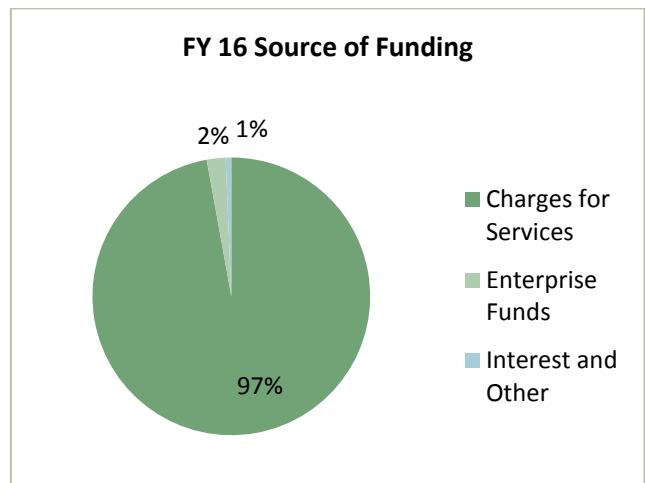
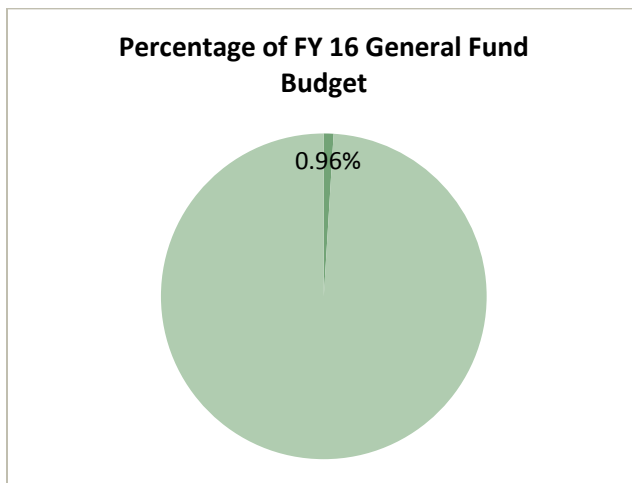
1. Recertify all Lifeguards in Red Cross Waterfront Lifeguard Certification (includes Professional CPR and First Aid) and all other staff in Adult, Child and Infant CPR/AED & First Aid. (SP: Education, Public Health and Safety, Quality of Life)
2. Further the website improvements, with pictures and specifics of what each beach site has to offer. (SP: Education and Quality of Life)
3. Complete the interactive playground at Veteran's Park Beach. (SP: Education, Quality of Life)
4. Change the overall beach sticker volunteer hours to better serve the residents on weekends. (SP: Quality of Life)
5. Obtain funding and develop and implement a 7th Grade Youth Summit with the Youth Commission. (SP: Education, Finance, and Quality of Life)

6. Continue to develop and implement Recreation Programs (i.e. fencing, knitting, progressive swim) that are requested by residents and visitors of the Town of Barnstable that are affordable and able to be provided through our revolving fund. (SP: Education, Quality of Life)
7. Actively pursue available grant-funding to help sustain our services and offset program costs. (SP: Finance)

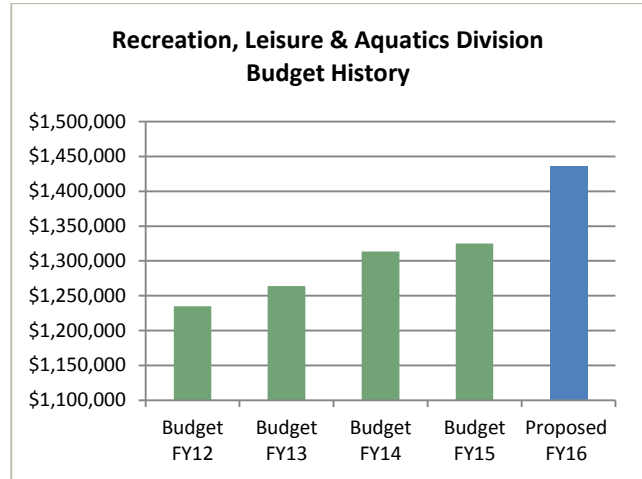
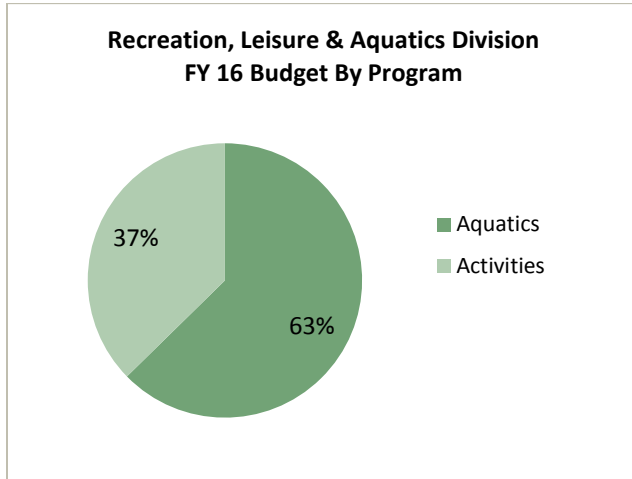
**Long Term: (Activity, Aquatic and Revolving)**

1. Work cooperatively with the Department of Public Works, Osterville Village Association, and the Town to develop a comprehensive strategic plan for the Osterville Bay Fields and Grounds.
2. Through Town of Barnstable Human Resources, provide educational outreach to our residents and taxpayers regarding all recreational Human Resource (i.e. high school and youth oriented job fairs, etc.) opportunities especially for our Youth.
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.
4. Coordinate Volunteer work days for all ball fields and beach facilities to assist in the overall maintenance.
5. Increase awareness and gain creditability with the Youth for the Town of Barnstable Youth Commission.

**Fiscal Year 2016 Division Financial Data**



The Recreation, Leisure and Aquatics Division comprise 0.96% of the overall General Fund budget. Charges for services provide 97% of the operation’s funding.



The Aquatics Program is the largest program in the division comprising 63% of the budget. This budget has increased from \$1.235 million in FY12 to \$1.435 million proposed for FY16, or 16.26% for the five year period. Due to the state mandatory minimum wage increase, seasonal wages represents the largest contribution to the increase from FY 15 to proposed FY 16.

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 1,162,415	\$ 1,170,321	\$ 1,141,137	\$ 1,294,036	\$ 123,715	10.57%
Operating Expenses	109,247	101,700	105,443	104,950	3,250	3.20%
Capital Outlay	33,930	53,000	53,092	37,000	(16,000)	-30.19%
<b>Total Appropriation</b>	<b>1,305,593</b>	<b>1,325,021</b>	<b>1,299,671</b>	<b>1,435,986</b>	<b>110,965</b>	<b>8.37%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	30		17			
Medicare	15,024		13,273			
Health Insurance	17,292		19,110			
County Retirement	147,611		114,164			
<b>Total Employee Benefits (1)</b>	<b>179,958</b>		<b>146,565</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 1,485,550</b>		<b>\$ 1,446,236</b>			
<b>Full-time Equivalent Employees</b>	<b>7.70</b>	<b>7.42</b>		<b>7.42</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Charges for Services	1,487,693	1,454,160	1,577,985	1,484,000	29,840	2.05%
Interest and Other	9,469	5,000	11,062	10,000	5,000	100.00%
Enterprise Funds	31,644	31,644	31,644	33,408	1,764	5.57%
<b>Total Sources</b>	<b>\$ 1,528,806</b>	<b>\$ 1,490,804</b>	<b>\$ 1,620,691</b>	<b>\$ 1,527,408</b>	<b>\$ 36,604</b>	<b>2.46%</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 FY16 proposed budget is increasing \$110,965 or 8.37%. Personnel costs are increasing \$123,715 as the state mandatory minimum wage increase comes into effect. Operating expenses are increasing by 3.2% as the software upgrades for mobile on-line registration program has been added. Capital outlay is decreasing by \$16,000.

Charges for services provide the majority of funding for this operation and are increasing by an estimated \$29,840. A majority of this revenue is comprised of residential beach stickers and daily parking fees collected at the Town's beaches.

## Fiscal Year 2016 Program Financial Data

### Activities Program

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
	FY 2014	FY 2015	FY 2015	FY 2016	FY15 - 16	Change
Personnel	\$ 429,624	\$ 437,148	\$ 400,656	\$ 469,007	\$ 31,859	7.29%
Operating Expenses	68,323	56,920	59,512	60,170	3,250	5.71%
Capital Outlay	-	25,000	25,000	7,000	(18,000)	-72.00%
<b>Total Appropriation</b>	<b>497,947</b>	<b>519,068</b>	<b>485,168</b>	<b>536,177</b>	<b>17,109</b>	<b>3.30%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	21		9			
Medicare	5,252		4,787			
Health Insurance	16,796		18,600			
County Retirement	119,883		83,752			
<b>Total Employee Benefits (1)</b>	<b>141,952</b>		<b>107,148</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 639,899</b>		<b>\$ 592,316</b>			
<b>Full-time Equivalent Employees</b>	<b>5.60</b>	<b>5.32</b>		<b>5.32</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 379,479	\$ 434,246	\$ 384,140	\$ 445,473	\$ 11,227	2.59%
Charges for Services	77,355	64,000	74,144	64,000	-	0.00%
Interest and Other	9,469	5,000	11,062	10,000	5,000	100.00%
Enterprise Funds	31,644	15,822	15,822	16,704	882	5.57%
<b>Total Sources</b>	<b>\$ 497,947</b>	<b>\$ 519,068</b>	<b>\$ 485,168</b>	<b>\$ 536,177</b>	<b>\$ 17,109</b>	<b>3.30%</b>

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

**Aquatics Program**

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 732,791	\$ 733,173	\$ 740,480	\$ 825,029	\$91,856	12.53%
Operating Expenses	40,924	44,780	45,931	44,780	-	0.00%
Capital Outlay	33,930	28,000	28,092	30,000	2,000	7.14%
<b>Total Appropriation</b>	<b>807,646</b>	<b>805,953</b>	<b>814,503</b>	<b>899,809</b>	<b>93,856</b>	<b>11.65%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	10		8			
Medicare	9,772		8,486			
Health Insurance	496		510			
County Retirement	27,728		30,412			
<b>Total Employee Benefits (1)</b>	<b>38,006</b>		<b>39,417</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 845,652</b>		<b>\$ 853,920</b>			
<b>Full-time Equivalent Employees</b>	<b>2.10</b>	<b>2.10</b>		<b>2.10</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Charges for Services	1,410,338	1,390,160	1,503,841	1,420,000	29,840	2.15%
Enterprise Funds	-	15,822	15,822	16,704	882	5.57%
<b>Total Sources</b>	<b>\$ 1,410,338</b>	<b>\$ 1,405,982</b>	<b>\$ 1,519,663</b>	<b>\$ 1,436,704</b>	<b>\$30,722</b>	<b>2.19%</b>

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

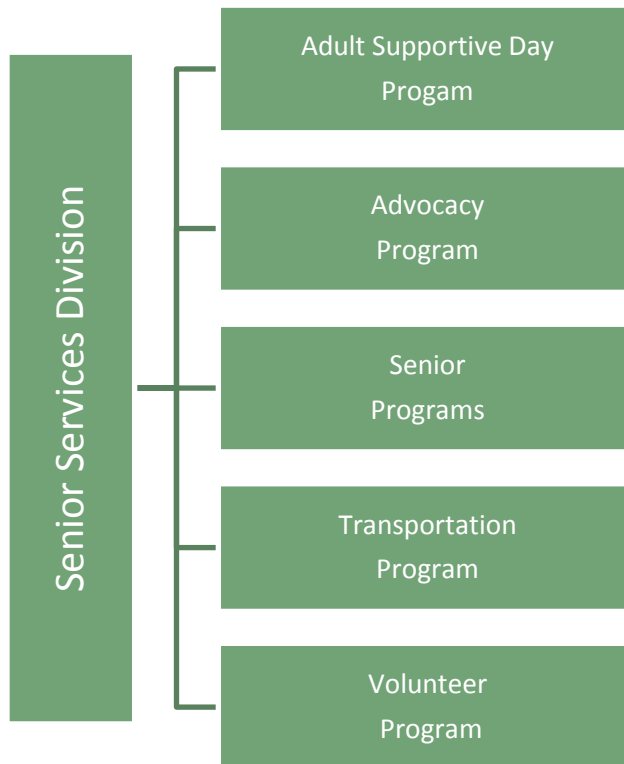
**Workload Indicators**

<b>Parking Permit Comparisons 2013 ~ 2014</b>		
	<b>2013</b>	<b>2014</b>
Resident	19,089	19,588
Replacements	193	252
Handicap	593	623
Seasonal	39	35
Landlord	598	674
Weekly	551	521
<b>Totals</b>	<b>21,063</b>	<b>21,693</b>

## Senior Services Division

### Mission Statement

The Barnstable Senior Services Division seeks to enhance the quality of life for elders in our community through the design and implementation of needed activities, programs and services. 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.



### Description of Services Provided

#### Adult Supportive Day Program

The Adult Supportive Day Program fills a clear need in our community for caregiver respite and participant support. Staffed by a full-time Program Coordinator and four part-time Program Aides, this program seeks to meet the

*Enhancing the Quality Of Life for Elders in Our Community*

**RECENT ACCOMPLISHMENTS**

1. Introduced an online registration program enabling citizens to sign up for activities 24/7.
2. Silver Express Transportation Program was the recipient of a national STAR award from the Beverly Foundation in recognition of excellent service.
3. Active Minds, Busy Hands Hobby Fair received a Program of Excellence award from the National Council on Aging.
4. Adult Supportive Day program provided supportive day services to 67 seniors and much-needed respite for their caregivers.
5. Outreach Department saved Barnstable seniors over \$1.3 million.
6. Silver Express vans provided 5,840 one-way trips to transport 142 seniors to medical and other important appointments.
7. Awarded \$102,760 formula grant by the Executive Office of Elder Affairs.
8. 174 Volunteers gave over 6,000 hours of service.
9. The monthly Brown Bag program provided a bag of healthy food to almost 300 seniors.
10. The annual Turkey Trot provided 125 homebound seniors with a home-cooked Thanksgiving meal.

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 helps to keep families together, allowing 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 9:00am-3:00pm. Program participants pay a daily rate for service, on a sliding scale basis, and in some cases are eligible for reimbursement for part of the costs from other organizations in the community.

**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, and ever-changing world. Our Outreach staff assists seniors to ensure they are enrolled in any federal, state or local government programs which they are eligible for. This results 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 acts as a safety net for isolated and homebound seniors in our community.

**Senior Programs**

“Senior Programs” refers to the numerous classes and activities offered on a daily basis at the Barnstable Senior Center. Remaining physically and mentally active and engaged in the community has been identified by experts in the field of aging as the keys to aging successfully. We are proud of the wide and diverse variety of opportunities for learning and socialization we provide at the Center. Each week we offer a multitude of 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.

### **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. Our vehicles are handicapped accessible and 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 drivers, allows us to significantly expand service delivery to our clients and ensures we can continue to sustain this important program.

### **Volunteer Program**

Research has shown that volunteering is good for your mental and physical health. The Senior Services Division relies heavily on the services provided by those who 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: Adult Supportive Day Program Aides, Silver Express Van Drivers, Front Desk Receptionists, Class Instructors, Special Events Volunteers and much more. Without the support of the dedicated volunteers that we have, we would not be able to provide the range and depth of services elders receive in the community. We offer a sincere thank you to all our Senior Center Volunteers.

### **Fiscal Year 2016 Goals and Objectives**

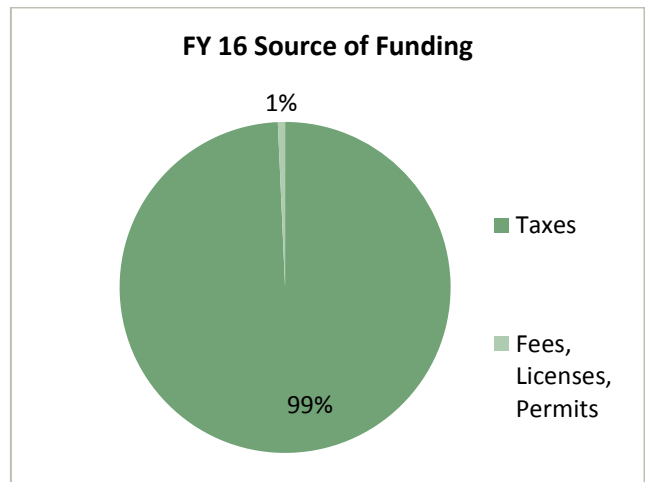
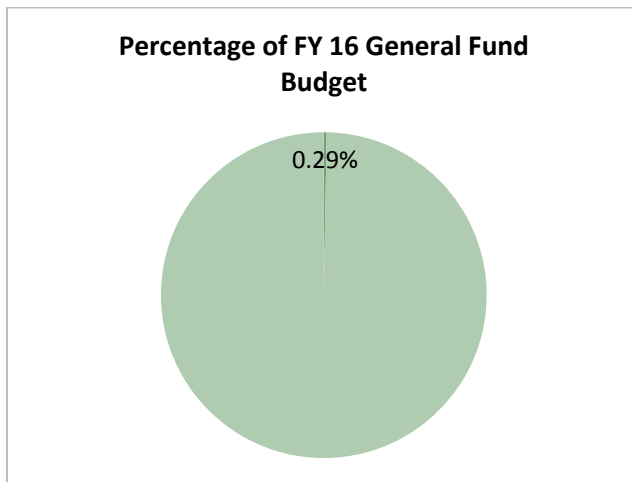
#### **Short Term:**

1. Complete the Needs Assessment project that began in the fall of 2014. This study is being conducted by UMass Boston’s Gerontology Institute and will assist the Senior Services Division in educating the community about aging services and planning for its future growth. (SP: Quality of Life, Education, Communication)
2. Complete the expansion of the Senior Center parking lot to ensure safety of citizens utilizing the facility, reduce congestion and improve accessibility. (SP: Public Health and Safety, Infrastructure)
3. Install a generator at the Senior Center to ensure the safety of facility users and particularly adult supportive day program participants by restoring lights and elevator power during outages. (SP: Public Health and Safety)
4. Continue to develop targeted outreach and marketing efforts throughout the senior and boomer community to increase awareness and attendance of the important programs and services of the Barnstable Senior Center. (SP: Communications)
5. Actively pursue available grant-funding to help sustain our services and offset program costs, including our adult supportive day and transportation programs. (SP: Quality of Life)
6. Continue to enhance our volunteer recruitment and retention program to attract new volunteers to the Center. (SP: Quality of Life)
7. 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, Quality of Life)

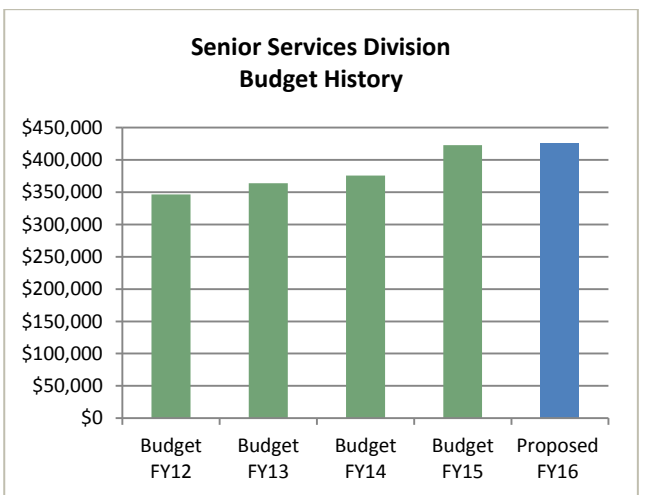
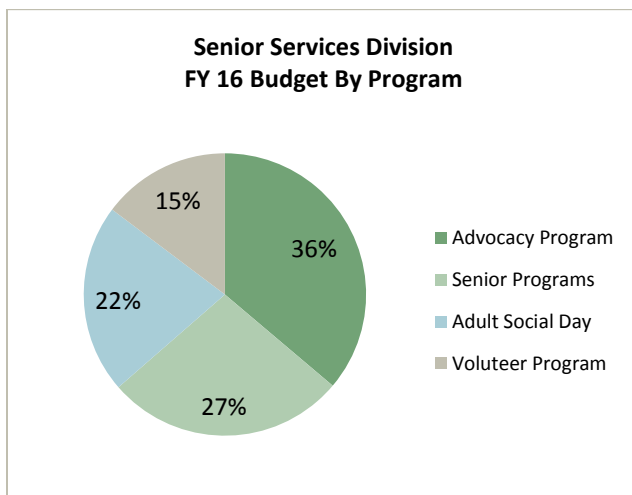
**Long Term:**

1. Continue to 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.
2. Continue to reach out to a more diverse population that more accurately reflects the changing demographics of the Town of Barnstable.
3. Pursue the National Council on aging accreditation process.
4. Maintain commitment to community wide marketing efforts including social media, monthly cable TV shows, The Compass newsletter and weekly e-newsletter and continue to develop innovative marketing strategies. (SP: Communications)

**Fiscal Year 2016 Division Financial Data**



The Senior Services Division budget comprises 0.29% of the overall General Fund operating budget. Taxes provide 99% of the funding for this operation.



Senior and Advocacy Programs are the largest program areas in this division representing 63% of the overall budget. The division’s budget has increased from \$346,421 in FY12 to a proposed amount of \$426,420 in FY16, or 23% over the five years.

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 349,086	\$ 366,746	\$ 363,694	\$ 393,220	\$ 26,474	7.22%
Operating Expenses	34,137	56,200	58,638	33,200	(23,000)	-40.93%
<b>Total Appropriation</b>	<b>383,223</b>	<b>422,946</b>	<b>422,332</b>	<b>426,420</b>	<b>3,474</b>	<b>0.82%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	50		52			
Medicare	4,657		4,897			
Health Insurance	21,459		22,898			
County Retirement	83,536		135,323			
<b>Total Employee Benefits (1)</b>	<b>109,701</b>		<b>163,170</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 492,924</b>		<b>\$ 585,502</b>			
<b>Full-time Equivalent Employees</b>	<b>6.33</b>	<b>6.33</b>		<b>6.53</b>	<b>0.20</b>	
<b>Source of Funding</b>						
Taxes	\$ 380,448	\$ 422,946	\$ 422,332	\$ 423,420	\$ 474	0.11%
Fees, Licenses, Permits	2,775	-	-	3,000	3,000	0.00%
<b>Total Sources</b>	<b>\$ 383,223</b>	<b>\$ 422,946</b>	<b>\$ 422,332</b>	<b>\$ 426,420</b>	<b>\$ 3,474</b>	<b>0.82%</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 FY16 proposed budget is increasing \$3,474 or .82%. Personnel costs are increasing by 7.22% or \$26,474. This includes all contractual obligations and a position moving to fulltime. Operating expenses are decreasing \$23,000 due to the senior service needs assessment included in the FY15 budget which will not be repeated.

## Fiscal Year 2016 Program Financial Data

### Adult Supportive Day Program

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 81,150	\$ 90,143	\$ 87,133	\$ 89,025	\$(1,118)	-1.24%
Operating Expenses	4,642	3,400	2,822	3,400	-	0.00%
<b>Total Appropriation</b>	<b>85,793</b>	<b>93,543</b>	<b>89,955</b>	<b>92,425</b>	<b>(1,118)</b>	<b>-1.19%</b>
<b>Full-time Equivalent Employees</b>	<b>1.43</b>	<b>1.43</b>		<b>1.43</b>	<b>0.00</b>	
<u>Source of Funding</u>						
Taxes	\$ 85,793	\$ 93,543	\$ 89,955	\$ 92,425	\$(1,118)	-1.19%
<b>Total Sources</b>	<b>\$ 85,793</b>	<b>\$ 93,543</b>	<b>\$ 89,955</b>	<b>\$ 92,425</b>	<b>\$(1,118)</b>	<b>-1.19%</b>

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

### Senior Programs

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 82,310	\$ 85,132	\$ 84,632	\$ 90,022	\$ 4,890	5.74%
Operating Expenses	26,785	49,900	53,057	26,900	(23,000)	-46.09%
<b>Total Appropriation</b>	<b>109,095</b>	<b>135,032</b>	<b>137,689</b>	<b>116,922</b>	<b>(18,110)</b>	<b>-13.41%</b>
<b>Full-time Equivalent Employees</b>	<b>1.55</b>	<b>1.55</b>		<b>1.55</b>	<b>0.00</b>	
<u>Source of Funding</u>						
Taxes	\$ 106,320	\$ 135,032	\$ 137,689	\$ 113,922	\$(21,110)	-15.63%
Fees, Licenses, Permits	2,775	-	-	3,000	3,000	0.00%
<b>Total Sources</b>	<b>\$ 109,095</b>	<b>\$ 135,032</b>	<b>\$ 137,689</b>	<b>\$ 116,922</b>	<b>\$(18,110)</b>	<b>-13.41%</b>

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

### Volunteer Program

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 56,249	\$ 58,487	\$ 58,992	\$ 61,922	\$ 3,435	5.87%
Operating Expenses	385	900	552	900	-	0.00%
<b>Total Appropriation</b>	<b>56,635</b>	<b>59,387</b>	<b>59,544</b>	<b>62,822</b>	<b>3,435</b>	<b>5.78%</b>
<b>Full-time Equivalent Employees</b>	<b>1.00</b>	<b>1.00</b>		<b>1.00</b>	<b>0.00</b>	
<u>Source of Funding</u>						
Taxes	\$ 56,635	\$ 59,387	\$ 59,544	\$ 62,822	\$ 3,435	5.78%
<b>Total Sources</b>	<b>\$ 56,635</b>	<b>\$ 59,387</b>	<b>\$ 59,544</b>	<b>\$ 62,822</b>	<b>\$ 3,435</b>	<b>5.78%</b>

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



**Advocacy Program**

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 129,376	\$ 132,984	\$ 132,937	\$ 152,251	\$ 19,267	14.49%
Operating Expenses	2,325	2,000	2,207	2,000	-	0.00%
<b>Total Appropriation</b>	<b>131,701</b>	<b>134,984</b>	<b>135,143</b>	<b>154,251</b>	<b>19,267</b>	<b>14.27%</b>
<b>Full-time Equivalent Employees</b>	<b>2.35</b>	<b>2.35</b>		<b>2.55</b>	<b>0.20</b>	
<u>Source of Funding</u>						
Taxes	\$ 131,701	\$ 134,984	\$ 135,143	\$ 154,251	\$ 19,267	14.27%
<b>Total Sources</b>	<b>\$ 131,701</b>	<b>\$ 134,984</b>	<b>\$ 135,143</b>	<b>\$ 154,251</b>	<b>\$ 19,267</b>	<b>14.27%</b>

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



Health Expo and Community Forum

**Performance Measures**

Program Name	Program Goal	Program Outcome Measures	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. Client Satisfaction.	67 clients served; 3,453 units of service provided (6 hour day); high level of customer satisfaction reported on Client Satisfaction Survey.
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.	874 clients served; 1,573 units of service; 100% client response and satisfaction.  \$1,349,510 in savings to clients through enrollment in public benefits.
Transportation	To address and assist elders with transportation needs.	Number of clients served and number of rides provided.	142 clients served through 5,840 one-way trips.  100% client satisfaction.
Volunteer	To provide opportunity for elders to engage in valuable community service remaining active in their community.	Recruitment and Placement of Volunteers. Dollar value of volunteer service hours.	174 volunteers provided over 6,000 hours valued at \$22.14 per hour.
Senior Programs	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.	25,754 visits. High level of customer satisfaction through class evaluation and continuing participation in events and activities.

## Growth Management Department

### *Department Mission*

The department is comprised of five organizational functions, four of which are program functions and one that serves as the administrative component. The department's mission is to preserve the character of Barnstable's seven villages and improve residents' quality of life by developing and implementing land use, community development, regulatory, traffic and property management strategies to support and promote sustainable economic development.



*Outreach and Action*

## RECENT ACCOMPLISHMENTS



HyArts Campus

1. Economic Development: Enhanced visibility for Economic Development Specialist as ombudsmen to businesses; promoted Cultural Districts, HyArts, and ArtsBarnstable; job training for 15 disabled persons
2. Regulatory Process: Partnering with Regulatory Services to improve permitting climate; developed scope of work for zoning streamlining project.
3. Housing: Sewer connection financial assistance to two homeowners; completed Housing Needs Assessment; scoped Housing Production Plan update.
4. Environment & Natural Resources: New England Climate Adaptation Project with partners at Waquoit Bay National Estuarine Research Reserve (WBNERR), Massachusetts Institute of Technology (MIT), Consensus Building Institute (CBI), and University of New Hampshire (UNH)
5. Communications: Continued village civic engagement; enhanced multi-platform outreach strategies

## Description of Services Provided

### Administration

Administration provides support for the four department programs with professional and administrative staff. The Director, working with Growth Management Department (GMD) 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. GMD Administration staff provides direct support to Barnstable Economic Development Commission, Barnstable Historical Commission, and the Housing Committee.

### Community Development Program

The Community Development program mission 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 GMD, 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 FY15, CDBG funded affordable housing units for rent or homeownership; homeowner rehabilitation including sewer connections; small business assistance; public facility improvements including ADA handicap access and energy efficiency; and the Hyannis Business Improvement District's Main Street Clean Team.

**Community Housing:** Community Housing implements state and locally approved housing plan; monitors the existing affordable housing regarding 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 affordable housing projects; and through the Housing Coordinator provides technical support to the Housing Committee. During FY15 the Housing Needs Assessment was completed with a special focus on Hyannis, and with GMD Regulatory Review Staff reworked the Accessory Apartment Program to improve efficiency.

### **Comprehensive Planning Program**

Comprehensive Planning's mission 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 results are shared with the 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 improvement planning to foster economic activity; environment and resource planning; village center planning and downtown revitalization.

### **Economic Development Program**

Economic Development's mission is: 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 Hyannis Main Street Business Improvement District; regulatory review and reform for the Iyannough Road Regional Commercial Center corridor; place-making strategies to attract and retain visitors to Hyannis Harbor and Village centers. Economic Development implementation strategy is based on business outreach, professional development, 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:** During FY15 GMD and Regulatory Services partnered to increase awareness of GMD's Economic Development Specialist coordinating and support services for businesses seeking permits at the 200 Main Street Town Hall Annex. GMD works with local, state, and regional partners to provide connections to resources for local businesses. Coastal Community Capital, SCORE, Hyannis Area 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 GMD's Economic Development team have visited more than 200 businesses and have had personal contact in many settings with scores more. We learn about 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". We are pleased to report that overall, the results continue to be positive. This cornerstone communication strategy remains a top priority.

- **Web Presence** [www.businessbarnstable.com](http://www.businessbarnstable.com) is administered by GMD Economic Development staff. The site goal, shared by the Economic Development Commission, is to provide government information, resource connections and a snapshot of the Barnstable economy. At present, the site is emerging from a design modernization to ensure optimal function and attractiveness to all demographics.
- **Creative Economy/Arts and Culture:** In alignment with state, regional and local organizations, GMD has paid particular attention to this business sector over that past few years. GMD Economic Development Program implements the Harbor Your Arts Program. This is a place-making and small business incubator initiative supporting downtown Hyannis revitalization. This year, we hope to expand the program to strengthen the connection to Main Street and meet program demand. This program also supports the state designated Hyannis HyArts Cultural District which provides marketing opportunities through state media outlets. A visit to [www.hyartsdistrict.com](http://www.hyartsdistrict.com) gives a lively overview of HyA activities - Artist Shanties at Bismore Park, performing arts at Aselton, year round Pearl Street artist studios and the Guyer Barn at the Arts Campus. The Harbor Your Arts program has stimulated collateral development on Pearl Street and attracts and retains visitors for Main Street and downtown Hyannis.

### Regulatory Review Program

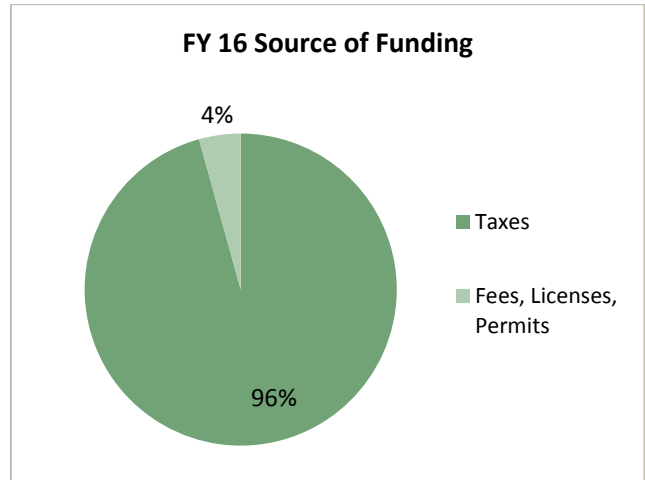
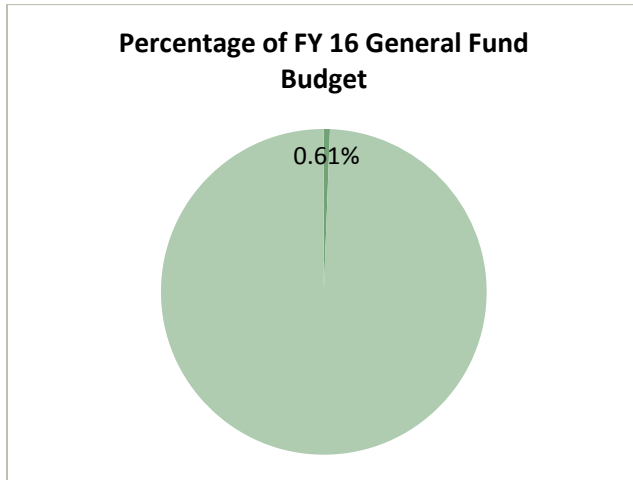
Regulatory Review Program mission is: provide exemplary assistance to residents, property owners, Boards, Commissions, Committees and Departments; assist with implementation of the Town's land use ordinances and provides general advice and assistance on regulatory issues. Program staff is charged with 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 staffs are a primary customer service interface for the Town.

### Fiscal Year 2016 Goals and Objectives

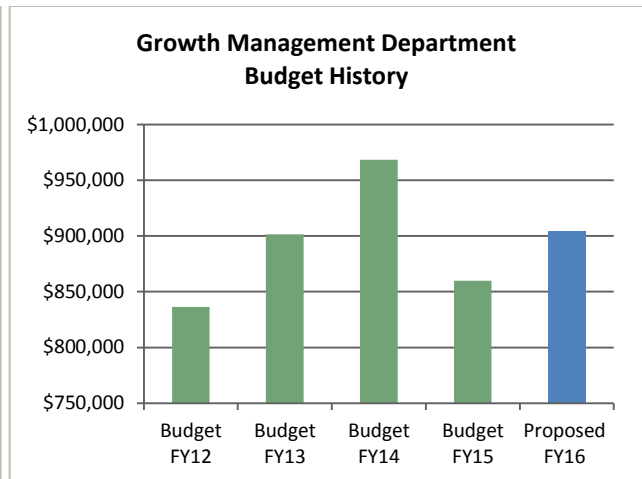
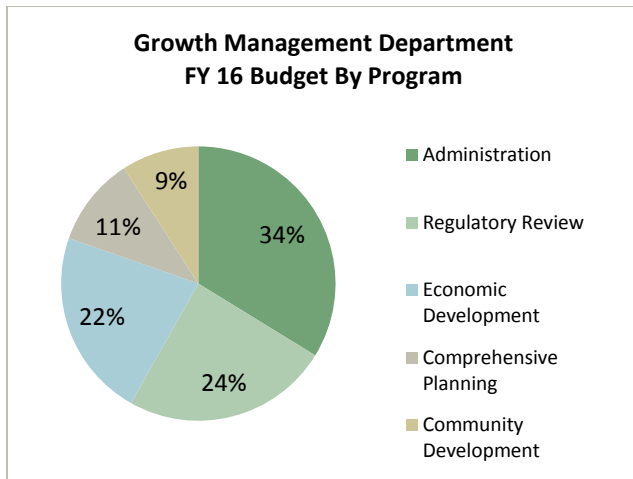
1. Economic Development: increase business outreach and assistance. (SP: Economic Development)
2. Regulatory Process: simplify zoning ordinance for business users through a comprehensive update of non-residential zoning districts; obtain certification as a Community Rating System community to reduce flood insurance premiums. (SP: Regulatory Process and Performance)
3. Housing: develop Hyannis housing development incentives and stabilization programs; update Housing Production Plan. (SP: Housing)
4. Communications: Share GMD parcel data along with past versions of subdivision regulations and zoning ordinances on the Town website. (SP: Regulatory Process and Performance, Communications)
5. Environment: Pursue grant funding for climate adaptation planning. (SP: Environment and Natural Resources)
6. Village Visioning – continue/complete those in process. Determine new needs and initiate projects for FY 16. (SP: Communications)



**Fiscal Year 2016 Department Financial Data**



The Growth Management Department comprises 0.61% of the overall General Fund budget. Taxes provide 96% of the department’s funding.



Administration is the largest program area in the Growth Management Department budget. Regulatory Review and Economic Development are the second and third largest program areas, respectively. This department’s budget has increased 8.16% from FY12 to proposed FY 16. The spike in the budget for FY13 and FY14 are attributable to additional resources allocated to the Economic Development program area. The decline in the budget for FY15 is attributable to positions being transferred to other departments.

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 844,256	\$ 761,497	\$ 765,163	\$ 796,185	\$ 34,688	4.56%
Operating Expenses	112,685	98,400	91,948	108,400	10,000	10.16%
<b>Total Appropriation</b>	<b>956,942</b>	<b>859,897</b>	<b>857,111</b>	<b>904,585</b>	<b>44,688</b>	<b>5.20%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	59		36			
Medicare	10,337		9,766			
Health Insurance	39,087		41,560			
County Retirement	174,481		154,705			
<b>Total Employee Benefits (1)</b>	<b>223,964</b>		<b>206,067</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 1,180,906</b>		<b>\$ 1,063,178</b>			
<b>Full-time Equivalent Employees</b>	<b>12.00</b>	<b>11.50</b>		<b>11.50</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 901,174	\$ 824,897	\$ 819,428	\$ 865,585	\$ 40,688	4.93%
Fees, Licenses, Permits	55,768	35,000	37,508	39,000	4,000	11.43%
Interest and Other	-	-	175	-	-	0.00%
<b>Total Sources</b>	<b>\$ 956,942</b>	<b>\$ 859,897</b>	<b>\$ 857,111</b>	<b>\$ 904,585</b>	<b>\$ 44,688</b>	<b>5.20%</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 FY16 proposed budget is increasing \$44,688, or 5.2%, mainly as a result of contractual obligations. There is an additional \$10,000 in operating expenses for funding the arts program.

Funding for this operation is provided from taxes, permits and fees. Tax support is increasing \$40,688.

### Additional Funding Recommended

#### 1. Funding for Arts Program

**\$10,000 Requested**

**\$10,000 Recommended**

The budget amount is a partial funding for brochure design, printing and distribution. Marketing and branding Arts Barnstable captures revenues from visitors and the year-round population; accentuates organizations and cultural assets; promotes the two cultural districts and all seven villages; increases visibility and exposure for our cultural assets and programs; and provides economic opportunities for artists and businesses.



## Fiscal Year 2016 Program Financial Data

### Administration Function

Expenditure Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 166,347	\$ 187,858	\$ 161,419	\$ 197,078	\$ 9,220	4.91%
Operating Expenses	109,376	98,400	91,948	108,400	10,000	10.16%
<b>Total Appropriation</b>	<b>275,724</b>	<b>286,258</b>	<b>253,367</b>	<b>305,478</b>	<b>19,220</b>	<b>6.71%</b>

#### Employee Benefits Allocation:

Life Insurance	11		-	
Medicare	2,321		1,243	
Health Insurance	3,246		3,494	
County Retirement	174,481		154,705	
<b>Total Employee Benefits (1)</b>	<b>180,059</b>		<b>159,442</b>	

**Total Expenditures Including Benefits**      **\$ 455,783**                      **\$ 412,809**

**Full-time Equivalent Employees**              3.00      2.50                      2.50      0.00

#### Source of Funding

Taxes	\$ 275,724	\$ 286,258	\$ 253,192	\$ 305,478	\$ 19,220	6.71%
Interest and Other	-	-	175	-	-	0.00%
<b>Total Sources</b>	<b>\$ 275,724</b>	<b>\$ 286,258</b>	<b>\$ 253,367</b>	<b>\$ 305,478</b>	<b>\$ 19,220</b>	<b>6.71%</b>

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

### Comprehensive Planning

Expenditure Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 92,531	\$ 92,338	\$ 95,338	\$ 95,027	\$ 2,689	2.91%
Operating Expenses	3,048	-			-	0.00%
<b>Total Appropriation</b>	<b>95,579</b>	<b>92,338</b>	<b>95,338</b>	<b>95,027</b>	<b>2,689</b>	<b>2.91%</b>

#### Employee Benefits Allocation:

Life Insurance	5		5	
Medicare	1,244		1,345	
Health Insurance	4,801		7,407	
<b>Total Employee Benefits (1)</b>	<b>6,051</b>		<b>8,757</b>	

**Total Expenditures Including Benefits**      **\$ 101,630**                      **\$ 104,095**

**Full-time Equivalent Employees**              1.00      1.00                      1.00      0.00

#### Source of Funding

Taxes	\$ 95,579	\$ 92,338	\$ 95,338	\$ 95,027	\$ 2,689	2.91%
<b>Total Sources</b>	<b>\$ 95,579</b>	<b>\$ 92,338</b>	<b>\$ 95,338</b>	<b>\$ 95,027</b>	<b>\$ 2,689</b>	<b>2.91%</b>

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

**Community Development**

<u>Expenditure Category</u>	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 75,412	\$ 79,069	\$ 80,267	\$ 82,607	\$ 3,538	4.47%
<b>Total Appropriation</b>	<b>75,412</b>	<b>79,069</b>	<b>80,267</b>	<b>82,607</b>	<b>3,538</b>	<b>4.47%</b>
<b>Employee Benefits Allocation:</b>						
Medicare	1,080		1,136			
<b>Total Employee Benefits (1)</b>	<b>1,080</b>		<b>1,136</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 76,492</b>		<b>\$ 81,403</b>			
<b>Full-time Equivalent Employees</b>	<b>1.00</b>	<b>1.00</b>		<b>1.00</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 75,412	\$ 79,069	\$ 80,267	\$ 82,607	\$ 3,538	4.47%
<b>Total Sources</b>	<b>\$ 75,412</b>	<b>\$ 79,069</b>	<b>\$ 80,267</b>	<b>\$ 82,607</b>	<b>\$ 3,538</b>	<b>4.47%</b>

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

**Regulatory Review**

<u>Expenditure Category</u>	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 208,460	\$ 210,756	\$ 208,864	\$ 220,687	\$ 9,931	4.71%
<b>Total Appropriation</b>	<b>208,460</b>	<b>210,756</b>	<b>208,864</b>	<b>220,687</b>	<b>9,931</b>	<b>4.71%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	25		25			
Medicare	2,854		3,026			
Health Insurance	8,766		11,987			
<b>Total Employee Benefits (1)</b>	<b>11,645</b>		<b>15,038</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 220,105</b>		<b>\$ 223,902</b>			
<b>Full-time Equivalent Employees</b>	<b>3.50</b>	<b>3.50</b>		<b>3.50</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 195,305	\$ 207,756	\$ 205,256	\$ 219,687	\$11,931	5.74%
Fees, Licenses, Permits	13,155	3,000	3,608	1,000	(2,000)	-66.67%
<b>Total Sources</b>	<b>\$ 208,460</b>	<b>\$ 210,756</b>	<b>\$ 208,864</b>	<b>\$ 220,687</b>	<b>\$ 9,931</b>	<b>4.71%</b>

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

**Economic Development**

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 204,443	\$ 191,476	\$ 217,780	\$ 200,786	\$ 9,310	4.86%
Operating Expenses	261	-			-	0.00%
<b>Total Appropriation</b>	<b>204,704</b>	<b>191,476</b>	<b>217,780</b>	<b>200,786</b>	<b>9,310</b>	<b>4.86%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	6		6			
Medicare	2,765		3,009			
Health Insurance	11,616		18,430			
<b>Total Employee Benefits (1)</b>	<b>14,387</b>		<b>21,445</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 219,091</b>		<b>\$ 239,225</b>			
<b>Full-time Equivalent Employees</b>	<b>2.15</b>	<b>2.15</b>		<b>2.15</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 162,091	\$ 159,476	\$ 183,880	\$ 168,786	\$ 9,310	5.84%
Fees, Licenses, Permits	42,613	32,000	33,900	32,000	-	0.00%
<b>Total Sources</b>	<b>\$ 204,704</b>	<b>\$ 191,476</b>	<b>\$ 217,780</b>	<b>\$ 200,786</b>	<b>\$ 9,310</b>	<b>4.86%</b>

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

**Performance Measures**

- Increase gross square footage used for commercial and industrial enterprises over current square foot use levels in the Downtown Hyannis Growth Incentive Zone and the Regional Commercial Center.
  - The Growth Incentive Zone was flat in gross square foot increase of commercial/industrial property because the trend remains to redevelop existing properties adding value but not necessarily gross square footage.
  - The Regional Commercial Center saw a 1.5% increase over FY14 in gross square footage of commercial/industrial property.
- Provide eight (8) eligible households with direct financial assistance through the Community Development Block Grant Sewer Connection Program.
  - Assisted two (2) homeowners with sewer connections; low numbers due to unanticipated permission to delay connections.
- Provide three (3) business enterprises with direct financial assistance using Community Development Block Grant funds.
  - Provided job training and jobs for fifteen (15) individuals.
- Provide Village Plan implementation assistance to village civic and business associations.
  - Provided continued assistance to Marstons Mills and Hyannis. Began Cotuit Pedestrian Accommodation Project

# TOWN OF BARNSTABLE

## A GREAT PLACE TO DO BUSINESS

The Town of Barnstable is the 'Hub' of Cape Cod for commerce, transportation, arts & culture, and recreation.

### POPULATION

#### CAPE COD

Year Round  
**215,888**

Seasonal  
**500,000**

#### BARNSTABLE

Year Round  
**45,193**

Seasonal  
**150,000**

### DOWNTOWN HYANNIS

**\$100**  
**MILLION**

invested downtown since 2006

Growth Incentive Zone  
Business Improvement District  
Historic & Cultural District  
100+ Shops & Restaurants

### AMENITIES

-  public beaches **15**
-  public libraries **7**
-  historic / cultural districts **2**
-  museums **11**
-  marinas **10**
-  golf courses **7**
-  colleges **1**

### PLANES



**99,000**

**PASSENGERS**

from Barnstable Airport

### TRAINS



**16,586**

**BOSTON PASSENGERS**

on the CapeFlyer Train

### FERRIES



**500,000**

**PASSENGERS**

to the islands

### BUSSES



connecting to  
**15 TOWNS**

**ON CAPE COD**

and Boston & Providence

A Seaside New England Town With Seven Distinctive Villages  
[businessbarnstable.com](http://businessbarnstable.com)

## Police Department

### *Department Mission*

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.



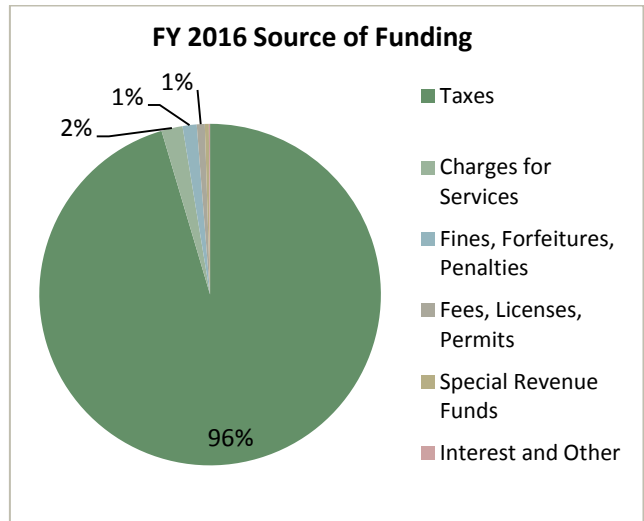
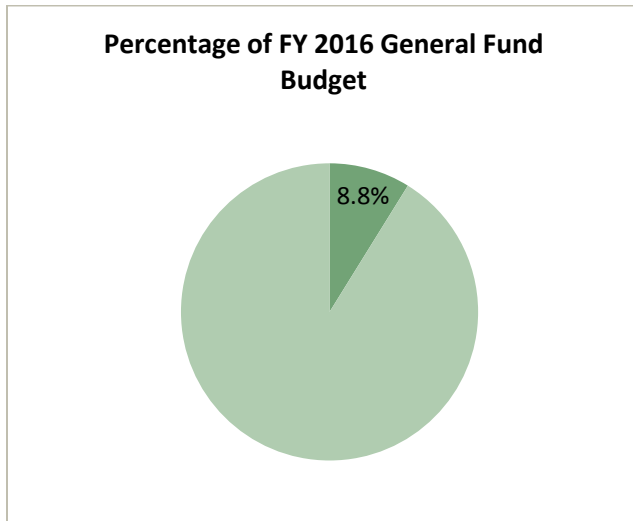
Administrative &  
Investigative Services  
Bureau



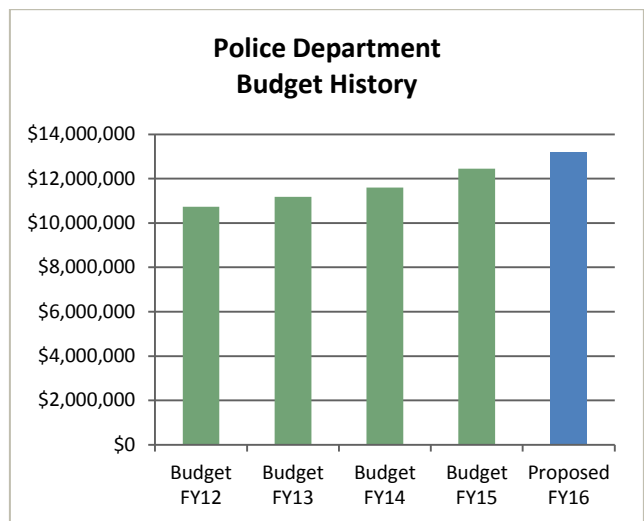
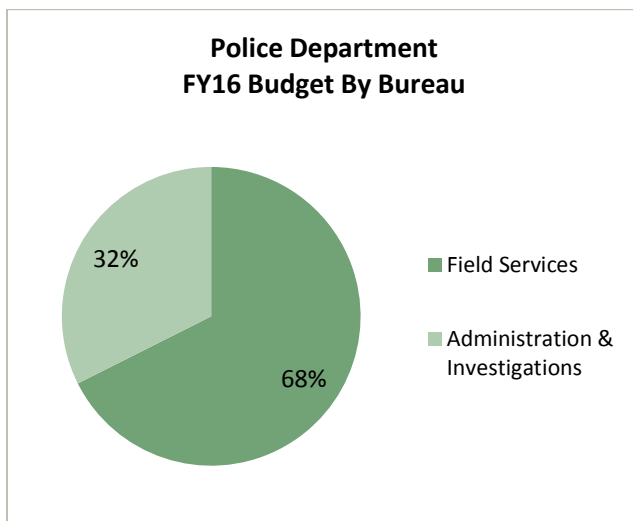
Field Services Bureau

*Preserving the Peace and Protecting the Town, its  
Residents and Visitors*

### Fiscal Year 2016 Department Financial Data



The Police Department budget comprises 8.8% of the overall General Fund budget. Taxes support 96% of the budget.



Field Services represent 68% of this operating budget. The Police Department budget has increased from \$10.7 million in FY12 to \$13.2 million proposed in FY16 or 23%. Most of the increase is attributable to contractual costs as well as an increase in the number of staffing from 124 in FY12 to 132 proposed in FY16. Personnel costs have increased 10% and capital outlay has increased 260% from FY12 to FY16.

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 10,670,247	\$ 11,334,508	\$ 11,302,127	\$ 12,013,453	\$ 678,945	5.99%
Operating Expenses	754,868	828,300	818,039	839,428	11,128	1.34%
Capital Outlay	220,698	279,000	279,000	339,360	60,360	21.63%
<b>Total Appropriation</b>	<b>11,645,813</b>	<b>12,441,808</b>	<b>12,399,166</b>	<b>13,192,241</b>	<b>750,433</b>	<b>6.03%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	651		700			
Medicare	129,899		129,885			
Health Insurance	706,199		776,544			
County Retirement	1,856,209		2,025,316			
<b>Total Employee Benefits (1)</b>	<b>2,692,958</b>		<b>2,932,445</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 14,338,771</b>		<b>\$ 15,331,611</b>			
<b>Full-time Equivalent Employees</b>	<b>125.76</b>	<b>130.76</b>		<b>132.76</b>	<b>2.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 10,909,347	\$ 11,770,054	\$ 11,705,294	\$ 12,586,401	\$ 816,347	6.94%
Intergovernmental	10,715	-	-	-	-	0.00%
Fines, Forfeitures, Penalties	214,918	176,000	155,765	176,000	-	0.00%
Fees, Licenses, Permits	113,933	172,254	195,254	99,840	(72,414)	-42.04%
Charges for Services	316,167	265,000	264,250	265,000	-	0.00%
Interest and Other	30,734	8,500	28,603	15,000	6,500	76.47%
Special Revenue Funds	50,000	50,000	50,000	50,000	-	0.00%
<b>Total Sources</b>	<b>\$ 11,645,813</b>	<b>\$ 12,441,808</b>	<b>\$ 12,399,166</b>	<b>\$ 13,192,241</b>	<b>\$ 750,433</b>	<b>6.03%</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 FY16 proposed budget is increasing \$750,433 or 6%. Personnel costs include funding for contractual obligations as well as two additional sworn officers. An additional \$14,300 is also being provided for officer firearms training (\$11,300 for overtime and \$3,000 for range rental). Operating expenses are increasing \$11,128. This includes \$72,128 towards the training academy for seven (7) officers and \$7,000 for technology costs. A significant amount of this additional funding has been offset by the cost savings from a favorable gasoline contract in FY16. Capital outlay of \$339,360 is being proposed to provide for the replacement of five marked cruisers for \$215,360; the continued replacement of computer systems \$45,000, \$38,000 for pistol replacements, and \$41,000 for AED replacements. These expenses equate to a 22% increase in capital outlay from the previous year.

Tax support is increasing \$816,347 to fund the budget increase. Additionally, department revenue from alarm registration fees are declining due to FY16 being a nonrenewal year. Registrations are biennial which is reflected in the \$72,414 decrease in fees for FY16.

## Additional Funding Recommended

### 1. Funding for Replacement of Five (5) Cruisers

**\$215,360 Requested**

**\$215,360 Recommended**

The department requests the replacement of Five (5) patrol vehicles and add-on equipment (i.e., prisoner transport modules, radio/switch consoles, mobile data terminals) to achieve a fully outfitted cruiser that can be placed into service delivery to the community in patrolling, investigating, responding and protecting the citizenry and commercial businesses in the Town of Barnstable and for optimum safety to police officers driving the vehicle.

### 2. Funding for Replacement of Duty Pistols

**\$38,000 Requested**

**\$38,000 Recommended**

The current inventory of Sig Sauer Pistols, which serve as the primary duty pistol for our police officers, is showing its age. Our existing pistols have had to have several parts replaced as a result of age and use and eventually these pistols will reach a point where they will become so unreliable that they will have to be removed from service. We currently have eleven pistols that have been removed from service as a result of age-related defects and which cannot be repaired to the point to which they are reliable. At this point there are no spare pistols to provide to new police officers or to provide to an officer whose pistol is deemed unrepairable. Due to the age of these pistols, we anticipate that increasingly officer's aging duty pistols will no longer be viable. The department feels it is better to anticipate the necessity for replacement of officer's aging pistols, rather than wait for them to perform unreliably and potentially be an officer safety and/or a public safety concern.

### 3. Funding for Replacement of Automatic External Defibrillators (AED)

**\$41,000 Requested**

**\$41,000 Recommended**

The Police Department currently has 22 AED's in service. These AED's were purchased and put into service in 2005. The shelf life of AED's that are exposed to the elements (stored in police vehicles) is generally five years and our current AED's in use are nine years old. We will trade our current AED's for new units, which will generate \$16,918 in trade credits towards the new units. AED's are an important life-saving tool, but only if the unit is fully operational. In the moment of a life-threatening emergency, there is no way to predict if an aged unit will not function. For this reason, the replacement of AED's that are beyond their life expectancy is the only way to ensure that the unit can be fully relied upon to work in an emergency.

### 4. Funding for New Police Officer

**\$62,000 Requested**

**\$62,000 Recommended**

Law Enforcement delivery extends far beyond the routine patrolling of the community. Increasingly there is a need for specialty units geared towards specific and complicated concerns of the community that affect the quality of life. These concerns present staffing challenges, as patrol services are the backbone of the services provided by the department and it is not an area that can be reduced in deference to placing a sworn officer into a specialty unit. Instead, the overall sworn strength must be increased in order to maintain adequate coverage in patrol services and then a seasoned officer can be placed out of patrol into a specialty position.



**5. Increase in Funding for IT Operating & Capital Needs****\$52,000 Requested****\$52,000 Recommended**

For the upcoming year, we anticipate the following operating and capital needs for the IT division in order to replace aging technological equipment and upgrade our security. Replacement or the addition of these items is necessary: computers, monitors and keyboards (\$20,000); in-house surveillance cameras (\$10,000) for the police lobby and parking lots; and an anti-virus and internet firewall filtering system (\$3,000). The request to expand and support a virtual network reflects the department's desire to move to a more streamlined and cost efficient method of meeting our technology needs (\$15,000). Service will be provided by accessing a centralized network that stores information, similar to cloud-based technology. The benefits are that officers and staff will be able to access information not exclusively by sitting at an assigned work station, but would also be able to tap into the network elsewhere. This is particularly beneficial as officers and staffs have the flexibility to access their work on a computer at our two substations or from a cruiser. The training and certification of our IT manager (\$4,000) on virtual systems would increase his ability to perform more work on-site rather than incur costs for an outside company to do the same.

**6. Funding for Increase in Matron Hourly Rate****\$36,000 Requested****\$36,000 Recommended**

Currently the Department is funded at \$44,700 per year to fund the costs of on-call matrons. This position is vital to the Police Department in ensuring the welfare of individuals held in police custody in the department's jail area. The matron's conduct routine checks on these individuals are key to reducing the liabilities associated with the retention of individuals held in jail cells between the time they are booked and await transport to court. Furthermore, when an individual is initially brought into the facility for retention they are thoroughly checked and their belongings are accounted for and are held in a secured locker for safekeeping. Only a female can physically patdown a female detainee and this physical check is completed by a matron. The matrons also assist in completing an inventory sheet of the detainees belongings. The last three complete years show a 21% increase in arrests, going from 2,935 in 2010 to 3,617 in 2013. The hours worked per week for each matron cannot exceed 19.5 hours, as this position is not benefits eligible. In order to maintain a large enough pool of matrons and maintain the hour limits per week per matron, we recently increased our pool of available matrons and shifted over to a routine scheduling of the matrons instead of treating the position as "on-call". Additionally, in order to attract job applicants in an effort to increase our pool of matrons, we increased the hourly rate from \$10/hour to \$12.50/hour. We conducted a survey of matron pay across Cape Cod and Plymouth and found that our department paid not only the lowest per hour, but also was significantly lower than all other departments. The average pay per hour for the Cape Cod area is \$15.00/hour and is included in a pay schedule for annual COLA increases.

**7. Funding for travel to and rental of Pocasset Firing Range****\$14,300 Requested****\$14,300 Recommended**

Currently the Barnstable Shooting Range in West Barnstable is closed. Prior to its closure, the West Barnstable shooting range was utilized by the Barnstable Police Department for training and annual shooting qualification for all officers of the department. Annual shooting qualification is recommended by the Massachusetts Criminal Justice Training Council and by the Department's Policy to be completed two times per year for each officer. The closest shooting range that meets our needs is located in Pocasset,

which means that all officers of the department must travel one hour roundtrip on an overtime basis to attend their qualification. Additionally the department must pay to rent the Pocasset shooting range at \$300 per day. To qualify the entire department twice annually it requires a total of ten (10) sessions totalling \$3,000 in range rental fees. Travel overtime is calculated at two hours per officer x a \$59 average OT rate x 96 officers. Prior to the closure of the West Barnstable Shooting Range there was no travel cost or range fee costs incurred towards the annual shooting qualification for our police officers. Due to the closure, we now have costs associated with the qualification that we did not have before the closure and we are not budgeted for this additional expenditure.

**8. New Officer to replace one assigned to Consumer Affairs**

**\$62,000 Requested**

**\$62,000 Recommended**

The Town faces significant concerns relative to consumer affairs compliance. The amount of time dedicated to addressing licensing compliance issues alone is significant and accounted for 227 overtime hours and 706 licensing case hearings in FY14. This time and cost only account for two sworn officers to attend licensing hearings and does not include proactive compliance management in the areas of licensing, parking, weights and measures, food service and cigarette, and gambling inspections and investigations. Lack of compliance in these areas negatively affects the quality of life for residents and visitors to the Town of Barnstable. The Regulatory Services Department and the Barnstable Police Department agree that there is much work to be done in the area of consumer affairs compliance with laws, ordinances and violations and both departments feel that by working together certain areas of ongoing concern can be better addressed by the creation of a Consumer Affairs Police Officer who would come from the Police Department rosters, but be assigned 100% to Consumer Affairs. A dedicated officer would serve as a liaison between the BPD and the Regulatory Services Department, as well as other town departments and boards.

**9. Recruit Hiring & Equipment Costs**

**\$128,148 Requested**

**\$72,128 Recommended**

Due to natural attrition mostly through retirements, the department typically has to replace officers each year in order to maintain at full strength. The costs of hiring and training these new recruits is significant and one which we can no longer absorb from our budget, especially due to the fact that the costs rise every year to a current cost of \$3,500/recruit. The expenses associated with the mandatory screening of a new officer candidate include a medical exam and a psychological exam. The department cannot reserve space in the academy without these exams being completed.

In order to fill existing vacancies, the department has seven (7) spaces reserved in the upcoming police academy to begin in September, 2015. Additionally, the department anticipates that an additional five (5) officers will retire over the course of FY16 and subsequently we would anticipate the hiring of five (5) additional officers and the hiring and training costs associated with these five. In total, the department anticipates the recruitment and training of twelve (12) new officers during FY16.

# 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 and the Street Crimes Unit. The Administrative Services Division includes training, information systems, crime analysis, finance and support services, personnel selection, volunteer services, records, evidence, licensing, alarms, vehicle maintenance, and facility maintenance.



Administrative Services Program



Investigative Services Program



Records Program

## Description of Services Provided

### Administrative Services

The Administrative Services provides the Department with leadership and support via the senior staff through a variety of functional areas as follows:

Committed to Public Safety Leadership

### RECENT ACCOMPLISHMENTS

1. Secured \$472,435 in grant funding.
2. Street Crimes Unit made 263 arrests.
3. Narcotics unit made 107 undercover buys/purchases; made 72 arrests, seized 310 grams of Cocaine, 880 grams of Heroin, 600 Oxycodone pills, and 70 grams of Methamphetamine – altogether representing a street value of approximately \$257,000.
4. The Computer Crime Investigation Unit processed over 200 computers and cell phones in support of police investigations.
5. Conducted lockdown drills at every school site within the Barnstable Public Schools.
6. Completed an active shooter drill at Cape Cod Community College with the regional SWAT .
7. Participated in the police Adopt-a-School program in seven (7) Barnstable Public Schools whereby a police officer “adopts a school” all year long and works closely with the students to foster trust and safety presentations.
8. During, 2014 via the Chronic Problem Property Ordinance, 21 properties were identified as notorious for illegal activity and complaints, so through process corrections all properties came into compliance.
9. In early December 2014, three (3) spas/massage parlors that were engaging in prostitution were shut down.
10. In December 2014 a drug raid was made at the Shanghai Restaurant in Hyannis and five individuals were arrested. The cocaine and heroin sales occurring at the site were done sometimes in plain sight. In January, 2015 the restaurant’s food and alcohol licenses were revoked.

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 and the Accreditation Office.

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 building and in the police vehicles. Additionally, computer support is responsible for the maintenance and support of all electronic equipment. This area of the department also handles evidence pertaining to computer-based crimes.

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; Budgeting and Finance; Grant Writing and Administration; and Facility Supervision and Maintenance.

Volunteer Services incorporates approximately 55 Volunteers In Police Service (VIPS) serving at the Main Station, the Main Street-Hyannis Substation and West Villages Station-Marstons Mills Substation.

### 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.

1. 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.
2. Licensing and Permits investigates the suitability of issuing licenses to persons applying for firearms, taxi and other licenses.
3. 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)
4. 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.

### Investigative Services

The Investigative Services Program falls under the supervision of a Detective Lieutenant. Those functions include a Narcotics Unit, a General Investigations Unit, Juvenile Services, an Arson Investigator, a Sexual Assault Investigator, and a Domestic Violence Detective and the Street Crimes 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:

1. A Detective Sergeant supervises the day-to-day operations of General Investigations Unit and is responsible for the investigation of all felony and serious crimes.
2. Narcotics and Vice Control Unit is responsible for the investigation of drug offenses and conditions that may promote crime. A Detective Lieutenant supervises the day-to-day operations of this unit.
3. The primary function of the Street Crimes Unit is 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.
4. 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.).
5. 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.
6. Criminal Identification assists in the collection and preservation of evidence, photographing crime and accident scenes and the fingerprinting and photographing of arrested persons.
7. Victim Services coordinates the department's response to incidents of domestic violence, victims of other incidents and assists victims in obtaining support services.
8. 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, which 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.

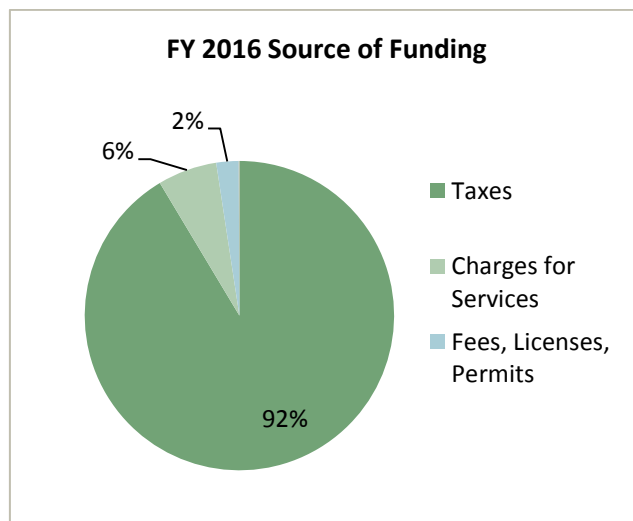
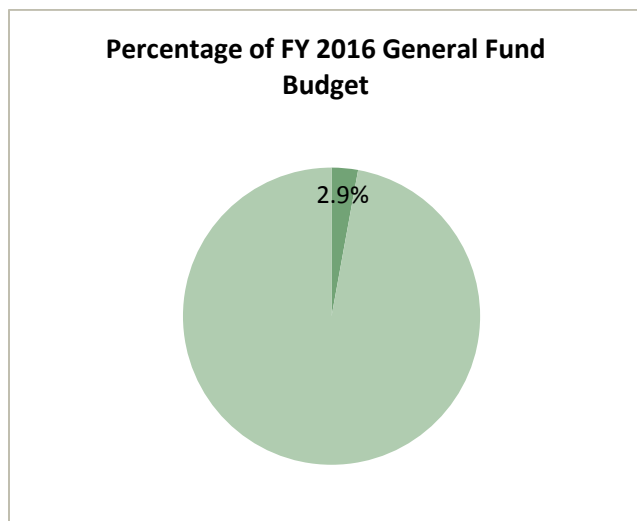
9. The Citizen's Police Academy provides training to the citizens of the Town on the duties and functions of the Police Department.

### **Fiscal Year 2016 Goals and Objectives for Administration and Investigative Services**

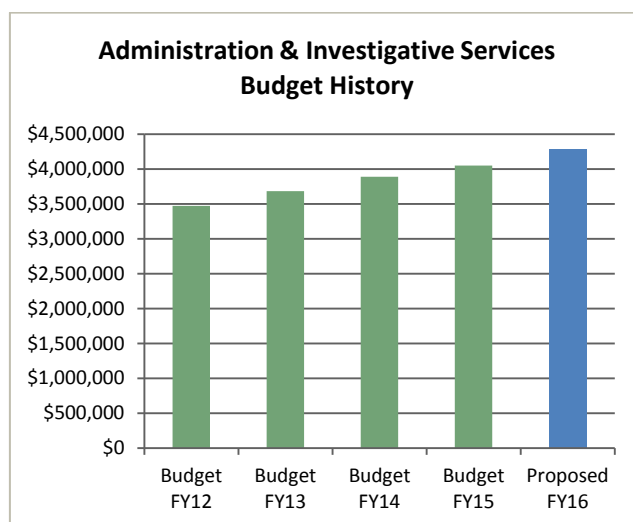
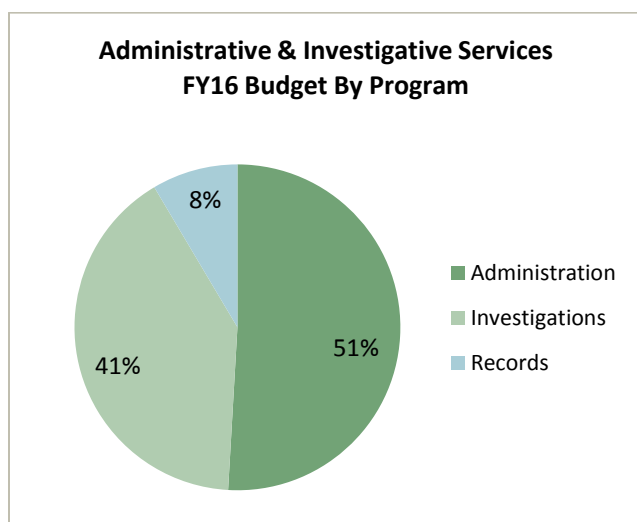
**(All Goals relate to the following areas of the Town's FY16 Strategic Plan: Public Health and Safety; Quality of Life; Regulatory Process and Performance; and Housing)**

1. To reduce crime and improve the overall Quality of Life and Public Health and Safety within the Town, the Narcotics Unit and the Street Crimes Unit will focus on identifying and dismantling organized groups of individuals involved in the distribution of opiates such as heroin. During 2014, the department experienced 81 known opiate overdoses, 11 of these were fatal. This level of opiate usage has been termed as a National crisis in which drug users, many in their teens and 20's, are turning to heroin as a much cheaper alternative to once popular prescription opiates such as OxyContin and Percocet. Additionally, opiate addicts are sometimes purchasing what they believe to be heroin, but instead is a deadly drug such as the painkiller Fentanyl, which depresses the central nervous system. Fortunately, the State of Massachusetts Department of Public Health has just awarded the Barnstable Police Department a grant to train officers in the administration of Narcan, an antidote to any opiate-based narcotic. The grant also provides for initial supplies of Narcan. Due to the epidemic proportion of overdoses occurring in the Town of Barnstable, the department feels that this problem must be one of our primary goals to continue to address in FY16.
2. In an effort to address the adverse effects on the Public Health and Safety and Quality of Life issues arising from properties notorious for illegal activity and to promote the enforcement of all town regulations and zoning ordinances under Regulatory Process and Performance, the Department will continue to vigilantly enforce property ordinances, especially as they apply to Town Code Chapter 160, Chronic Problem Properties. These types of properties pull down the quality of life and pose legitimate health and safety concerns to area neighbors.

### Fiscal Year 2016 Division Financial Data



This division comprises 2.9% of the total General Fund budget and 92% of the funding is provided from taxes.



Administration and Investigations comprise 92% of this division’s budget. The budget has increased from \$3.475 million in FY12 to a proposed level of \$4.276 million in FY16, or 23%. The increase is comprised of contractual labor obligations and capital outlay requests for training and equipment replacement.

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
	FY 2014	FY 2015	FY 2015	FY 2016	FY15 - 16	Change
Personnel	\$ 3,034,830	\$ 3,070,721	\$ 3,038,340	\$ 3,225,386	\$ 154,665	5.04%
Operating Expenses	645,660	700,800	690,123	711,928	11,128	1.59%
Capital Outlay	220,698	279,000	279,000	339,360	60,360	21.63%
<b>Total Appropriation</b>	<b>3,901,189</b>	<b>4,050,521</b>	<b>4,007,463</b>	<b>4,276,674</b>	<b>226,153</b>	<b>5.58%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	249		250			
Medicare	30,508		31,657			
Health Insurance	203,713		216,544			
County Retirement	527,943		2,025,316			
<b>Total Employee Benefits (1)</b>	<b>762,412</b>		<b>2,273,767</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 4,663,600</b>		<b>\$ 6,281,230</b>			
<b>Full-time Equivalent Employees</b>	<b>34.00</b>	<b>35.00</b>		<b>35.00</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 3,455,710	\$ 3,613,267	\$ 3,545,556	\$ 3,908,834	\$ 295,567	8.18%
Intergovernmental	10,715	-	-	-	-	0.00%
Fees, Licenses, Permits	113,933	172,254	195,254	99,840	(72,414)	-42.04%
Charges for Services	316,167	265,000	264,250	265,000	-	0.00%
Interest and Other	4,664	-	2,403	3,000	3,000	0.00%
<b>Total Sources</b>	<b>\$ 3,901,189</b>	<b>\$ 4,050,521</b>	<b>\$ 4,007,463</b>	<b>\$ 4,276,674</b>	<b>\$ 226,153</b>	<b>5.58%</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 FY16 proposed budget is increasing \$226,153 or 5.58%. Personnel costs include funding for contractual obligations. Operating expenses are increasing \$11,128 as additional funding is being provided for the training academy for seven (7) officers. This also includes training for the IT manager. Capital outlay of \$339,360 is being proposed to provide for the replacement of five marked cruisers \$215,360; the continued replacement of computer systems \$45,000, \$38,000 pistol replacements, and \$41,000 AED replacements. These expenses equate to a 21.63% increased capital outlay from the previous year.

Fees, licenses, permits are decreasing \$72,414 due to alarm fee registration renewals. These fees renew every two years and were due in FY15. Tax support is expected to increase \$295,567.



## Fiscal Year 2016 Program Financial Data

## Administration

<u>Expenditure Category</u>	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 1,065,272	\$ 1,125,688	\$ 1,045,652	\$ 1,194,985	\$ 69,297	6.16%
Operating Expenses	602,632	634,800	654,648	642,928	8,128	1.28%
Capital Outlay	220,698	279,000	279,000	339,360	60,360	21.63%
<b>Total Appropriation</b>	<b>1,888,603</b>	<b>2,039,488</b>	<b>1,979,300</b>	<b>2,177,273</b>	<b>137,785</b>	<b>6.76%</b>

Employee Benefits Allocation:

Life Insurance	91		92	
Medicare	7,810		8,877	
Health Insurance	87,900		93,544	
County Retirement	185,316		2,025,316	
<b>Total Employee Benefits (1)</b>	<b>281,118</b>		<b>2,127,829</b>	

**Total Expenditures Including Benefits**      **\$ 2,169,720**                      **\$ 4,107,129**

**Full-time Equivalent Employees**      **12.00**      **12.00**                      **12.00**      **0.00**

Source of Funding

Taxes	\$ 1,443,125	\$ 1,602,234	\$ 1,517,393	\$ 1,809,433	\$ 207,199	12.93%
Intergovernmental	10,715	-	-	-	-	0.00%
Fees, Licenses, Permits	113,933	172,254	195,254	99,840	(72,414)	-42.04%
Charges for Services	316,167	265,000	264,250	265,000	-	0.00%
Interest and Other	4,664	-	2,403	3,000	3,000	0.00%
<b>Total Sources</b>	<b>\$ 1,888,603</b>	<b>\$ 2,039,488</b>	<b>\$ 1,979,300</b>	<b>\$ 2,177,273</b>	<b>\$ 137,785</b>	<b>6.76%</b>

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

## Investigative Services

<u>Expenditure Category</u>	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 1,684,960	\$ 1,623,566	\$ 1,696,221	\$ 1,716,800	\$ 93,234	5.74%
Operating Expenses	18,680	18,000	16,605	18,000	-	0.00%
<b>Total Appropriation</b>	<b>1,703,640</b>	<b>1,641,566</b>	<b>1,712,826</b>	<b>1,734,800</b>	<b>93,234</b>	<b>5.68%</b>

Employee Benefits Allocation:

Life Insurance	121		120	
Medicare	18,946		18,740	
Health Insurance	97,750		103,000	
County Retirement	293,118		-	
<b>Total Employee Benefits (1)</b>	<b>409,934</b>		<b>121,860</b>	

**Total Expenditures Including Benefits**      **\$ 2,113,574**                      **\$ 1,834,686**

**Full-time Equivalent Employees**      **17.00**      **18.00**                      **18.00**      **0.00**

Source of Funding

Taxes	\$ 1,703,640	\$ 1,641,566	\$ 1,712,826	\$ 1,734,800	\$ 93,234	5.68%
<b>Total Sources</b>	<b>\$ 1,703,640</b>	<b>\$ 1,641,566</b>	<b>\$ 1,712,826</b>	<b>\$ 1,734,800</b>	<b>\$ 93,234</b>	<b>5.68%</b>

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

**Records**

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 284,598	\$ 321,467	\$ 296,468	\$ 313,601	\$(7,866)	-2.45%
Operating Expenses	24,348	48,000	18,870	51,000	3,000	6.25%
<b>Total Appropriation</b>	<b>308,946</b>	<b>369,467</b>	<b>315,338</b>	<b>364,601</b>	<b>(4,866)</b>	<b>-1.32%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	37		38			
Medicare	3,751		4,040			
Health Insurance	18,063		20,000			
County Retirement	49,509		-			
<b>Total Employee Benefits (1)</b>	<b>71,360</b>		<b>24,078</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 380,306</b>		<b>\$ 339,416</b>			
<b>Full-time Equivalent Employees</b>	<b>5.00</b>	<b>5.00</b>		<b>5.00</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 308,946	\$ 369,467	\$ 315,338	\$ 364,601	\$(4,866)	-1.32%
<b>Total Sources</b>	<b>\$ 308,946</b>	<b>\$ 369,467</b>	<b>\$ 315,338</b>	<b>\$ 364,601</b>	<b>\$(4,866)</b>	<b>-1.32%</b>

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

## 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	110	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 2014 Actual	FY 2015 Estimated	FY 2016 Projected
Firearms Licenses Processed	805	600	650
Taxi/Limousine Licenses Issued	112	125	137
Processed Arrest/Incident/Accident Reports	7,682	8,066	8,146
Processed Item Evidence/Property	3,639	3,675	3,711
Process sex offenders for annual registrations, etc.	201	210	221
Home sex offender verification checks	60	120	140

## Field Services Bureau

### ***Bureau Description and Mission***

The Field Services - police relations, the 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. 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.

### **Description of Services Provided**

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 on the basis of 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 Community Impact Unit is responsible for positively and proactively addressing issues that affect the quality of life in the Town of Barnstable such as homelessness and individuals in social distress.

*Committed To The Deterrence Of Criminal Activity, Promotion Of Community-Police Relations, The Detection And Apprehension Of Criminal Perpetrators And The Maintenance Of The Safe And Orderly Flow Of Traffic*

## RECENT ACCOMPLISHMENTS

1. Provided 1,870 hours of police service for 61 community service special events requiring a total of 191 police officers.
2. Participated in The Main Street Homeless Initiative, whose purpose is to provide wrap-around social services for homeless persons and to place them into appropriate shelters.
3. Motor vehicle stops increased by 12% from the previous year.
4. Created the Community Impact Unit in May, 2014 to address specific issues relative to the homeless population in the Town of Barnstable.
5. Opened the West Villages Substation in May of 2014 to more closely serve the villages of Marstons Mills, Osterville and Cotuit.
6. During the summer season, patrols were provided on Lake Wequaquet, which helped to minimize reckless behavior of personal watercraft usage.
7. Participated in an Underage Alcohol Enforcement Grant that included 11 Activations. Also participated in a Pedestrian and Bicycle Safety Grant that included 56 vehicle stops in violation.
8. As staffing allowed, the community continued to benefit from active and ongoing community-oriented policing efforts, such as targeting known problem areas by increasing enforcement pressure via amplified visibility; acquisition of knowledge through dialogue with the public; “park and walk” patrols; undercover activities; and directed mountain bike patrols.

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.



*The Community Impact Unit works in partnership with the Community*

## Fiscal Year 2016 Goals and Objectives for Patrol Services

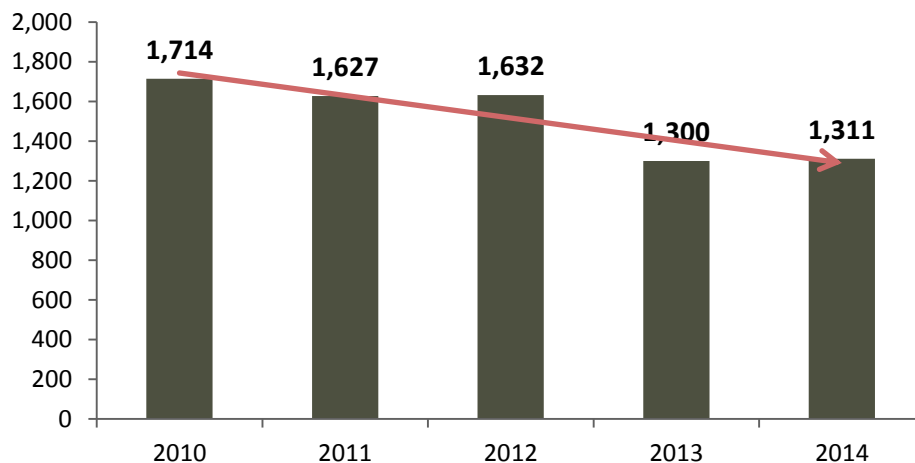
**(All Goals relate to the following areas of the Town's FY16 Strategic Plan: Public Health and Safety; Quality of Life; and Housing)**

1. In an effort to address the adverse effects on the Public Health & Safety, Quality of Life, and Housing issues arising from a homeless population in the Town of Barnstable, a goal for 2015 is to continue to utilize and expand the work of the Community Impact Unit that was started in May of 2014. The concern for the number of homeless persons and individuals in

social distress on the streets of the downtown Hyannis area necessitated the need for the creation of a specialized unit. The Community Impact Unit (CIU), composed of a Sergeant and two patrol officers, was developed during FY14 to enhance the quality of life of residents and the business community. These officers identify homeless individuals, assess their current needs, and coordinate with other human service agencies and the courts in an effort to motivate those individuals in need to seek necessary services. The CIU has zero tolerance for matters involving blatant public disorder. Since its inception in May 2014 the CIU has addressed 1,757 calls for service. As of January 2015, the CIU has approximately 200 known homeless and individuals in distress that they routinely monitor on a daily basis, however this does not include homeless persons that have not had contact with the police and yet live in a state of some form of homelessness or distress.

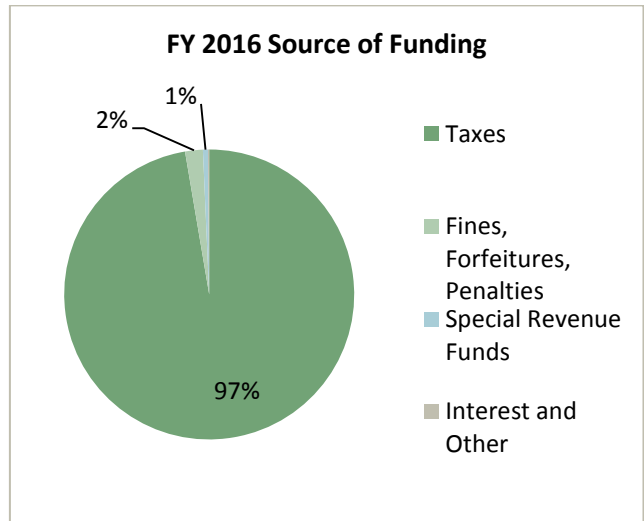
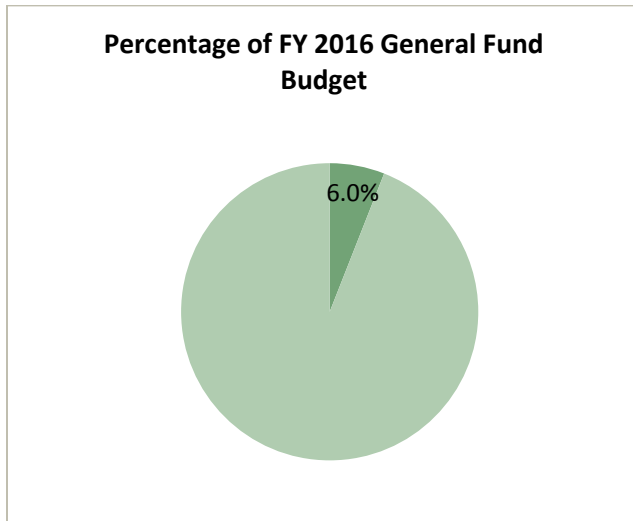
2. The Department has made significant progress in goals specific to Public Health & Safety and Quality of Life in the reduction of Part I Crimes and has experienced a downward trend over the past five years of an overall reduction of 24%. The Department will continue to promote quality policing practices in combination with community policing strategies that will continue to result in a continuation of this downward trend in Part I Crimes.

### Crimes by Fiscal Year

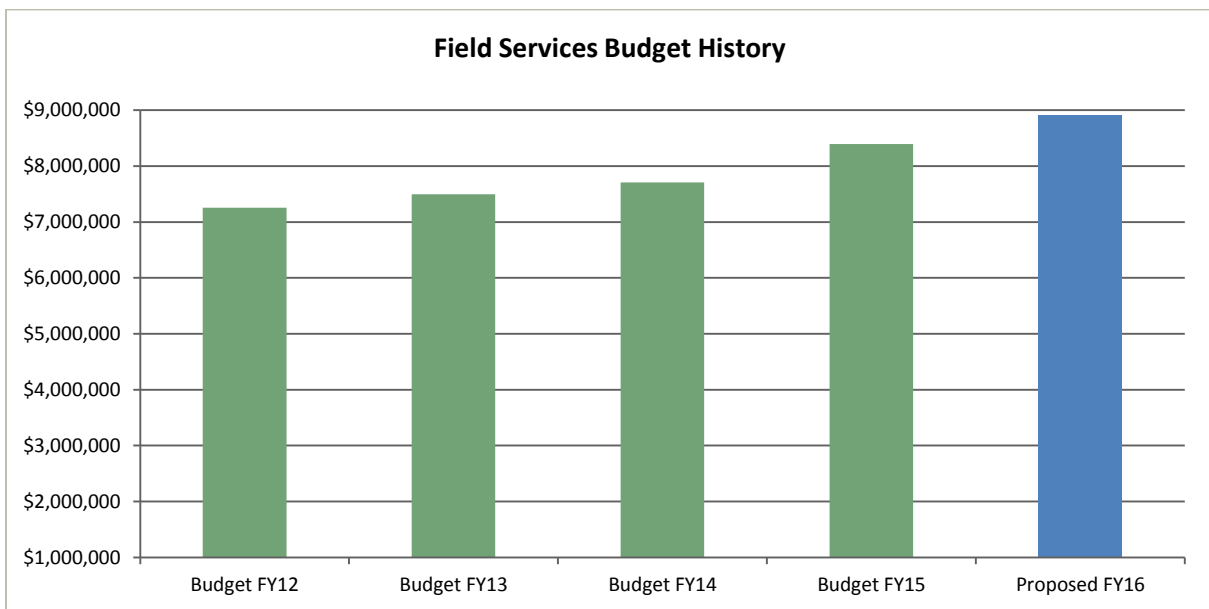


The total reported crimes have declined from 1,714 in year 2010 to 1,311 in year 2014 or 24%.

**Fiscal Year 2016 Division Financial Data**



The Field Services Bureau comprises 6.0% of the total General Fund budget. 97% of the funding for this operation is provided from taxes.



The Field Services budget has increased from \$7.252 million in FY12 to \$8.915 million proposed in FY16, a 23% over the five year period. The increase is primarily due to an increase in the number of sworn officers and contractual obligations for personnel.

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
	FY 2014	FY 2015	FY 2015	FY 2016	FY15 - 16	Change
Personnel	\$ 7,635,416	\$ 8,263,787	\$ 8,263,787	\$ 8,788,067	\$ 524,280	6.34%
Operating Expenses	109,208	127,500	127,916	127,500	-	0.00%
<b>Total Appropriation</b>	<b>7,744,625</b>	<b>8,391,287</b>	<b>8,391,703</b>	<b>8,915,567</b>	<b>524,280</b>	<b>6.25%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	403		450			
Medicare	99,391		98,228			
Health Insurance	502,486		560,000			
County Retirement	1,328,266		-			
<b>Total Employee Benefits (1)</b>	<b>1,930,546</b>		<b>658,678</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 9,675,171</b>		<b>\$ 9,050,381</b>			
<b>Full-time Equivalent Employees</b>	<b>91.76</b>	<b>95.76</b>		<b>97.76</b>	<b>2.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 7,453,637	\$ 8,156,787	\$ 8,159,738	\$ 8,677,567	\$ 520,780	6.38%
Fines, Forfeitures, Penalties	214,918	176,000	155,765	176,000	-	0.00%
Interest and Other	26,070	8,500	26,200	12,000	3,500	41.18%
Special Revenue Funds	50,000	50,000	50,000	50,000	-	0.00%
<b>Total Sources</b>	<b>\$ 7,744,625</b>	<b>\$ 8,391,287</b>	<b>\$ 8,391,703</b>	<b>\$ 8,915,567</b>	<b>\$ 524,280</b>	<b>6.25%</b>

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

### Summary of Significant Budget Changes for Bureau

The FY16 proposed budget is increasing \$524,280 or 6.25% over the FY15 approved budget. Personnel costs are increasing \$524,280 which includes two additional police officers. Operating expenses will remain level funded compared to the previous year. An increase in tax support will provide for most of the increase in the budget.



## Performance Measures

Crime Category	Actual by Fiscal Year					Estimated	% Change
	2010	2011	2012	2013	2014	2015	FY 2013 to 2014
Murder	1	1	0	1	0	0	-100%
Rape	22	29	28	23	23	24	0%
Robbery	50	36	34	34	25	20	-26%
Aggravated Assault	275	243	229	197	204	173	4%
<b><i>*Aggravated Assault with a Firearm</i></b>	<b>22</b>	<b>30</b>	<b>13</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>-50%</b>
Burglary / Breaking and Entering	471	386	373	312	206	168	-34%
Larceny	826	841	894	695	798	750	15%
Motor Vehicle Theft	47	61	61	36	54	49	50%
<b>Totals:</b>	<b>1,714</b>	<b>1,627</b>	<b>1,632</b>	<b>1,300</b>	<b>1,311</b>	<b>1,177</b>	<b>1%</b>

## Workload Indicators

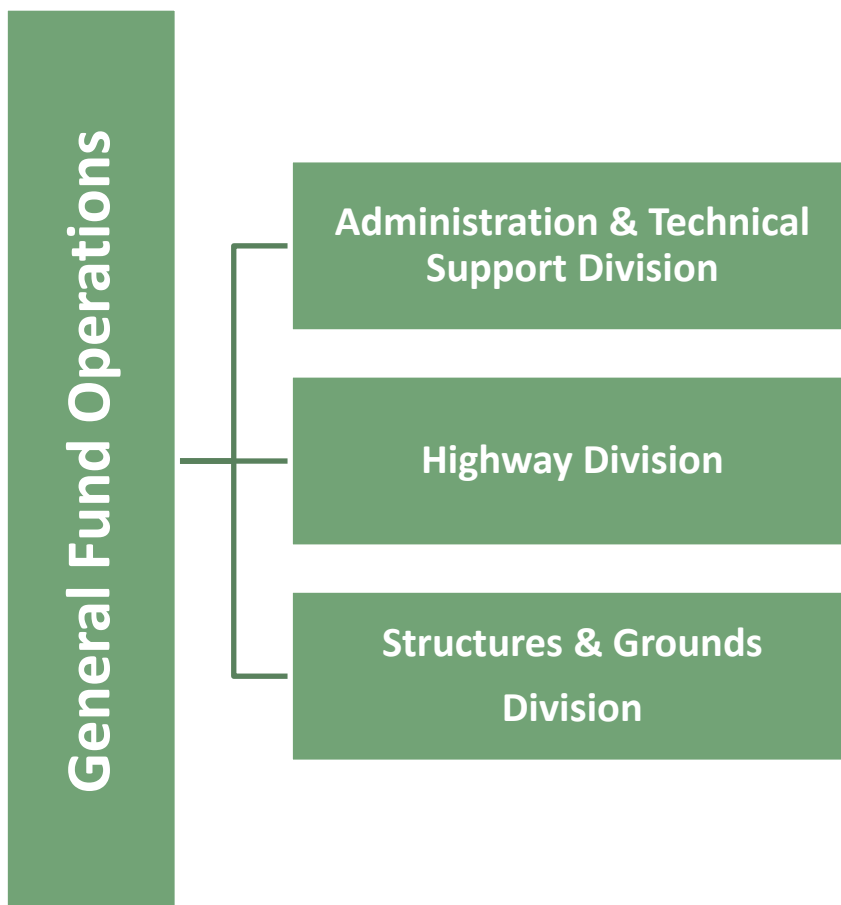
	Actual by FY Totals					Estimated	% Chng. FY 2013- 2014
	2010	2011	2012	2013	2014	2015	
Calls for Service	42,885	47,819	52,599	56,520	65,915	65,946	17%
Number of Motor Vehicle Stops	4179	4261	4616	6455	7209	7391.8	12%
Number of Part II Crimes	909	1,201	1,169	1,056	938	1,227	-11%
Number of Arrests	1608	1662	2006	1938	1840	2270.4	-5%
Number of Criminal Summons	920	949	1,076	953	1,033	1,054	8%
Number of Protective Custody Cases	444	398	490	531	583	589.3	10%

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## Public Works Department

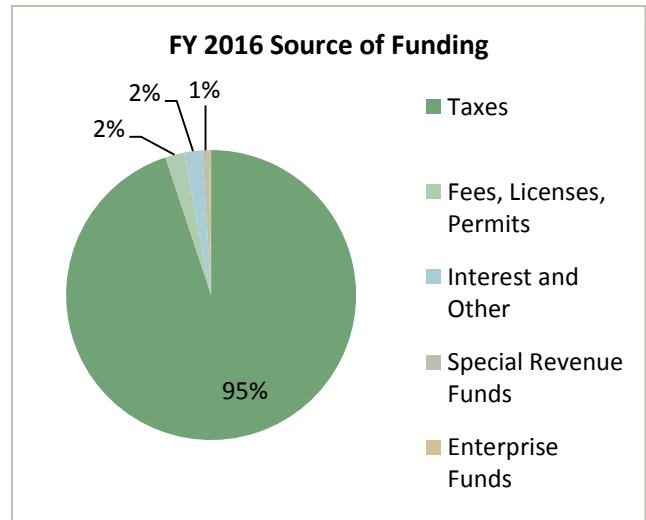
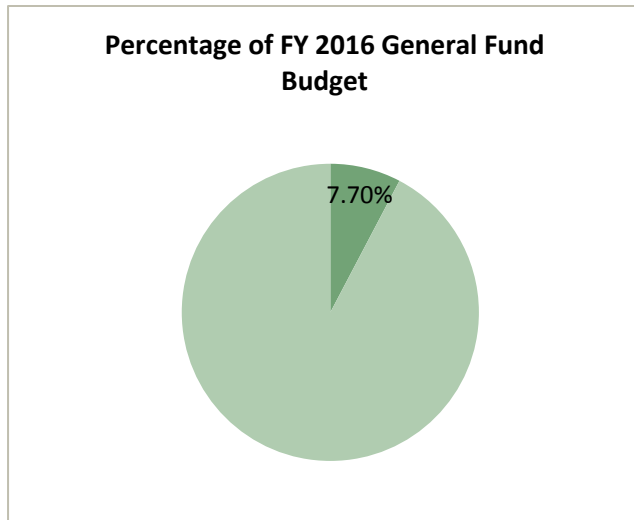
### *Department Mission*

The Mission 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. It includes the ability to provide water service to the Hyannis area, cost-effective and environmentally sound disposal of solid waste, and treatment and disposal of wastewater.

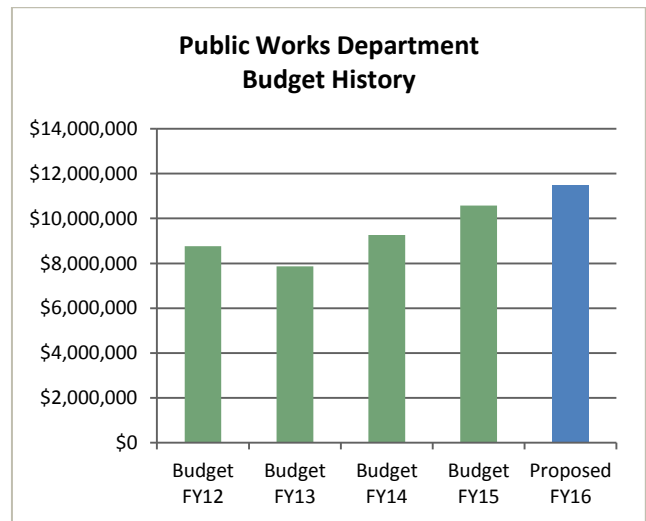
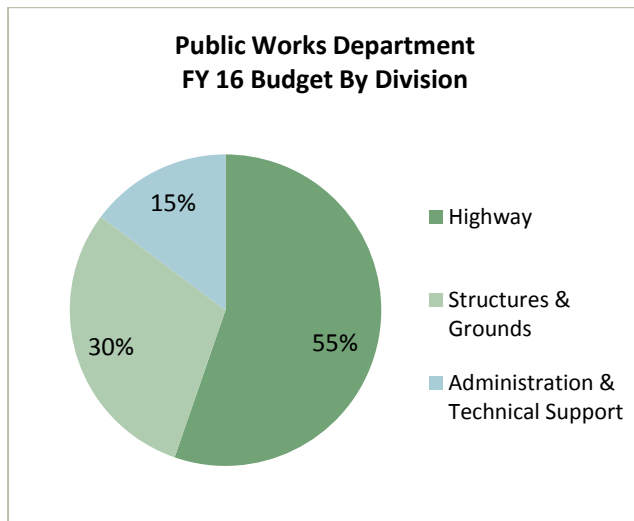


*Protecting and Maintaining the Town's Infrastructure*

**Fiscal Year 2016 Department Financial Data**



The Public Works Department comprises 7.7% of the overall General Fund budget; the third largest department after the School Department and Police Department. This budget also includes and deficit spending on snow removal from the previous year. Taxes provide 95% of the funding for this operation.



The Highway Division is the largest operation within the Public Works Department General Fund operations representing 55% of the FY16 proposed budget. The budget has increased from \$8.8 million in FY12 to \$11.5 million proposed FY16 or 31.1% over the five year period. Costs associated with snow removal account for much of the change in the budget from year-to-year. In FY 13 there were no snow removal deficits from the prior year as FY12 included a mild winter.

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 4,879,684	\$ 5,237,107	\$ 5,469,445	\$ 5,491,722	\$ 254,615	4.86%
Operating Expenses	4,388,005	4,733,922	4,851,458	5,385,655	651,733	13.77%
Capital Outlay	590,616	604,000	584,075	616,000	12,000	1.99%
<b>Total Appropriation</b>	<b>9,858,305</b>	<b>10,575,029</b>	<b>10,904,978</b>	<b>11,493,377</b>	<b>918,348</b>	<b>8.68%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	506		519			
Medicare	60,129		61,852			
Health Insurance	316,242		330,276			
County Retirement	979,290		1,016,595			
<b>Total Employee Benefits (1)</b>	<b>1,356,167</b>		<b>1,409,241</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 11,214,472</b>		<b>\$ 12,314,219</b>			
<b>Full-time Equivalent Employees</b>	<b>83.53</b>	<b>84.53</b>		<b>85.53</b>	<b>1.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 8,224,087	\$ 8,292,117	\$ 8,480,832	\$ 8,333,932	\$ 41,815	0.50%
Fees, Licenses, Permits	200,909	179,000	209,076	184,000	5,000	2.79%
Charges for Services	-	-	294	-	-	0.00%
Interest and Other	2,807	-	110,865	179,600	179,600	0.00%
Special Revenue Funds	63,474	63,500	63,500	63,500	-	0.00%
Enterprise Funds	21,345	21,345	21,345	21,345	-	0.00%
General Fund Reserves	1,345,683	2,019,067	2,019,067	2,711,000	691,933	34.27%
<b>Total Sources</b>	<b>\$ 9,858,305</b>	<b>\$ 10,575,029</b>	<b>\$ 10,904,978</b>	<b>\$ 11,493,377</b>	<b>\$ 918,348</b>	<b>8.68%</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 FY16 proposed budget is increasing \$918,348 or 8.68%. Personnel costs are increasing \$254,615 which includes all contractual obligations. There is one additional fulltime athletic field foreman added to staffing levels. In addition, \$39,000 has been added to the personnel budget to provide seasonal and temporary positions with the state mandatory minimum wage increase.

Operating expenses are increasing by a net \$651,733 mainly due to snow & ice deficits; however, significant savings in diesel, gasoline, and natural gas contracts (\$71,000) mitigate some of the increase. The department will receive budget allowances for an athletic field maintenance crew \$10,000, increased solid waste disposal cost \$15,000, and vehicle maintenance \$16,800.

Capital outlay has been increased \$12,000 to address the increasing backlog of equipment and vehicle replacements, mechanical systems replacement, and leased property improvements.

Tax support will increase \$41,815 to support the budget increase. There is also \$179,600 in new revenue sources from renewable energy projects. General Fund reserves of \$2,711,000 will be used to cover the snow removal deficit from FY15 that is included in the FY16 spending plan.

## Additional Funding Recommended

### Public Works – Administration

#### 1. Operating Capital for Vehicles and Heavy Equipment

**\$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 vehicles are replaced when they reach the end of their useful life with monies from the Vehicle Operating Capital budget. Budget projections indicate that significant increases to this budget would be needed to maintain the fleet. To combat this, the DPW has been working hard to create sustainable long term plans for the vehicle program. One new initiative is the creation of dedicated Snow Fighter and Construction fleets. Initial analysis has shown this program alone will save the DPW over \$750,000 over the next five years, and over \$1.7M by FY31. Other savings have come from the aggressive use of Chapter 90 funds for large vehicles. In FY14 the DPW was able to purchase the new Vac Truck with Chapter 90 monies, and in FY15 we are buying a new loader for the Highway Division using Chapter 90 funds. Getting these vehicles via that program resulted in significant savings to the Town. These and other initiatives allowed the DPW to limit the Vehicle Op Cap budget to \$500,000 for FY16.

#### 2. Increase Seasonal Employee's Wages

**\$39,000 Requested**

**\$39,000 Recommended**

The DPW utilizes seasonal laborer positions to augment the workforce during the peak season. Wages for seasonal sidewalk vac, landscaping, and building maintenance positions have not been competitive with other Cape businesses, making it increasingly difficult to attract and retain seasonal laborers.

### Public Works – Highway

#### 1. Vehicle Maintenance Budget

**\$16,800 Requested**

**\$16,800 Recommended**

DPW Fleet maintenance is responsible for repairs on all the Department of Public Works, and many of the Marine and Environmental Affairs vehicles and equipment. Over the past few years repairs have become increasingly more expensive due to the complexity of the equipment and rising cost in shipping and manufacturing of parts (FY12 = \$142,000; FY13 = \$133,000; FY14 = \$146,000). As a result, the Department is requesting that the Vehicle budget be increased from \$136,156 to \$150,000.

### Public Works – Structures and Grounds

#### 1. Operating Capital Mechanical Systems

**\$91,000 Requested**

**\$91,000 Recommended**

The Structures & Grounds Division is responsible for maintenance of 19 municipal facilities that require year-round HVAC systems. These systems are in need of upgrading and in some cases, complete replacement with more energy efficient units. These funds allow the Division to continue a multi-year maintenance and replacement program.

#### 2. Increase Solid Waste Disposal Costs

**\$15,000 Requested**

**\$15,000 Recommended**

The Structures & Grounds Division is responsible for processing payments for municipal waste disposal. This includes tipping fees associated with collecting and servicing municipal building dumpsters, trash

receptacles, seasonal ways to water and beach locations. The existing contract with SEMASS expired January 1, 2015 and a new contract was awarded to New Bedford Waste. The existing disposal fee of \$37.50 a ton was increased to \$55.00 a ton under this new contract. In FY15 the DPW asked for half the value of this increase to cover January 2015 – June 2015, this request represents the other half of the annual increase.

### 3. Sewage Disposal Increase

**\$3,000 Requested**

**\$3,000 Recommended**

The Structures & Grounds Division is responsible for managing the municipal facilities sewer usage bills (19 accounts). The Department was forced to abandon three on-site septic systems due to system failure, and connected these facilities to the Town sewer system. The Barnstable Police Facility, Marine Environmental Affairs Facility and DPW Structures & Grounds Facility have all been upgraded and connected to the Town sewer system. This will result in a \$3,000 increase in costs to this budget.

### 4. Operating Capital Leased Property

**\$25,000 Requested**

**\$25,000 Recommended**

The DPW manages the capital improvements for seven Town properties that are leased to others. Under this agreement a percentage of the lease income is allocated for larger capital improvements that fall outside the responsibility of our tenants. These improvements include structural repairs, roof and siding replacement, window and door replacement, HVAC upgrades, painting and electrical improvements.

### 5. Athletic Field Maintenance Crew

**\$85,455 Requested**

**\$85,455 Recommended**

This request will create a new Municipal Athletic Field Maintenance Crew, under the Structures & Grounds Division, who would work under the supervision of the Grounds Section Foreman. This Crew would be comprised of a new full-time Grade 8 Working Foreman and two additional Seasonal/Temporary Laborers. Initial equipment needs will be handled from existing Department equipment, or from existing budgets. A materials budget (field paint, field chalk, stone dust, grass seed, fence repair parts, etc.) will be created to specifically handle needs for this crew. Currently, recreational field maintenance comes from the existing Grounds program. Over time, as park/green space and fields have been added in Town, this crew has been stretched thin to the point that only very basic maintenance can be performed. As a result, it is becoming increasingly difficult for Grounds Crews to maintain recreational fields in a safe and functional state. This proposed new crew will specialize in recreational fields and will be able to maintain those facilities to a standard worthy of our residents. Removing that work from the existing Grounds crews will also allow them to be able to devote more time to the Town's non-recreational green spaces.

## Administration and Technical Support Division

### *Division Description*

The Administration and Technical Services 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.

## Administration & Technical Support Division

Administration

Technical  
Support

Capital Projects

### Description of 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,

*Leadership, Management and Vision*



### RECENT ACCOMPLISHMENTS

1. Reconstructed over 36.7 miles of roads.
2. Design services for traffic signal improvements, Marstons Mills Village Center Improvement, Mill Pond and Long Pond Fishways, Public/Private Pumpout Facility at Hyannis Harbor, Bumps River Bridge, and Snows Creek culvert.
3. Contract management, direction and construction inspection – Various County Bid Roadway Improvements – roadway rehabilitation, chipsealing, crack sealing and new drainage installations.
4. Review of multiple resident requests for safety signage, speed control analysis (provision of solar speed signs), requests for parking restrictions via Town Bylaw
5. Osterville Bay School and Community Center: Completed a building assessment of these two buildings.
6. Barnstable Inner Harbor Bulkhead Repairs: Managed the study of the bulkhead structure and the repair program with the engineering design firm.
7. Prince Cove and Hayward Boat Ramp: These projects are completed in 2015.

sidewalks, sewers, water, etc; and marine matters). The Architectural Group supports the operational divisions with architectural and project managerial expertise for vertical construction. The Survey Group supports the Department with in-house survey capabilities.

### 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 general 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 Assessors maps to reflect changes in property delineations.

### 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.

### Fiscal Year 2016 Goals and Objectives

#### Short Term:

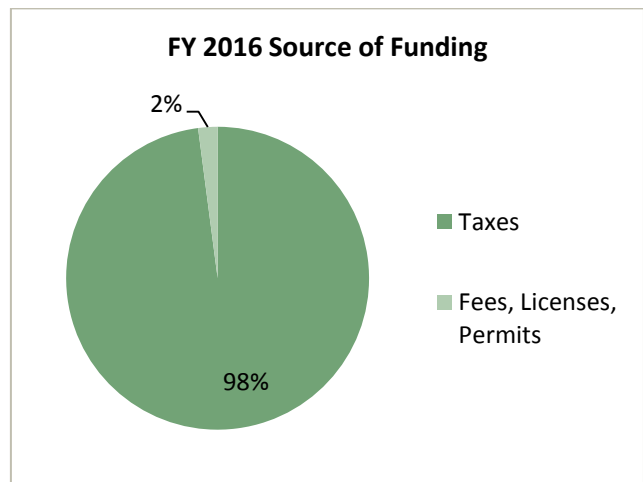
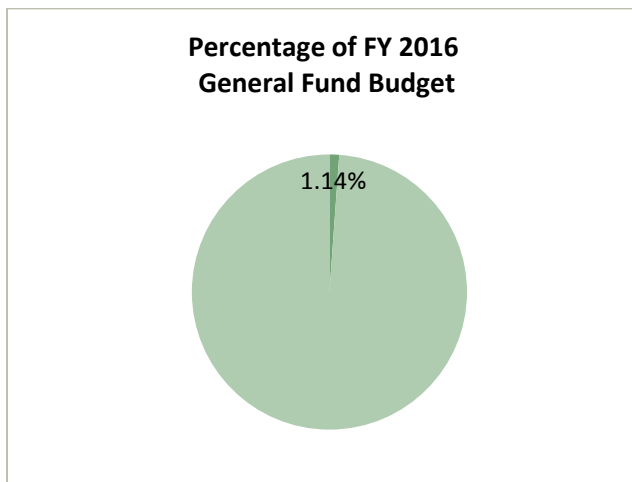
1. Staff and Implement a Department Safety Program – complete DPW Safety Manual. (SP: Public Health and Safety, Infrastructure, Quality of Life)
2. Begin to address road utility projects comprehensively vs. on a utility by utility basis. (SP: Infrastructure)
3. Begin implementation of the “snow fighter” concept. (SP: Public Health and Safety, Infrastructure, Quality of Life)

4. Complete Division Reorganization. (SP: Communication)
5. Implement GPS vehicle program. (SP: Public Health and Safety, Communication)
6. Revise the Department Emergency Management Program. (SP: Public Health and Safety, Communication)

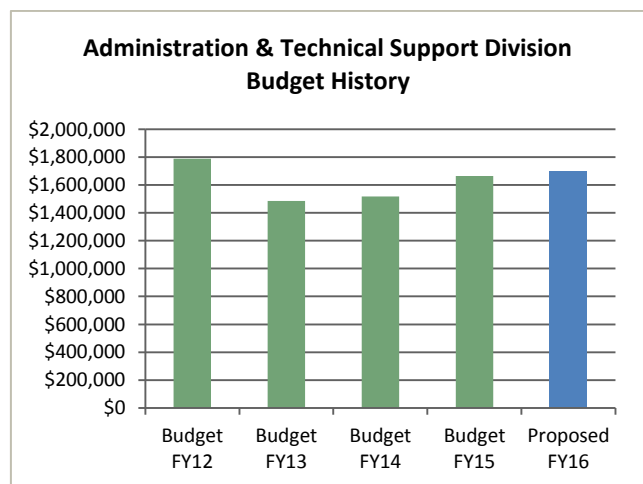
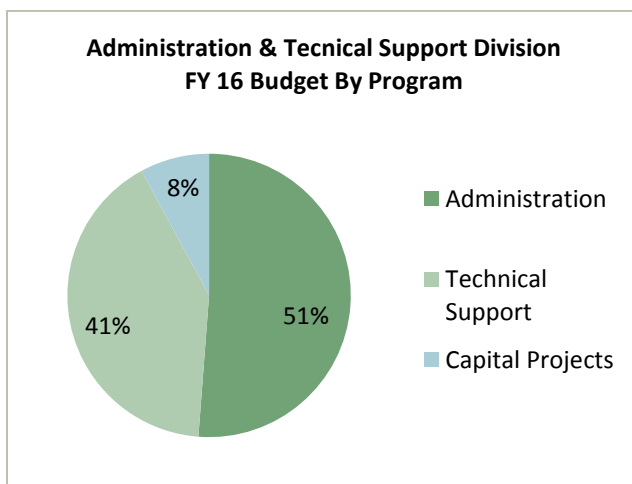
**Long Term:**

1. Create an electronic filing system.
2. Broaden Asset Management Program to include all horizontal disciplines.
3. Begin to create standardized SOP/Direction on subsurface road layout and develop utility corridors.
4. Establish an electronic work-order system that can be accessed by reporting devices in the field.
5. Continue to find efficiencies within the Vehicle Op Cap program.

**Fiscal Year 2016 Division Financial Data**



This division comprises 1.14% of the overall General Fund budget. Taxes support 98% of the operation.



The Administration Program is the largest program area within this division representing 51% of the total FY16 proposed budget. This is mainly due to the management of all capital outlay within the Public Works

Department being included in this program area. The significant budget decline in FY13 was a result allocating part of five division employees to the various enterprise fund operations managed by the Department. From FY13 to proposed FY16 the budget has increased 14.39%. Capital outlay has been the largest contributor to the budget.

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 831,048	\$ 1,001,855	\$ 964,390	\$ 1,023,124	\$21,269	2.12%
Operating Expenses	86,042	59,036	68,422	59,036	-	0.00%
Capital Outlay	590,616	604,000	584,075	616,000	12,000	1.99%
<b>Total Appropriation</b>	<b>1,507,706</b>	<b>1,664,891</b>	<b>1,616,886</b>	<b>1,698,160</b>	<b>33,269</b>	<b>2.00%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	66		60			
Medicare	10,281		9,228			
Health Insurance	57,633		65,509			
County Retirement	300,606		312,775			
<b>Total Employee Benefits (1)</b>	<b>368,586</b>		<b>387,572</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 1,876,292</b>		<b>\$ 2,004,458</b>			
<b>Full-time Equivalent Employees</b>	<b>11.93</b>	<b>12.93</b>		<b>12.93</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 1,467,667	\$ 1,629,891	\$ 1,575,949	\$ 1,663,160	\$33,269	2.04%
Fees, Licenses, Permits	39,719	35,000	40,644	35,000	-	0.00%
Interest and Other	320	-	-	-	-	0.00%
<b>Total Sources</b>	<b>\$ 1,507,706</b>	<b>\$ 1,664,891</b>	<b>\$ 1,616,886</b>	<b>\$ 1,698,160</b>	<b>\$33,269</b>	<b>2.00%</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 FY16 proposed budget is increasing \$33,269 or 2%. Personnel costs are increasing \$21,269. Operating expense is unchanged. Capital outlay is increasing \$12,000 to assist the division in addressing the backlog of equipment and vehicle replacements and lease property improvements.

An increase in tax support will provide for the budget increase of \$33,269.

**Fiscal Year 2016 Program Financial Data**

**Administration Program**

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 268,761	\$ 209,948	\$ 208,096	\$ 220,311	\$10,363	4.94%
Operating Expenses	13,416	33,200	41,638	33,200	-	0.00%
Capital Outlay	590,616	604,000	584,075	616,000	12,000	1.99%
<b>Total Appropriation</b>	<b>872,793</b>	<b>847,148</b>	<b>833,809</b>	<b>869,511</b>	<b>22,363</b>	<b>2.64%</b>
<b>Full-time Equivalent Employees</b>	<b>2.68</b>	<b>2.68</b>		<b>2.68</b>	<b>0.00</b>	
<u>Source of Funding</u>						
Taxes	\$ 872,793	\$ 847,148	\$ 833,515	\$ 869,511	\$22,363	2.64%
Charges for Services	-	-	294	-	-	0.00%
<b>Total Sources</b>	<b>\$ 872,793</b>	<b>\$ 847,148</b>	<b>\$ 833,809</b>	<b>\$ 869,511</b>	<b>\$22,363</b>	<b>2.64%</b>

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

**Technical Support Program**

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 461,556	\$ 666,761	\$ 656,593	\$ 674,044	\$ 7,283	1.09%
Operating Expenses	58,868	20,305	20,446	20,305	-	0.00%
<b>Total Appropriation</b>	<b>520,424</b>	<b>687,066</b>	<b>677,039</b>	<b>694,349</b>	<b>7,283</b>	<b>1.06%</b>
<b>Full-time Equivalent Employees</b>	<b>7.65</b>	<b>8.65</b>		<b>8.65</b>	<b>0.00</b>	
<u>Source of Funding</u>						
Taxes	\$ 480,385	\$ 652,066	\$ 636,395	\$ 659,349	\$ 7,283	1.12%
Fees, Licenses, Permits	39,719	35,000	40,644	35,000	-	0.00%
Interest and Other	320	-	-	-	-	0.00%
<b>Total Sources</b>	<b>\$ 520,424</b>	<b>\$ 687,066</b>	<b>\$ 677,039</b>	<b>\$ 694,349</b>	<b>\$ 7,283</b>	<b>1.06%</b>

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

**Capital Projects Program**

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 100,731	\$ 125,146	\$ 99,701	\$ 128,769	\$ 3,623	2.89%
Operating Expenses	13,758	5,531	6,338	5,531	-	0.00%
<b>Total Appropriation</b>	<b>114,489</b>	<b>130,677</b>	<b>106,039</b>	<b>134,300</b>	<b>3,623</b>	<b>2.77%</b>
<b>Full-time Equivalent Employees</b>	<b>1.60</b>	<b>1.60</b>		<b>1.60</b>	<b>0.00</b>	
<u>Source of Funding</u>						
Taxes	\$ 114,489	\$ 130,677	\$ 106,039	\$ 134,300	\$ 3,623	2.77%
<b>Total Sources</b>	<b>\$ 114,489</b>	<b>\$ 130,677</b>	<b>\$ 106,039</b>	<b>\$ 134,300</b>	<b>\$ 3,623</b>	<b>2.77%</b>

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

## Highway Division

### Mission Statement

The mission of the Highway Division is to protect, maintain and improve the Town’s roadway system, parking facilities and drainage facilities in a manner which promotes maximum life, improves traffic flow and enhances both pedestrian and vehicle 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 Highway Division is also responsible for the seasonal operation of the drawbridge in Osterville and a courier service that provides interdepartmental mail delivery. The Division strives to accomplish its mission in an environmentally responsible manner and in full cooperation with all other divisions and departments of the Town.



Roadway Maintenance



Equipment Support



Snow & Ice Removal

### Description of Program Services Provided

The Division is organized into four Sections: the Traffic Section, the Forestry Section, the Roads Section, and the Equipment Section. The Division is responsible for 260 miles of town roads, 70 miles of town sidewalks, four 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

*Keeping the traveled ways safe*

**RECENT ACCOMPLISHMENTS**

1. The Division received and responded to over 2,656 unscheduled work requests from citizens.
2. Cleaned over 1,136 catch basins.
3. Conducted crack sealing operations on 7.82 miles of town roads throughout town to help preserve roadways.
4. Swept over 572 miles of roads and 57 parking lots.
5. Mowed 247 miles of road shoulders and picked up litter on 253 miles.
6. Maintained 28 traffic and 13 school lights.
7. Responded to 48 Traffic/school light malfunctions.
8. Installed 10 new drainage systems.
9. Repainted 302 stop bars and 107 crosswalks.
10. Repainted 190 miles of fog lines Town-wide.
11. Repainted 214 miles of center lines Town-wide.
12. Removed and installed 1,100 feet of new guardrail.
13. Managed 30 snow and ice events, removing over 59.25 inches of snow accumulation, applied 15,128 tons of road salt, 1,145 tons of road sand, and 8,364 gallons of liquid de-icer.
14. Continued with the rebuilding of Marsh Trail on Sandy Neck.
15. Removed 28 hazardous trees town- wide.

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 telephones, dispatches, and deals with administrative matters and equipment procurement for the 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, maintains and repairs 1,100 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.

**Equipment Maintenance Support Program**

The Equipment Maintenance Support Program maintains a 150 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.

### **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.

### **Fiscal Year 2016 Goals and Objectives**

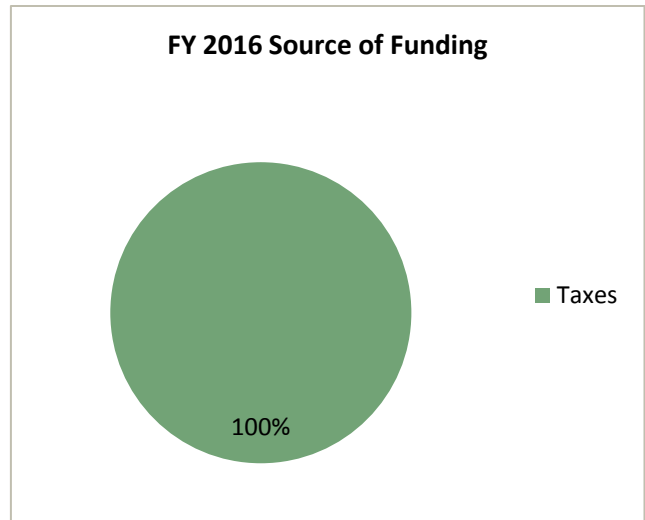
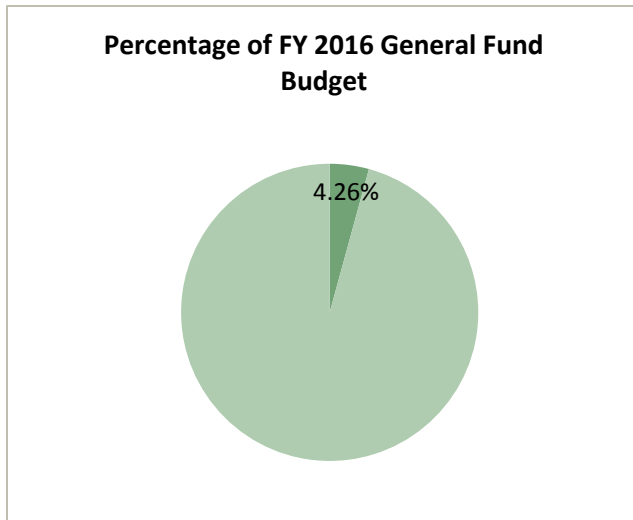
#### **Short Term:**

1. Upgrade the West Bay Bridge Operators position so the Bridge Operator can perform basic troubleshooting, and at a minimum, get the bridge down allowing traffic to pass while waiting for technical help to arrive.
2. Work with DPW Administration to begin to implement the "snow fighter" concept.
3. Work with DPW Administration to implement a vehicle GPS system.
4. Work to integrate Asset Management into Division activities.
5. Initiate the Phase 3 part of the new Highway Division building.

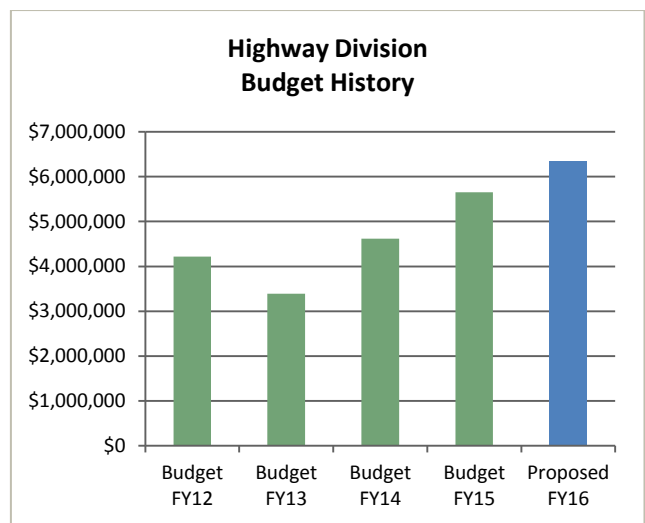
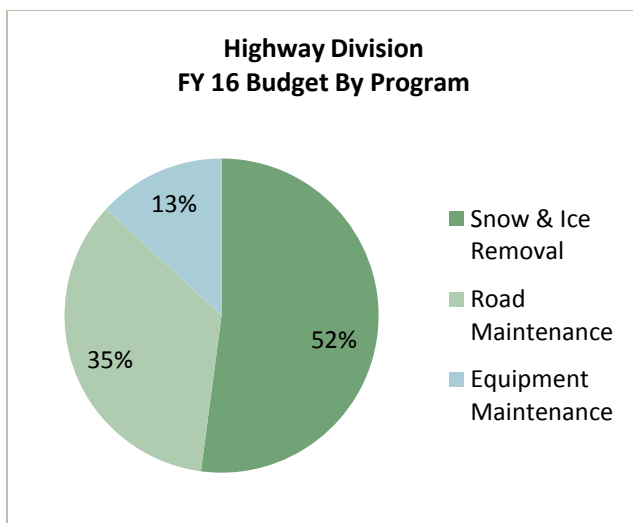
#### **Long Term:**

1. Work with DPW Administration to investigate the merits of making the Equipment Section its own Division.
2. Convert Snow and Ice operations to an all salt operation (removing sand from the operation).
3. Continue to stay abreast of the new science and thinking surrounding snow and ice removal. Investigate the option of a liquid salt brine application system.

**Fiscal Year 2016 Division Financial Data**



The Highway Division comprises 4.26% of the overall General Fund budget. Taxes provide 100% of the support for this operation.



The Snow & Ice Removal Program is the largest program area within the Highway Division comprising 52% of the proposed FY16 budget. This budget has increased from \$4.219 million in FY12 to \$6.355 million proposed in FY16, or 50.64% growth rate over the five year period. Snow & Ice deficits have increase 192% over the same five year time period.



<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 2,159,139	\$ 2,106,049	\$ 2,482,185	\$ 2,167,073	\$ 61,024	2.90%
Operating Expenses	3,145,038	3,543,884	3,587,609	4,188,617	644,733	18.19%
<b>Total Appropriation</b>	<b>5,304,176</b>	<b>5,649,933</b>	<b>6,069,794</b>	<b>6,355,690</b>	<b>705,757</b>	<b>12.49%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	221		238			
Medicare	27,598		29,520			
Health Insurance	124,554		125,687			
County Retirement	355,227		366,119			
<b>Total Employee Benefits (1)</b>	<b>507,599</b>		<b>521,564</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 5,811,776</b>		<b>\$ 6,591,358</b>			
<b>Full-time Equivalent Employees</b>	<b>37.50</b>	<b>37.50</b>		<b>37.50</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 3,958,493	\$ 3,630,866	\$ 4,050,727	\$ 3,644,690	\$ 13,824	0.38%
General Fund Reserves	1,345,683	2,019,067	2,019,067	2,711,000	691,933	34.27%
<b>Total Sources</b>	<b>\$ 5,304,176</b>	<b>\$ 5,649,933</b>	<b>\$ 6,069,794</b>	<b>\$ 6,355,690</b>	<b>\$ 705,757</b>	<b>12.49%</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 FY16 proposed budget is increasing \$705,757 or 12.49%. Personnel costs are increasing \$61,024. This includes \$4,000 for the state mandatory minimum wage increase as well as funds for all contractual obligations. There are no changes proposed in staffing levels. Operating expenses are increasing \$644,733 due to snow removal costs incurred in FY15 that are added to the FY16 budget. Savings on gasoline and diesel contracts of \$64,000 mitigate some of this cost increase. There is additional funding of \$16,800 for vehicle repairs and maintenance.

Tax support is increasing \$13,824 to fund the increase in the budget. General Fund reserves of \$2,711,000 will be used to cover the snow removal deficit from the prior fiscal year.

**Fiscal Year 2016 Program Financial Data**

**Roadway Maintenance Program**

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 1,400,575	\$ 1,584,130	\$ 1,516,408	\$ 1,603,788	\$ 19,658	1.24%
Operating Expenses	466,819	606,814	521,860	606,814	-	0.00%
<b>Total Appropriation</b>	<b>1,867,394</b>	<b>2,190,944</b>	<b>2,038,268</b>	<b>2,210,602</b>	<b>19,658</b>	<b>0.90%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance		176		196		
Medicare		18,342		17,228		
Health Insurance		89,359		87,180		
County Retirement		329,715		298,229		
<b>Total Employee Benefits (1)</b>		<b>437,592</b>		<b>402,832</b>		
<b>Total Expenditures Including Benefits</b>	<b>\$ 2,304,986</b>		<b>\$ 2,441,100</b>			
<b>Full-time Equivalent Employees</b>	<b>29.75</b>	<b>29.75</b>		<b>29.75</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 1,867,394	\$ 2,190,944	\$ 2,038,268	\$ 2,210,602	\$ 19,658	0.90%
<b>Total Sources</b>	<b>\$ 1,867,394</b>	<b>\$ 2,190,944</b>	<b>\$ 2,038,268</b>	<b>\$ 2,210,602</b>	<b>\$ 19,658</b>	<b>0.90%</b>

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

**Equipment Maintenance Support Program**

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 434,901	\$ 441,919	\$ 436,431	\$ 483,285	\$ 41,366	9.36%
Operating Expenses	392,492	398,003	454,004	350,803	(47,200)	-11.86%
<b>Total Appropriation</b>	<b>827,393</b>	<b>839,922</b>	<b>890,435</b>	<b>834,088</b>	<b>(5,834)</b>	<b>-0.69%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance		31		32		
Medicare		5,098		5,271		
Health Insurance		29,688		32,000		
County Retirement		25,512		67,890		
<b>Total Employee Benefits (1)</b>		<b>60,329</b>		<b>105,193</b>		
<b>Total Expenditures Including Benefits</b>	<b>\$ 887,723</b>		<b>\$ 995,627</b>			
<b>Full-time Equivalent Employees</b>	<b>7.75</b>	<b>7.75</b>		<b>7.75</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 827,393	\$ 839,922	\$ 890,435	\$ 834,088	\$ (5,834)	-0.69%
<b>Total Sources</b>	<b>\$ 827,393</b>	<b>\$ 839,922</b>	<b>\$ 890,435</b>	<b>\$ 834,088</b>	<b>\$ (5,834)</b>	<b>-0.69%</b>

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

**Snow & Ice Removal Program**

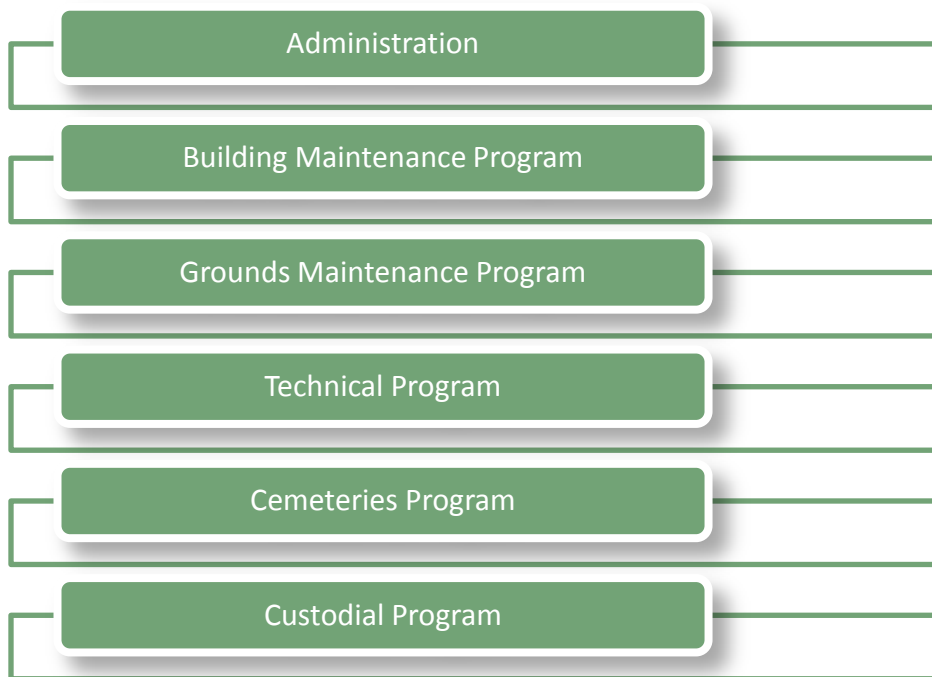
<b>Expenditure Category</b>	<b>Actual FY 2014</b>	<b>Approved FY 2015</b>	<b>Projected FY 2015</b>	<b>Proposed FY 2016</b>	<b>Change FY15 - 16</b>	<b>Percent Change</b>
Personnel	\$ 323,663	\$ 80,000	\$ 529,346	\$ 80,000	\$ -	0.00%
Operating Expenses	2,285,726	2,539,067	2,611,745	3,231,000	691,933	27.25%
<b>Total Appropriation</b>	<b>2,609,389</b>	<b>2,619,067</b>	<b>3,141,091</b>	<b>3,311,000</b>	<b>691,933</b>	<b>26.42%</b>
<b>Source of Funding</b>						
Taxes	\$ 1,263,706	\$ 600,000	\$ 1,122,024	\$ 600,000	\$ -	0.00%
General Fund Reserves	1,345,683	2,019,067	2,019,067	2,711,000	691,933	34.27%
<b>Total Sources</b>	<b>\$ 2,609,389</b>	<b>\$ 2,619,067</b>	<b>\$ 3,141,091</b>	<b>\$ 3,311,000</b>	<b>\$ 691,933</b>	<b>26.42%</b>

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

## Structures & Grounds Division

### Mission Statement

The mission 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. We place high priority on energy efficiency and conservation, the possibility of energy generation and the use of renewable energy in all projects if possible.



### Description of Program 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,

Preserving Infrastructure Assets

**RECENT ACCOMPLISHMENTS**

1. Completed multiple capital roofing projects.
2. Started the Marstons Mills Airport Windmill Restoration Project.
3. Completed Phase One pipe insulation for School Administration Building.
4. Completed interior and exterior renovations at 50 Pearl Street, 46 Pearl Street, and Old Selectman's Building.
5. Completed Phase Two of Town Clerk's Office Renovations.
6. Completed 533 grounds related landscape improvement projects.
7. Completed 259 building maintenance and repair work orders and provided painting services.
8. Completed 185 HVAC related service calls and equipment upgrade work orders.
9. Completed 197 electrical related service and repair work orders.
10. Completed 148 plumbing related service work orders.
11. Completed 82 phone service and hardware relocation work orders.
12. Completed re-siding of the Airport hangar and office building at Marstons Mills Airport.

telecommunications and implementing/monitoring energy conservation measures.

**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.

**Building Maintenance Program**

The Building Maintenance Program is responsible for emergency and scheduled maintenance/repairs to over 56 municipal buildings including the Town Hall Campus, the Police Department, 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.

**Custodial Program**

The Custodial Program provides janitorial services for 6 municipal office buildings, four comfort stations, three community buildings, one cemetery office and the Barnstable Police Station facility. Cleaning schedules provide daily routine maintenance including

floor care, dusting, restroom cleaning and 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.

### **Technical Program**

The Technical Program team consists of a licensed electrician and HVAC technician who are responsible for the electrical, heating, air conditioning and ventilating systems throughout the Town. They respond to problem calls, troubleshoot, repair and maintenance, 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.

### **Cemeteries Program**

The Cemeteries Program provides maintenance, beautification, and improvements for 81 acres of municipal cemetery grounds. This program includes full responsibility for the operation, maintenance and care of fourteen 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 225 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.

## **Fiscal Year 2016 Goals and Objectives**

### **Short Term:**

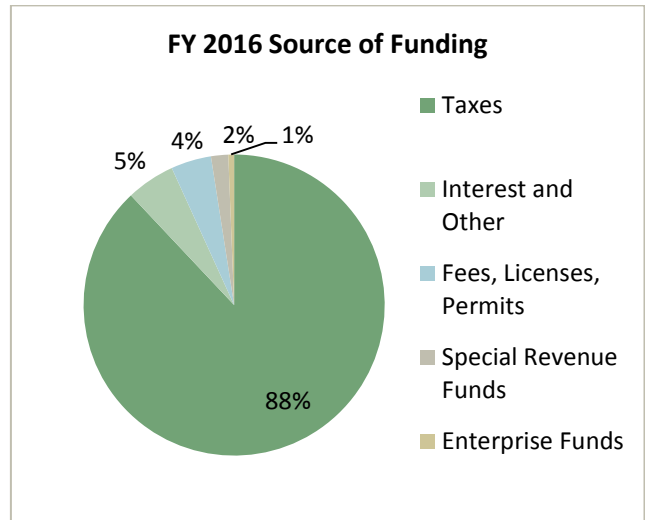
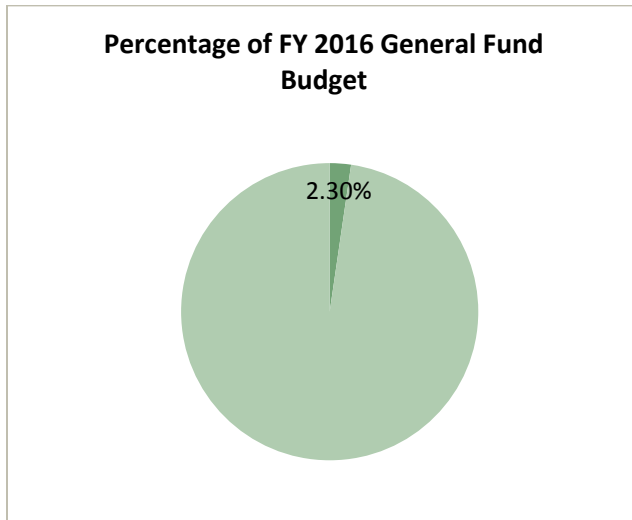
1. Working with DPW Administration, consolidate, and find efficiencies, with municipal trash pick-up in Town.
2. Reorganize the Building Section.
3. Implement a Ball Field Maintenance Crew within the Grounds Section.
4. Reorganize the Custodial Section.
5. Shift Beach Raking to a seasonal employee.

### **Long Term:**

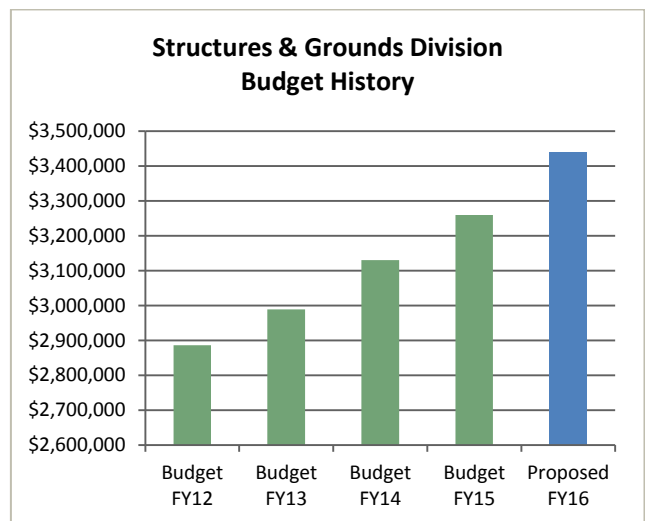
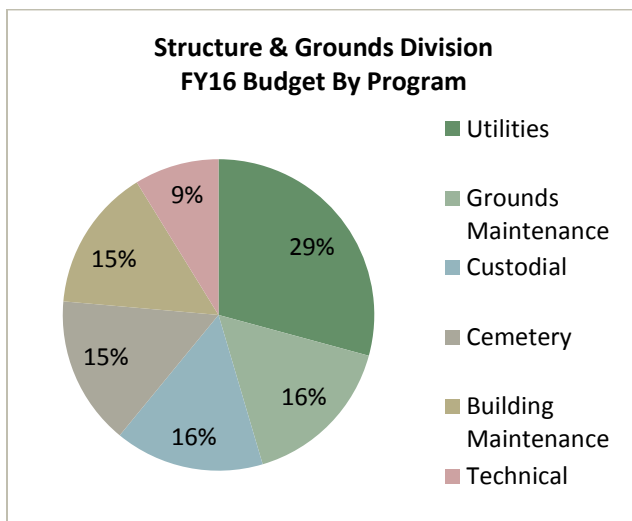
1. Continue to investigate feasibility and associated cost savings by broadening the use of solar trash compactors throughout town.
2. Develop and promote a facilities energy use policy for all Town Departments. Continue to bring forward energy conservation and generation measures throughout our municipal facilities.

- 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.

### Fiscal Year 2016 Division Financial Data



The Structures & Grounds comprises 2.3% of the overall General Fund budget. Taxes provide 88% of the support for this operation.



The Utilities is the largest program area within the Structures & Grounds Division comprising 29% of the proposed FY16 budget. This budget has increased from \$2.886 million in FY12 to \$3.439 million proposed in FY16, or 19.16% over the five year period.

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 1,889,497	\$ 2,129,203	\$ 2,022,870	\$ 2,301,525	\$ 172,322	8.09%
Operating Expenses	1,156,925	1,131,002	1,195,428	1,138,002	7,000	0.62%
<b>Total Appropriation</b>	<b>3,046,423</b>	<b>3,260,205</b>	<b>3,218,298</b>	<b>3,439,527</b>	<b>179,322</b>	<b>5.50%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	219		220			
Medicare	22,251		23,103			
Health Insurance	134,055		139,081			
County Retirement	323,457		337,701			
<b>Total Employee Benefits (1)</b>	<b>479,982</b>		<b>500,105</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 3,526,404</b>		<b>\$ 3,718,403</b>			
<b>Full-time Equivalent Employees</b>	<b>34.10</b>	<b>34.10</b>		<b>35.10</b>	<b>1.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 2,797,927	\$ 3,031,360	\$ 2,854,156	\$ 3,026,082	\$ (5,278)	-0.17%
Fees, Licenses, Permits	161,190	144,000	168,432	149,000	5,000	3.47%
Interest and Other	2,487	-	110,865	179,600	179,600	0.00%
Special Revenue Funds	63,474	63,500	63,500	63,500	-	0.00%
Enterprise Funds	21,345	21,345	21,345	21,345	-	0.00%
<b>Total Sources</b>	<b>\$ 3,046,423</b>	<b>\$ 3,260,205</b>	<b>\$ 3,218,298</b>	<b>\$ 3,439,527</b>	<b>\$ 179,322</b>	<b>5.50%</b>

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

### Summary of Significant Budget Changes for Division

The FY16 proposed budget is increasing \$179,322 or 5.5%. Personnel costs are increasing \$172,322. This includes all contractual obligations, seasonal wages for a new athletic field maintenance crew and funds for the state mandatory minimum wage increases. In addition, \$49,000 for the athletic field maintenance foreman is included.

Operating expenses are increasing by a net amount of \$7,000. There is funding support for the athletic field maintenance crew of \$10,000, solid waste disposal of \$15,000 and sewer fees of \$3,000. Electricity costs are reduced by \$12,000 for the renewable energy project at the Senior Center.

Renewable energy revenue sources will contribute the large change to source of funds. This will reduce the tax support by \$5,278 in the budget.



## Fiscal Year 2016 Program Financial Data

### Grounds Maintenance Program

Expenditure Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 331,334	\$ 389,816	\$ 373,658	\$ 474,903	\$ 85,087	21.83%
Operating Expenses	67,748	73,033	71,683	82,433	9,400	12.87%
<b>Total Appropriation</b>	<b>399,082</b>	<b>462,849</b>	<b>445,341</b>	<b>557,336</b>	<b>94,487</b>	<b>20.41%</b>

#### Employee Benefits Allocation:

Life Insurance	51		53	
Medicare	3,667		4,593	
Health Insurance	14,593		16,000	
County Retirement	77,339		48,951	
<b>Total Employee Benefits (1)</b>	<b>95,650</b>		<b>69,597</b>	

**Total Expenditures Including Benefits**      **\$ 494,733**                      **\$ 514,938**

**Full-time Equivalent Employees**                      **5.00**      **5.00**                      **6.00**      **1.00**

#### Source of Funding

Taxes	\$ 314,263	\$ 378,004	\$ 360,496	\$ 472,491	\$ 94,487	25.00%
Special Revenue Funds	63,474	63,500	63,500	63,500	-	0.00%
Enterprise Funds	21,345	21,345	21,345	21,345	-	0.00%
<b>Total Sources</b>	<b>\$ 399,082</b>	<b>\$ 462,849</b>	<b>\$ 445,341</b>	<b>\$ 557,336</b>	<b>\$ 94,487</b>	<b>20.41%</b>

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

### Building Maintenance Program

Expenditure Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 250,748	\$ 292,285	\$ 283,748	\$ 407,866	\$ 115,581	39.54%
Operating Expenses	144,916	105,200	109,562	101,700	(3,500)	-3.33%
<b>Total Appropriation</b>	<b>395,665</b>	<b>397,485</b>	<b>393,310</b>	<b>509,566</b>	<b>112,081</b>	<b>28.20%</b>

#### Employee Benefits Allocation:

Life Insurance	33		36	
Medicare	2,688		2,888	
Health Insurance	23,711		25,500	
County Retirement	28,409		64,217	
<b>Total Employee Benefits (1)</b>	<b>54,841</b>		<b>92,641</b>	

**Total Expenditures Including Benefits**      **\$ 450,506**                      **\$ 485,951**

**Full-time Equivalent Employees**                      **7.00**      **7.00**                      **7.00**      **0.00**

#### Source of Funding

Taxes	\$ 393,965	\$ 397,485	\$ 393,116	\$ 509,566	\$ 112,081	28.20%
Interest and Other	1,700	-	195	-	-	0.00%
<b>Total Sources</b>	<b>\$ 395,665</b>	<b>\$ 397,485</b>	<b>\$ 393,310</b>	<b>\$ 509,566</b>	<b>\$ 112,081</b>	<b>28.20%</b>

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

### Technical Program

<u>Expenditure Category</u>	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 228,438	\$ 238,218	\$ 223,258	\$ 196,215	\$ (42,003)	-17.63%
Operating Expenses	111,468	106,195	103,508	106,195	-	0.00%
<b>Total Appropriation</b>	<b>339,906</b>	<b>344,413</b>	<b>326,766</b>	<b>302,410</b>	<b>(42,003)</b>	<b>-12.20%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	23		12			
Medicare	3,125		2,596			
Health Insurance	14,392		14,089			
County Retirement	12,252		36,065			
<b>Total Employee Benefits (1)</b>	<b>29,792</b>		<b>52,762</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 369,698</b>		<b>\$ 379,528</b>			
<b>Full-time Equivalent Employees</b>	<b>3.00</b>	<b>3.00</b>		<b>3.00</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 339,906	\$ 344,413	\$ 326,766	\$ 302,410	\$ (42,003)	-12.20%
<b>Total Sources</b>	<b>\$ 339,906</b>	<b>\$ 344,413</b>	<b>\$ 326,766</b>	<b>\$ 302,410</b>	<b>\$ (42,003)</b>	<b>-12.20%</b>

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

### Cemeteries Program

<u>Expenditure Category</u>	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 448,125	\$ 464,673	\$ 457,687	\$ 481,675	\$ 17,002	3.66%
Operating Expenses	44,830	49,923	56,359	49,923	-	0.00%
<b>Total Appropriation</b>	<b>492,955</b>	<b>514,596</b>	<b>514,046</b>	<b>531,598</b>	<b>17,002</b>	<b>3.30%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	32		36			
Medicare	6,021		5,798			
Health Insurance	27,181		28,570			
County Retirement	25,392		79,224			
<b>Total Employee Benefits (1)</b>	<b>58,625</b>		<b>113,628</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 551,581</b>		<b>\$ 627,674</b>			
<b>Full-time Equivalent Employees</b>	<b>8.00</b>	<b>8.00</b>		<b>8.00</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 331,765	\$ 370,596	\$ 345,614	\$ 382,598	\$ 12,002	3.24%
Fees, Licenses, Permits	161,190	144,000	168,432	149,000	5,000	3.47%
<b>Total Sources</b>	<b>\$ 492,955</b>	<b>\$ 514,596</b>	<b>\$ 514,046</b>	<b>\$ 531,598</b>	<b>\$ 17,002</b>	<b>3.30%</b>

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

**Administration Program**

<b>Expenditure Category</b>	<b>Actual FY 2014</b>	<b>Approved FY 2015</b>	<b>Projected FY 2015</b>	<b>Proposed FY 2016</b>	<b>Change FY15 - 16</b>	<b>Percent Change</b>
Personnel	\$ 273,302	\$ 320,962	\$ 278,862	\$ 288,274	\$ (32,688)	-10.18%
Operating Expenses	701,367	715,601	741,527	716,701	1,100	0.15%
<b>Total Appropriation</b>	<b>974,669</b>	<b>1,036,563</b>	<b>1,020,389</b>	<b>1,004,975</b>	<b>(31,588)</b>	<b>-3.05%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	12		12			
Medicare	3,365		3,407			
Health Insurance	35,668		36,022			
County Retirement	120,374		54,744			
<b>Total Employee Benefits (1)</b>	<b>159,419</b>		<b>94,185</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 1,134,088</b>		<b>\$ 1,114,575</b>			
<b>Full-time Equivalent Employees</b>	<b>4.10</b>	<b>4.10</b>		<b>4.10</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 973,882	\$ 1,036,563	\$ 909,719	\$ 825,375	\$ (211,188)	-20.37%
Interest and Other	787	-	110,670	179,600	179,600	0.00%
<b>Total Sources</b>	<b>\$ 974,669</b>	<b>\$ 1,036,563</b>	<b>\$ 1,020,389</b>	<b>\$ 1,004,975</b>	<b>\$ (31,588)</b>	<b>-3.05%</b>

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

**Custodial Program**

<b>Expenditure Category</b>	<b>Actual FY 2014</b>	<b>Approved FY 2015</b>	<b>Projected FY 2015</b>	<b>Proposed FY 2016</b>	<b>Change FY15 - 16</b>	<b>Percent Change</b>
Personnel	\$ 357,550	\$ 423,249	\$ 405,656	\$ 452,592	\$ 29,343	6.93%
Operating Expenses	86,596	81,050	112,788	81,050	-	0.00%
<b>Total Appropriation</b>	<b>444,145</b>	<b>504,299</b>	<b>518,444</b>	<b>533,642</b>	<b>29,343</b>	<b>5.82%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	67		72			
Medicare	3,385		3,821			
Health Insurance	18,510		18,900			
County Retirement	59,691		54,500			
<b>Total Employee Benefits (1)</b>	<b>81,654</b>		<b>77,293</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 525,799</b>		<b>\$ 595,737</b>			
<b>Full-time Equivalent Employees</b>	<b>7.00</b>	<b>7.00</b>		<b>7.00</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 444,145	\$ 504,299	\$ 518,444	\$ 533,642	\$ 29,343	5.82%
<b>Total Sources</b>	<b>\$ 444,145</b>	<b>\$ 504,299</b>	<b>\$ 518,444</b>	<b>\$ 533,642</b>	<b>\$ 29,343</b>	<b>5.82%</b>

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

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# Regulatory Services Department

## ***Mission Statement***

The Regulatory Services Department is comprised of four divisions whose collective mission is to provide public health, public safety, and environmental services to Town residents and visitors in order that the quality of life enjoyed by the community is sustained or improved.

### Regulatory Services Department



Building-Zoning  
Division



Conservation Division



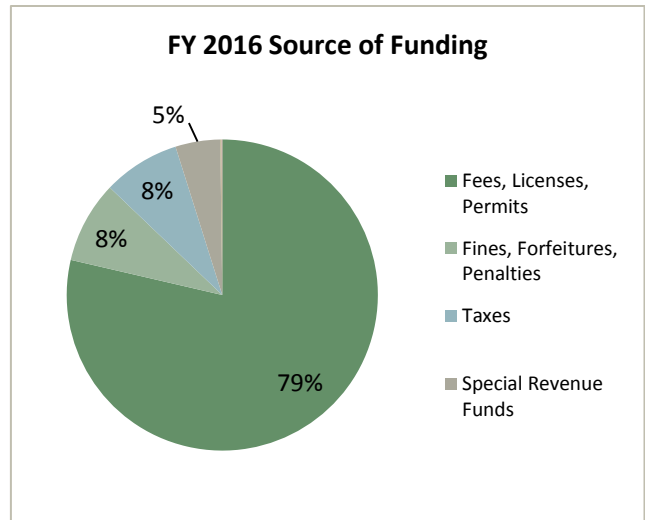
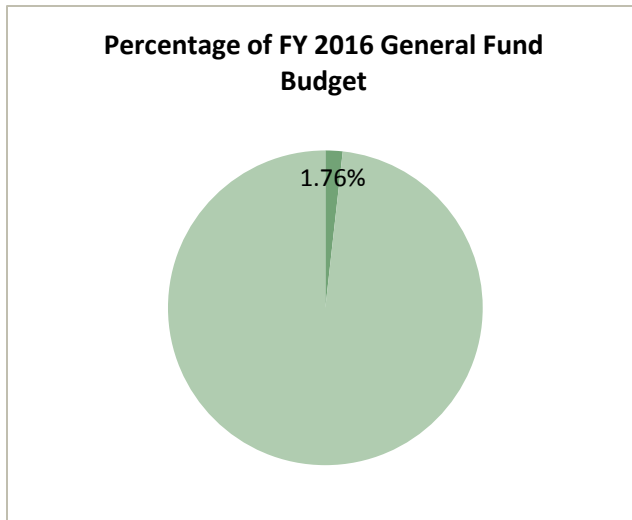
Consumer Affairs  
Division



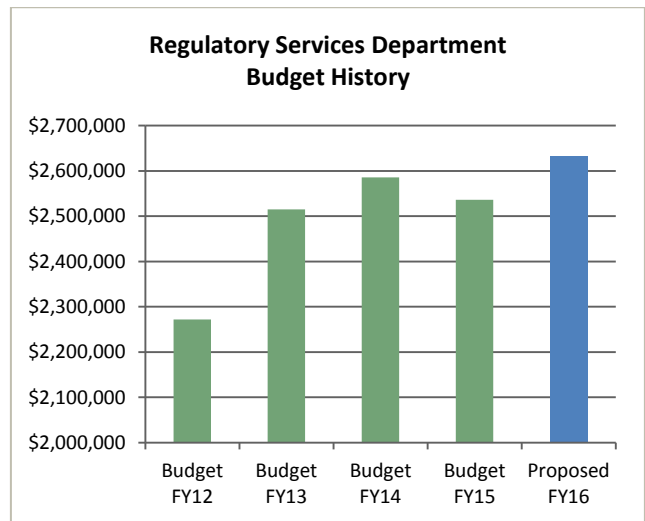
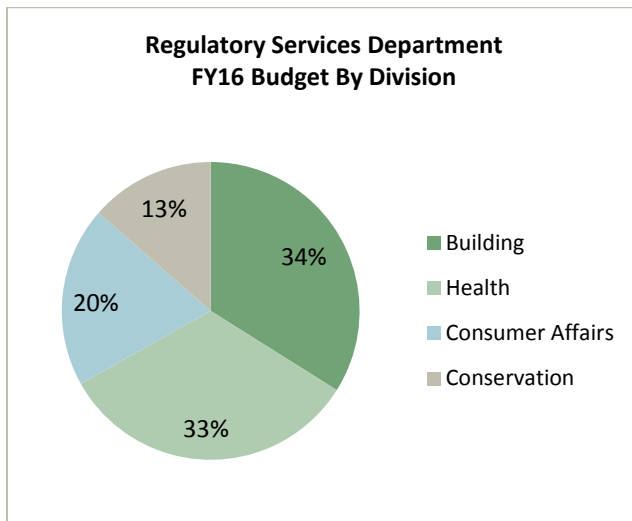
Public Health Division

*Providing Professional Health and Safety Services to  
Residents and Visitors*

**Fiscal Year 2016 Department Financial Data**



The Regulatory Services Department comprises 1.76% of the overall General Fund budget. Fees, licenses and permits finance 79% of the direct operating costs of the department. Taxes and Fines, Forfeitures, Penalties combined are the next largest funding sources providing 16% of the operation’s support.



The Building Services Division and Health Division are the largest divisions within the department representing 34% and 33% of the FY16 proposed budget, respectively. The department’s budget has increased from \$2.272 million in FY12 to \$2.632 million in FY16 or 15.87% over the five year period.

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 2,150,352	\$ 2,265,964	\$ 2,214,393	\$ 2,362,486	\$ 96,522	4.26%
Operating Expenses	255,034	270,362	274,708	270,362	-	0.00%
<b>Total Appropriation</b>	<b>2,405,385</b>	<b>2,536,326</b>	<b>2,489,101</b>	<b>2,632,848</b>	<b>96,522</b>	<b>3.81%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	279		289			
Medicare	25,892		27,273			
Health Insurance	142,370		138,738			
County Retirement	462,593		464,829			
<b>Total Employee Benefits (1)</b>	<b>631,135</b>		<b>631,129</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 3,036,520</b>		<b>\$ 3,120,229</b>			
<b>Full-time Equivalent Employees</b>	<b>34.10</b>	<b>33.48</b>		<b>33.48</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ -	\$ 522,088	\$ -	\$ 210,632	\$ (311,456)	-59.66%
Fines, Forfeitures, Penalties	230,578	160,000	223,326	224,000	64,000	40.00%
Fees, Licenses, Permits	2,309,991	1,750,041	2,177,886	2,070,200	320,159	18.29%
Charges for Services	2,373	-	269	-	-	0.00%
Interest and Other	2,509	2,000	2,000	2,000	-	0.00%
Special Revenue Funds	97,367	98,697	98,697	122,516	23,819	24.13%
Enterprise Funds	3,500	3,500	3,500	3,500	-	0.00%
<b>Total Sources</b>	<b>\$ 2,646,318</b>	<b>\$ 2,536,326</b>	<b>\$ 2,505,678</b>	<b>\$ 2,632,848</b>	<b>\$ 96,522</b>	<b>3.81%</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 FY16 proposed budget is increasing \$96,522 or 3.81%. Personnel costs are increasing \$96,522 due to contractual obligations and wage increases for seasonal employees. There are no changes to staffing levels. Operating expenses will remain unchanged from the previous year.

Tax support will be greatly reduced by \$311,455. Permit revenue is projected to be higher based on FY14 and FY15 activity levels. An additional \$23,819 is being provided from the Bismore Parking Receipts Special Revenue Fund to cover some of the department's cost increases.

## Building-Zoning Division

### *Mission Statement*

The mission of the Building-Zoning Division is to fairly and consistently provide inspectional services throughout the Town of Barnstable, including expert plan review for proposed projects encompassing both residential and commercial properties and zoning and code enforcement, while maintaining and respecting the rights of the individual citizens, visitors and business operators.

Inspection & Permitting Program

Zoning Enforcement Program

### Description of Program Services Provided

#### Inspection & Permitting Program

Under mandate by Massachusetts General Laws, the Building-Zoning Division administers and enforces the Massachusetts State Building Code, Plumbing/Gas Codes, Zoning Ordinance and the Architectural Access Code. Related life safety and construction codes such as the FEMA, Coastal Construction and insurance guidelines are also enforced by the Building Division. These codes regulate all new residential and commercial construction, as well as all additions, alterations, renovations and accessory buildings and structures. The performance of these mandates necessitates the processing of all applications for permits, review of construction plans and specifications, the issuance of all related construction codes, local zoning ordinances and all other local regulations. Once permits have been issued, the inspector monitors code and safety compliance of all permits issued with regular inspections of both residential and commercial projects. This process can be achieved, with as little as one inspection for the simplest project, to as many as fifty inspections for the larger, more complex projects, such as the Hyannis Youth & Community Center or Cape Cod Hospital.

The Massachusetts State Building Code also mandates periodic inspections of certain public buildings such as hotels, motels, restaurants, churches, day-care

*Helping To Ensure Public Safety and Quality Of Life*



## RECENT ACCOMPLISHMENTS

1. Inspection and opening of Whole Foods.
2. Conducted over 90 team inspections to address quality of life concerns.
3. In addition to the investigation of complaints and the associated pursuit of compliance with regards to code enforcement, this year was markedly different from previous years, due to registration and oversight of approximately 120 abandoned and foreclosed properties.
4. The Building-Zoning Division issued 3,077 residential permits, 305 commercial permits, 152 occupancy permits, 310 certificates of inspection, 3,748 plumbing and gas permits, 2,658 electrical permits and 117 sign permits.



The new Whole Foods located at 990 Iyannough Road.

centers and schools, among others. The frequency ranges, from twice a year to every five years, with most inspections being called for annual. A separate database is maintained to track all the buildings and inspections. Often the inspectors may have to alert other disciplines, divisions and departments of potential hazards, violations or liabilities to the public. This division will also assist during disaster occurrences, such as hurricanes and other types of disasters.

### Zoning Enforcement Program

This program has the responsibility for zoning enforcement as mandated by the Commonwealth of Massachusetts and the Town of Barnstable. Local zoning builds on the basic provisions of the State Zoning Enabling Act and culminates in the Barnstable Zoning Ordinance that shapes the nature and character of the built environment. 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 intensive, extensive, and repeated fieldwork, issuing citations, occasional legal hearings and court appearances. This section of the program, within the Building-Zoning Division, regularly interacts with Conservation, Planning, Legal, Health, Licensing, the Regulatory Coordinator/Hearing Officer, and others in an almost daily routine. Additionally, the zoning aspect of the program enforces ordinances and decisions of the Old Kings Highway Historic District Commission, the Hyannis Main Street Waterfront Historic District Commission, Zoning Board of Appeals decisions, and also Cape Cod Commission regulations and decisions.

Examples of initiatives under zoning include overseeing and registration of Town approved family apartments, home occupations, lodging houses, and boarding houses. Signs, investigations, water protection overlay districts, illegal uses of all properties, and uses within all zoning districts are monitored and enforced by this section of the program within the division.

### Fiscal Year 2016 Goals and Objectives

#### Short Term:

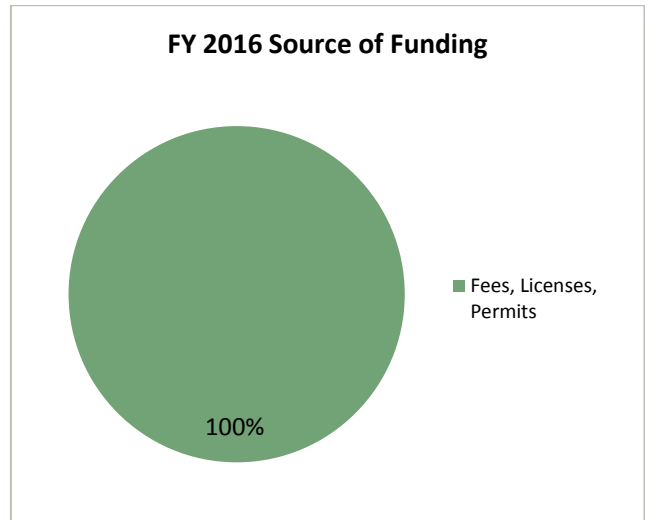
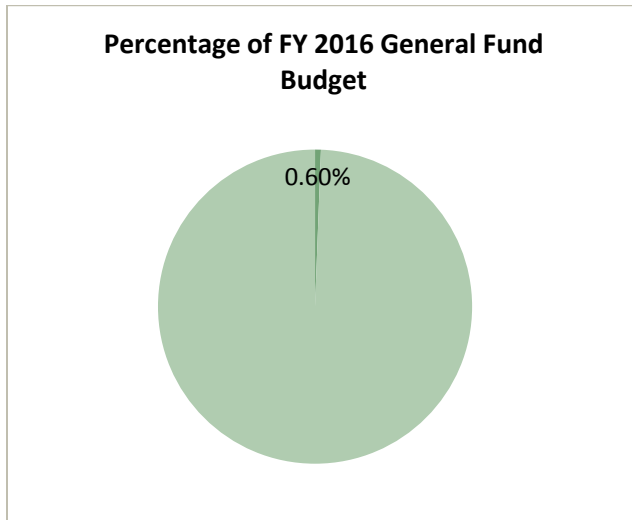
1. To ensure consistent and fair inspection of construction projects. (SP: Regulatory Access and Accountability)

2. Implementation of E-Permitting in conjunction with the Information Technology Department. (SP: Regulatory Process and Performance, Communication)

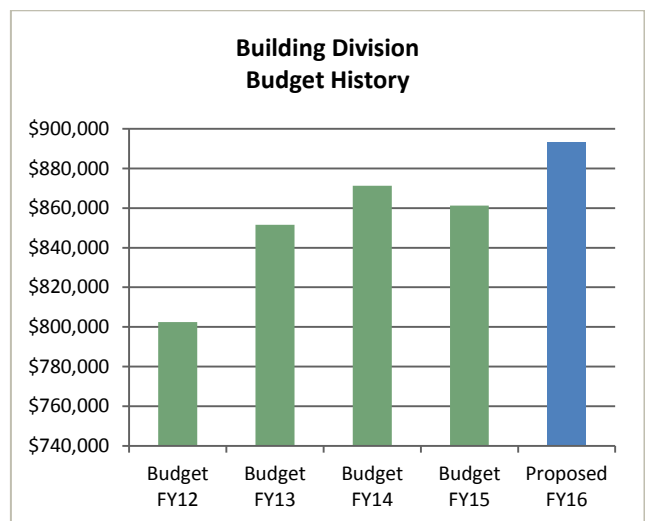
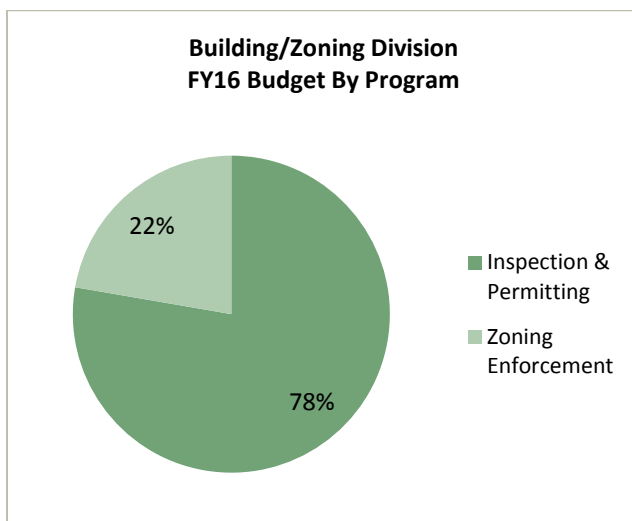
**Long Term:**

1. Continue to investigate quality of life issues in the Town’s neighborhoods.
2. Ensure safe, permitted dwelling units for citizens of the Town.

**Fiscal Year 2016 Division Financial Data**



This division comprises 0.6% of the overall General Fund budget. Funding for the operations are entirely covered by permits issued and no tax support is provided.



The Inspection & Permitting Program comprises 78% of the division’s budget. This budget has increased from \$802,424 in FY12 to \$893,177 proposed FY16 or 11.31% over the five year period.

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 762,141	\$ 813,510	\$ 750,389	\$ 845,506	\$ 31,996	3.93%
Operating Expenses	45,241	47,671	45,965	47,671	-	0.00%
<b>Total Appropriation</b>	<b>807,382</b>	<b>861,181</b>	<b>796,354</b>	<b>893,177</b>	<b>31,996</b>	<b>3.72%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	108		108			
Medicare	9,347		9,320			
Health Insurance	46,445		48,498			
County Retirement	168,465		174,181			
<b>Total Employee Benefits (1)</b>	<b>224,365</b>		<b>232,107</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 1,031,748</b>		<b>\$ 1,028,461</b>			
<b>Full-time Equivalent Employees</b>	<b>12.50</b>	<b>12.00</b>		<b>12.00</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Fees, Licenses, Permits	1,388,916	918,050	1,268,500	1,178,200	260,150	28.34%
Charges for Services	647	-	269	-	-	0.00%
<b>Total Sources</b>	<b>\$ 1,389,564</b>	<b>\$ 918,050</b>	<b>\$ 1,268,769</b>	<b>\$ 1,178,200</b>	<b>\$ 260,150</b>	<b>28.34%</b>

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

**Summary of Significant Budget Changes for the Division**

The FY16 proposed budget is increasing \$31,996 or 28.34%. Personnel cost is increasing \$31,996 due to contractual obligations. Operating expenses will remain level funded. All program expenditures are recovered from permit revenue.

## Fiscal Year 2016 Program Financial Data

### Inspection and Permitting Program

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 545,331	\$ 621,580	\$ 557,340	\$ 647,266	\$ 25,686	4.13%
Operating Expenses	43,649	46,871	45,165	46,871	-	0.00%
<b>Total Appropriation</b>	<b>588,980</b>	<b>668,451</b>	<b>602,505</b>	<b>694,137</b>	<b>25,686</b>	<b>3.84%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	75		75			
Medicare	6,385		6,760			
Health Insurance	37,893		39,468			
County Retirement	120,541		129,370			
<b>Total Employee Benefits (1)</b>	<b>164,893</b>		<b>175,673</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 753,874</b>		<b>\$ 778,178</b>			
<b>Full-time Equivalent Employees</b>	<b>9.20</b>	<b>9.20</b>		<b>9.20</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Fees, Licenses, Permits	1,379,206	913,050	1,260,700	1,173,200	260,150	28.49%
Charges for Services	647	-	269	-	-	0.00%
<b>Total Sources</b>	<b>\$ 1,379,854</b>	<b>\$ 913,050</b>	<b>\$ 1,260,969</b>	<b>\$ 1,173,200</b>	<b>\$ 260,150</b>	<b>28.49%</b>

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### Zoning Enforcement Program

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 216,811	\$ 191,930	\$ 193,050	\$ 198,240	\$ 6,310	3.29%
Operating Expenses	1,592	800	800	800	-	0.00%
<b>Total Appropriation</b>	<b>218,402</b>	<b>192,730</b>	<b>193,850</b>	<b>199,040</b>	<b>6,310</b>	<b>3.27%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	33		33			
Medicare	2,963		2,560			
Health Insurance	8,552		9,030			
County Retirement	47,924		44,811			
<b>Total Employee Benefits (1)</b>	<b>59,472</b>		<b>56,434</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 277,874</b>		<b>\$ 250,283</b>			
<b>Full-time Equivalent Employees</b>	<b>3.30</b>	<b>2.80</b>		<b>2.80</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 208,692	\$ 187,730	\$ 186,050	\$ 194,040	\$ 6,310	3.36%
Fees, Licenses, Permits	9,710	5,000	7,800	5,000	-	0.00%
<b>Total Sources</b>	<b>\$ 218,402</b>	<b>\$ 192,730</b>	<b>\$ 193,850</b>	<b>\$ 199,040</b>	<b>\$ 6,310</b>	<b>3.27%</b>

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

**Workload Indicators**

	FY 2014 Actual	FY 2015 Estimated	FY 2016 Projected
Number of Permits	10,362	8,400	8,400
Number of Inspections	43,000	22,000	22,000
Zoning Complaints Investigated	728	700	700
Site Plan Reviews Conducted	56	115	115
Front Counter Inquiries	12,000	14,000	14,000
Telephone Inquiries	8,500	7,500	7,500

## Conservation Division

### *Mission Statement*

The mission of the Conservation Division is to provide professional services to the Town of Barnstable and the Conservation Commission in order that wetland resources may be protected and conservation lands managed.



Conservation Program

Land Management Program

### Description of Program Services Provided

#### Conservation Program

The Conservation Division 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 Division provides services in the areas of project review, permit issuance and compliance, enforcement, building permit application review, aquatic restoration and public education. The program thus 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

*Protecting The Town's Wetlands and Managing Conservation Lands*

## RECENT ACCOMPLISHMENTS

1. Performed over 575 site evaluations in support of regulatory and restoration objectives.
2. Enlarged Race Lane parking lot for increased use (particularly biking) at West Barnstable conservation area.
3. Removed 3.5 acres of dead pine trees at Old Stage Road conservation forest to protect public safety; grant-funded.
4. Developed management plan for Lumbert Pond conservation area improvements, enabled at long last by Town acquisition of key parcel.



Old Jail Lane Conservation Area, West Barnstable

quality, protection from flooding and storm damage, protection of shellfish beds and fisheries, enhanced recreation, and protection of wildlife habitat.

### Land Management Program

The Conservation Division 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, public shooting range kept secure and treated according to management plan, and fire management measures are implemented.

### Fiscal Year 2016 Goals and Objectives

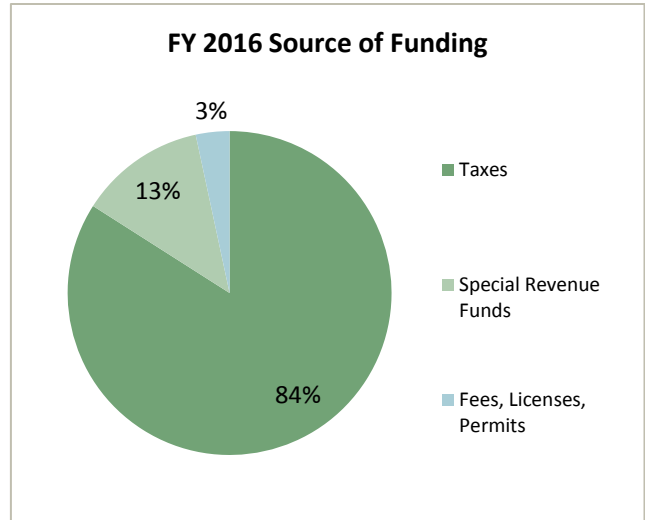
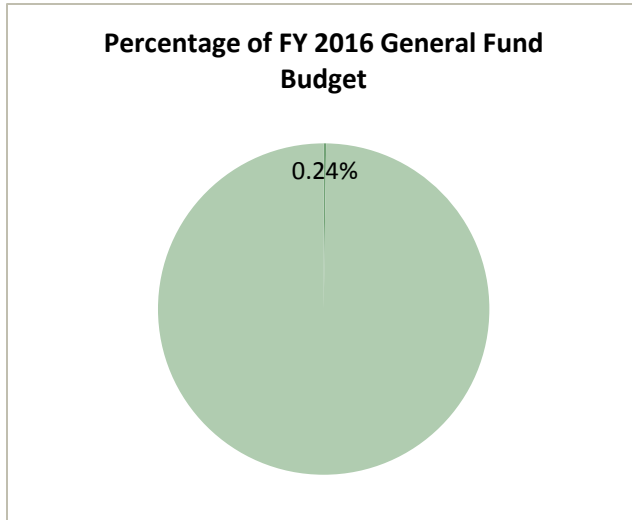
#### Short Term:

1. Continue lake and estuary restoration projects, especially for hydrilla and nuisance algae control. (SP: Environment and Natural Resources)
2. Continue wildfire management efforts for public safety purposes at key conservation parcels. (SP: Public Health and Safety)

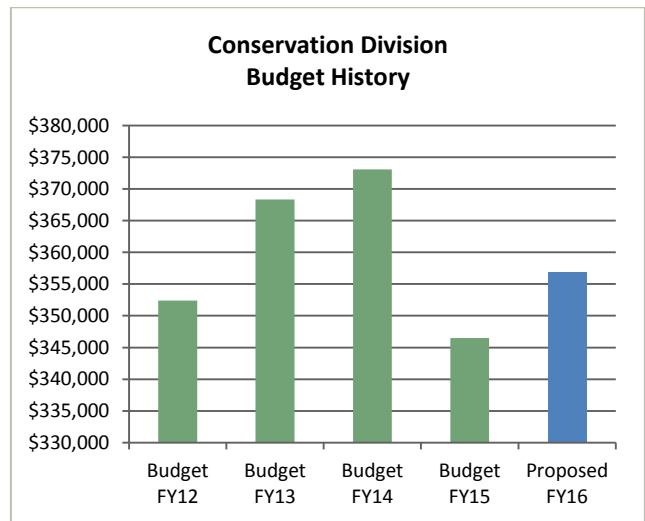
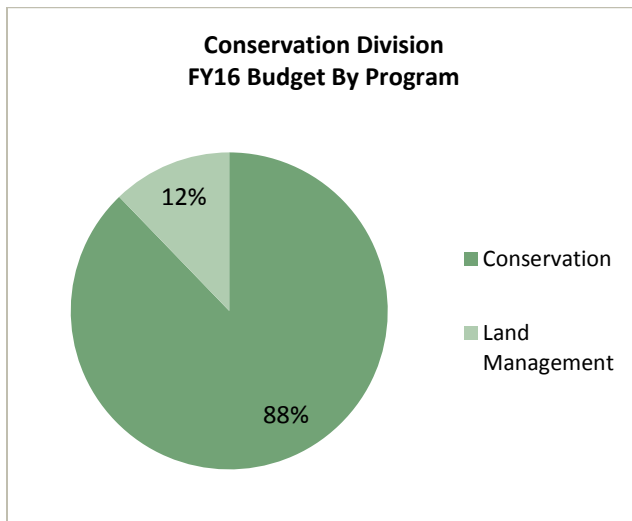
#### Long Term:

1. Continue core support to Conservation Commission. (SP: Environment and Natural Resources; Regulatory Process and Performance)
2. Continue providing expert parcel-based information to the public. (SP: Environment and Natural Resources)
3. Continue the land management initiative, promoting use of conservation lands. (SP: Environment and Natural Resources)

**Fiscal Year 2016 Division Financial Data**



The Conservation Division comprises 0.24% of the overall General Fund budget. Taxes provide 84% of the funding for this operation. The Wetlands Protection Special Revenue Fund provides 13% of the funding for this operation.



The Conservation Program comprises 88% of the FY16 proposed budget for this division. The budget has increased from \$352,411 in FY12 to \$356,919 in FY16 or 1.28%. The spike in the FY13 budget was attributable to an investment of \$50,000 for land management in that year. This has been repeated in subsequent years. The drop in the FY15 budget results from a transfer of \$25,000 of this funding to the Department of Public Works in order to manage other lands owned by the Town.



<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 298,888	\$ 290,178	\$ 295,352	\$ 300,614	\$10,436	3.60%
Operating Expenses	38,750	56,305	51,687	56,305	-	0.00%
<b>Total Appropriation</b>	<b>337,637</b>	<b>346,483</b>	<b>347,039</b>	<b>356,919</b>	<b>10,436</b>	<b>3.01%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	33		41			
Medicare	3,624		3,805			
Health Insurance	25,022		26,013			
County Retirement	53,857		56,963			
<b>Total Employee Benefits (1)</b>	<b>82,536</b>		<b>86,822</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 420,173</b>		<b>\$ 433,861</b>			
<b>Full-time Equivalent Employees</b>	<b>4.00</b>	<b>4.00</b>		<b>4.00</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 274,285	\$ 290,786	\$ 286,659	\$ 299,919	\$ 9,133	3.14%
Fees, Licenses, Permits	18,788	12,000	16,684	12,000	-	0.00%
Charges for Services	1,725	-	-	-	-	0.00%
Special Revenue Funds	42,840	43,697	43,697	45,000	1,303	2.98%
<b>Total Sources</b>	<b>\$ 337,637</b>	<b>\$ 346,483</b>	<b>\$ 347,039</b>	<b>\$ 356,919</b>	<b>\$10,436</b>	<b>3.01%</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 FY16 proposed budget is increasing \$10,436 or 3% due to contractual obligations. There are no changes to the staffing levels in this division. Operating expenses will remain level funded.

Tax support is expected to increase \$9,133 and the funding from the Wetlands Protection Special Revenue Fund will increase \$1,303.

## Fiscal Year 2016 Program Financial Data

### Conservation Program

Expenditure Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 276,210	\$ 279,178	\$ 281,067	\$ 289,614	\$ 10,436	3.74%
Operating Expenses	20,613	23,702	21,581	23,702	-	0.00%
<b>Total Appropriation</b>	<b>296,822</b>	<b>302,880</b>	<b>302,648</b>	<b>313,316</b>	<b>10,436</b>	<b>3.45%</b>

#### Employee Benefits Allocation:

Life Insurance	33		38	
Medicare	3,607		3,707	
Health Insurance	24,852		25,420	
County Retirement	53,857		56,963	
<b>Total Employee Benefits (1)</b>	<b>82,349</b>		<b>86,128</b>	

#### **Total Expenditures Including Benefits**

<b>\$ 379,171</b>		<b>\$ 388,776</b>	
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#### **Full-time Equivalent Employees**

<b>4.00</b>	<b>4.00</b>		<b>4.00</b>	<b>0.00</b>
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#### Source of Funding

Taxes	\$ 233,470	\$ 247,183	\$ 242,267	\$ 256,316	\$ 9,133	3.69%
Fees, Licenses, Permits	18,788	12,000	16,684	12,000	-	0.00%
Charges for Services	1,725	-	-	-	-	0.00%
Special Revenue Funds	42,840	43,697	43,697	45,000	1,303	2.98%
<b>Total Sources</b>	<b>\$ 296,822</b>	<b>\$ 302,880</b>	<b>\$ 302,648</b>	<b>\$ 313,316</b>	<b>\$ 10,436</b>	<b>3.45%</b>

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

### Land Management Program

Expenditure Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 22,678	\$ 11,000	\$ 14,285	\$ 11,000	\$ -	0.00%
Operating Expenses	18,137	32,603	30,106	32,603	-	0.00%
<b>Total Appropriation</b>	<b>40,815</b>	<b>43,603</b>	<b>44,391</b>	<b>43,603</b>	<b>-</b>	<b>0.00%</b>

#### Employee Benefits Allocation:

Life Insurance	-		3	
Medicare	17		98	
Health Insurance	170		594	
<b>Total Employee Benefits (1)</b>	<b>187</b>		<b>694</b>	

#### **Total Expenditures Including Benefits**

<b>\$ 41,002</b>		<b>\$ 45,085</b>	
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#### Source of Funding

Taxes	\$ 40,815	\$ 43,603	\$ 44,391	\$ 43,603	\$ -	0.00%
<b>Total Sources</b>	<b>\$ 40,815</b>	<b>\$ 43,603</b>	<b>\$ 44,391</b>	<b>\$ 43,603</b>	<b>\$ -</b>	<b>0.00%</b>

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

**Performance Measures / Workload Indicators**

Program - Conservation	FY 2014 Actual	FY 2015 Estimate	FY 2016 Proposed
Total site inspections	684	575	582
# Certificates of Compliance Issued	103	70	76
Average Certificate of Compliance processing time	54 days	50 days	48 days

Program - Land Management	FY 2014 Actual	FY 2015 Estimate	FY 2016 Proposed
Acres of conservation land maintained	2,030	2,030	2,030
# Land management complaints from Citizens	13	15	14
% resolved within 10 business days	67	70	79
# Land management complaints from Town employees	16	14	14
% resolved within 10 business days	94	90	94

## Consumer Affairs Division

### *Mission Statement*

The mission of the Consumer Affairs Division is to provide quality Parking Regulation Services, efficient and effective Licensing, and Weights & Measures permitting services and beneficial consumer protection services for residents, merchants and visitors, in order to enhance public safety and ensure our community standards are upheld.



Licensing



Parking Citation Processing



Weights & Measures  
(Revolving Fund)

### Description of Program Services Provided

#### Licensing Program

The Licensing program provides support to both the Licensing Authority and the Town Manager. Staff processes and the Authority holds public hearings for new licenses, changes to existing licenses and renewal of existing licenses in the areas of 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, and maintains records of all licensing applications and Show Cause hearings held annually; field staff provides inspection and enforcement activities in licensed establishments throughout the

*That Equality May Prevail In the Market place*

## RECENT ACCOMPLISHMENTS

### Licensing Division

Though being newly appointed to their positions this year, the Licensing Division staff began immediately streamlining operations by creating an interactive general application form for applicants to fill out online and email back, which then is used interactively internally to expedite the compliance verifications throughout town departments. This new process was extremely successful on both ends and will assist with the future implementation of E-Permitting.

### Parking Enforcement Program

The Parking Enforcement Program successfully paired with a number of other Town departments such as Growth Management and Public Works and divisions including Recreation and Marine & Environmental Affairs for the betterment of both Bismore Park and the Ocean Street lot. Also, making significant improvements for visitors were signage upgrades, new Adirondack chairs and picnic tables and the installation of new automated pay-to-park machines that incorporate a faster and easier option of paying to park with smart phones.

### Weights & Measures Program

Repairs were made to the 1987 Measurement Assurance Compliance truck mounted prover system which tests numerous gasoline meters and over 130 oil truck meters. The truck and prover equipment had suffered deterioration and rust due to lack of inside storage for over a year, the valve and plumbing components on this truck are sensitive to the elements being of precision measure equipment. We hope to get many years of use to this one of a kind test unit.

Town as well as education efforts to licensees. Staff provides assistance to applicants seeking to obtain a license, and in understanding their obligations under Massachusetts General Laws with respect to license terms and conditions (Massachusetts General Laws Chapter 138 &140).

### Citation Processing Program

The Citation Processing program involves keeping records for more than 1,400 civil citations annually issued by various enforcement agencies of the Town. Staff receives all citations written and creates a docket for each. Records are maintained for each step in the process and for payments received. We provide a hearing process for disputed citations and coordinate activities to allow for third-party hearings at the District Court. Non-criminal citations offer an alternative to the traditional criminal prosecution process. Considerable time and money is saved by both the Town and the defendant by utilizing this option. The average cost of a criminal prosecution for violations of this type is \$500-\$1,500. The average cost of a non-criminal citation is \$25.

### Parking Division

The Division provides 2.3 FTEs for the parking function for enforcement activities and clerical staff for the administrative, financial and hearing process. The office processes approximately 6,500 parking citations per year, conducts approximately 1,100 hearings on appeals per year, and provides 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.

### Weights and Measures Program

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, taxi meters, 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 1,403 prepackaged commodities in Barnstable (Massachusetts General Laws Chapter 94-98.101).

## **Fiscal Year 2016 Goals and Objectives**

### **Licensing Division**

1. **Short Term:** Continue to convert license applications into interactive online forms and improving internal communication with divisions through creative and cost efficient technology. (SP: Finance, Communication, Economic Development and Regulatory Process & Performance)
2. **Long Term:** Assist the Licensing Authority with the creation of Rules and Regulations pertaining to all licenses issued by the Authority. (SP: Quality of Life, Communication, Economic Development, Regulatory Process & Performance)

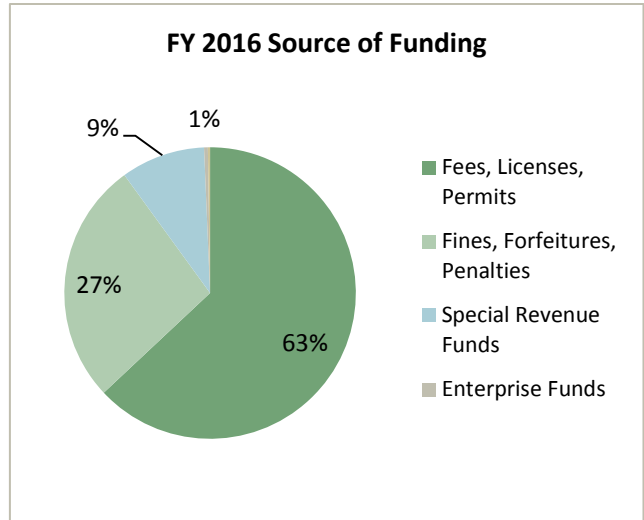
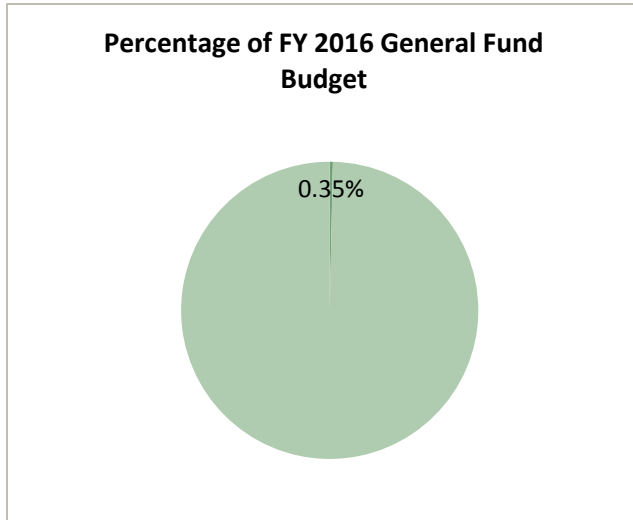
### **Parking Enforcement Program**

1. **Short Term:** Begin an interactive online campaign through updating the website, utilization of available social media outlets and incorporating staff abilities in creating promotional material regarding current on goings within the division. (SP: Quality of Life, Communications, Economic Development, Regulatory Process & Performance, and Public Health & Safety)
2. **Long Term:** Begin to work in collaboration with the Town Manager's office and all related departments to improve communication and coordinate efforts and goals applicable to all modes of transportation operating business within the community. (SP: Quality of Life, Communications, Economic Development, Regulatory Process & Performance and Public Health & Public Safety)

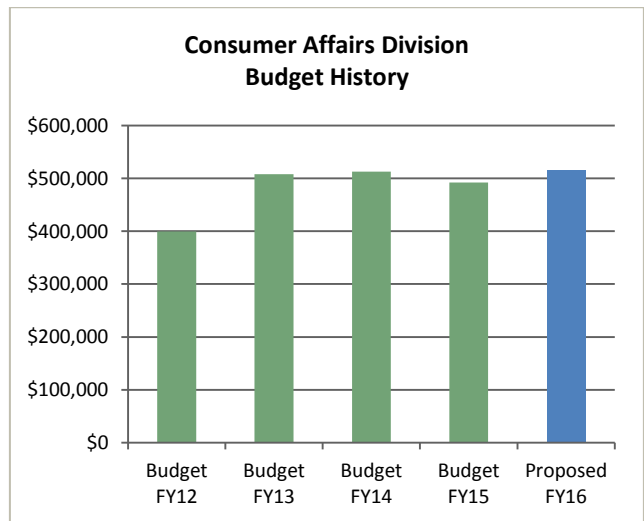
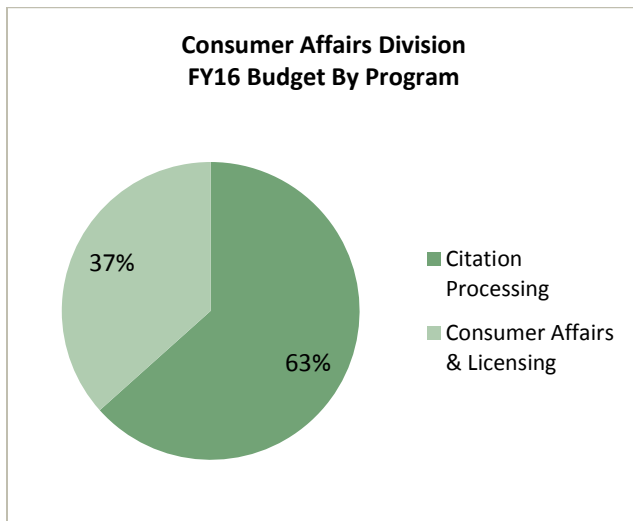
### **Weights & Measures Program**

1. **Short Term:** Continue to upgrade and streamline Weights & Measures data base and coordinate inspectors improvement for services to all towns required. (SP: Economic Development)
2. **Long Term:** Begin development and implementation of web-based tablets for inspectors to produce reports and inspections results. (SP: Finance and Economic Development)

**Fiscal Year 2016 Division Financial Data**



The Consumer Affairs Division Comprises 0.35% of the overall General Fund budget. Fines, forfeitures, and penalties represent 63% of the total source of funding. No tax support is needed. The Bismore Park Special Revenue Fund provides 9%.



Citation Processing Program is the largest program area in this division representing 63% of the division's FY16 proposed budget. The division's budget has increased from \$399,465 in FY12 to \$515,413 in FY16 or 29.03% over the five year period. The spike in the FY13 budget was the result of a new parking ticket processing management contract which correspondingly increased revenue, as well as a shift in a portion of the Consumer Affairs Division Supervisor's salary from the Weights & Measures revolving Fund.

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 355,006	\$ 404,128	\$ 421,977	\$ 427,535	\$ 23,407	5.79%
Operating Expenses	96,247	87,878	96,044	87,878	-	0.00%
<b>Total Appropriation</b>	<b>451,253</b>	<b>492,006</b>	<b>518,021</b>	<b>515,413</b>	<b>23,407</b>	<b>4.76%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	31		32			
Medicare	4,372		5,267			
Health Insurance	26,333		20,279			
County Retirement	131,117		108,643			
<b>Total Employee Benefits (1)</b>	<b>161,853</b>		<b>134,221</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 613,106</b>		<b>\$ 652,242</b>			
<b>Full-time Equivalent Employees</b>	<b>5.20</b>	<b>5.10</b>		<b>5.10</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fines, Forfeitures, Penalties	230,578	160,000	223,326	224,000	64,000	40.00%
Fees, Licenses, Permits	519,454	503,296	518,701	523,000	19,704	3.91%
Interest and Other	2,509	2,000	2,000	2,000	-	0.00%
Special Revenue Funds	54,527	55,000	55,000	77,516	22,516	40.94%
Enterprise Funds	3,500	3,500	3,500	3,500	-	0.00%
<b>Total Sources</b>	<b>\$ 810,569</b>	<b>\$ 723,796</b>	<b>\$ 802,527</b>	<b>\$ 830,016</b>	<b>\$ 106,220</b>	<b>14.68%</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 FY16 proposed budget is increasing \$23,407 or 5.79%. The increase is related to contractual obligations and \$17,200 provided for wage increases for the Bismore Park Parking Attendants. No tax support is provided to fund this operation. All direct operating costs are recovered from fines, licenses, permits and special revenue funds.



## Fiscal Year 2016 Program Financial Data

### Licensing Program

Expenditure Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 157,086	\$ 178,758	\$ 170,138	\$ 177,453	\$ (1,305)	-0.73%
Operating Expenses	13,683	10,012	10,706	11,312	1,300	12.98%
<b>Total Appropriation</b>	<b>170,769</b>	<b>188,770</b>	<b>180,844</b>	<b>188,765</b>	<b>(5)</b>	<b>0.00%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	20		20			
Medicare	1,688		2,000			
Health Insurance	16,938		12,188			
County Retirement	58,018		45,093			
<b>Total Employee Benefits (1)</b>	<b>76,663</b>		<b>59,301</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 247,432</b>		<b>\$ 240,145</b>			
<b>Full-time Equivalent Employees</b>	2.90	2.45		2.45	0.00	
<b>Source of Funding</b>						
Fees, Licenses, Permits	485,866	473,296	478,029	488,000	14,704	3.11%
Interest and Other	2,509	2,000	2,000	2,000	-	0.00%
<b>Total Sources</b>	<b>\$ 488,376</b>	<b>\$ 475,296</b>	<b>\$ 480,029</b>	<b>\$ 490,000</b>	<b>\$ 14,704</b>	<b>3.09%</b>

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

### Parking Citation Processing Program

Expenditure Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 197,920	\$ 225,370	\$ 251,839	\$ 250,082	\$ 24,712	10.97%
Operating Expenses	82,564	77,866	85,338	76,566	(1,300)	-1.67%
<b>Total Appropriation</b>	<b>280,484</b>	<b>303,236</b>	<b>337,177</b>	<b>326,648</b>	<b>23,412</b>	<b>7.72%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	11		12			
Medicare	2,684		3,267			
Health Insurance	9,395		8,091			
County Retirement	73,099		63,550			
<b>Total Employee Benefits (1)</b>	<b>85,190</b>		<b>74,920</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 365,674</b>		<b>\$ 412,096</b>			
<b>Full-time Equivalent Employees</b>	2.30	2.65		2.65	0.00	
<b>Source of Funding</b>						
Taxes	\$ -	\$ 54,736	\$ 14,679	\$ -	\$ (54,736)	-100.00%
Fines, Forfeitures, Penalties	230,578	160,000	223,326	224,000	64,000	40.00%
Fees, Licenses, Permits	33,588	30,000	40,672	35,000	5,000	16.67%
Special Revenue Funds	54,527	55,000	55,000	77,516	22,516	40.94%
Enterprise Funds	3,500	3,500	3,500	3,500	-	0.00%
<b>Total Sources</b>	<b>\$ 322,193</b>	<b>\$ 303,236</b>	<b>\$ 337,177</b>	<b>\$ 340,016</b>	<b>\$ 36,780</b>	<b>12.13%</b>

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

## Performance Measures/Workload Indicators

### Consumer Services (Weights & Measures)

Barnstable Weights & Measures is responsible for the compliance of over 4,000 devices in eleven (11) 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, the Department 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 program conducts annual inspections on gasoline dispensers and vehicle tank meters, or oil trucks. The same can be said for scale inspections of varying sizes which can relate to net weight inspections conducted during the year. Weights & Measures 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, this year's 30 residents were educated about the Weights & Measures Program. Each month, the Weights & Measures Program informs thousands of town residents on ways of 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-7/1/13-6/30/14	Actual FY 2014		Projected FY 2015		Estimated FY 2016	
	Number	Dollars	Number	Dollars	Number	Dollars
Retail Scales-Small, Medium & Large Capacity	1,313	\$ 85,560	1,360	\$ 87,000	1,380	\$ 87,000
Weights	238	\$ 1,918	238	\$ 1,918	240	\$ 1,918
RMFD/Retail Motor Fuel Dispensers	1,631	\$ 89,960	1,650	\$ 90,750	1,670	\$ 90,750
VTM	132	\$ 14,960	132	\$ 14,960	132	\$ 14,960
Taxi Meters	98	\$ 5,335	88	\$ 4,840	92	\$ 4,840
Reverse Vending	158	\$ 2,995	158	\$ 2,995	140	\$ 2,995
Bulk Storage Meters	7	\$ 1,195	7	\$ 1,195	7	\$ 1,195
Linear/Cordage Device	46	\$ 1,505	45	\$ 1,575	45	\$ 1,575
Vehicle Safety Inspections	100	\$ 5,010	90	\$ 4,500	95	\$ 4,500
Price Verification Scanner Inspections	730	\$ 20,975	850	\$ 21,500	775	\$ 21,500
Price Verification Fines	37	\$ 7,200	50	\$ 10,000	50	\$ 10,000
IP Inspection/Items Checked (Non-fee Based)	34,000		35,000		35,500	
IP Inspection Violations	899	\$100	1,000	\$105,000	1,050	\$105,000
Device Fines		\$ 2,375		\$ 1,500		\$ 1,500
<b>Totals</b>		<b>\$339,788</b>		<b>\$347,733</b>		<b>\$347,733</b>

# of violations by business	105	\$ 9,700	150	\$ 8,500	170	\$ 8,700
Supermarkets	139	\$ 26,700	200	\$ 27,000	225	\$ 30,000
Convenience/Gas Stations	201	\$ 18,500	220	\$ 19,000	250	\$ 20,300
Pharmacy	454	\$ 45,300	460	\$ 45,500	470	\$ 47,000
<b>Totals</b>		<b>\$100,200</b>		<b>\$100,000</b>		<b>\$106,000</b>

<b>Economic Impact</b>						
Savings to Consumer Re: IP Inspections		\$117,770		\$125,500		\$150,000
Savings to Consumer Re: PV Inspections		\$105,777		\$120,800		\$135,000
<b>Total</b>		<b>\$223,547</b>		<b>\$245,800</b>		<b>\$285,000</b>

### Consumer Affairs – 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.

Complaint/Show Cause Hearing	Type of License	Sanction
Overcrowding, outdoor consumption, open after hours, lack of supervision and excessive noise	CVAA	9 Day suspension, appeal in process
Customer Complaint – Unsatisfactory resolution	Class II	Resolved
Open after hours	CV	Complaint in file, no further action
Failure to appear at mandatory Licensing Meeting	14 - Alcohol License holders	- 9 Alcohol Licenses – no further action - 2 Alcohol Licenses – One day suspension held in abeyance for one year - 3 Alcohol Licenses - Two day suspension held in abeyance for one year and attend all mandatory meetings
Show Cause Hearing extended	Junk Dealer	Continued to 3/9/15
Review of multiple Customer Complaints	Class II	License forfeited
Outdoor consumption, excessive noise, unlicensed entertainment	CVAA	One day Suspension; served
Noise bylaw violation	CVAA	One day suspension held in abeyance for one year
Serving a Minor	CVAA	One day Suspension; served
Closed business without proper notification to L.A.	CVAA	License not renewed
	Class I	Continued to 7/13/15

### Parking Program

The Parking Program is responsible for enforcement of parking regulations in all of Barnstable's villages, malls, public roads, beaches and boat ramps. The Parking Program operates year round and has one full time Parking Enforcement Inspector (PEI) and six seasonal PEI's. The majority of tickets are written in the summer months. The top ten violation locations are shown below:

Location of Citations	Citations Written	% of Total	Revenue
Cape Cod Hospital	232	2.44%	\$ 23,200
Old Colony	104	1.10%	\$ 2,600
Town Malls	1,253	13.22%	\$ 125,300
All other locations	933	10.48%	\$ 24,825
Commuter Lot	1,004	10.59%	\$ 25,100
Town Landings/Ramps	567	5.98%	\$ 14,175
Airport	43	0.45%	\$ 1,075
Beaches	692	7.30%	\$ 17,300
Main Street Hyannis	1,046	11.04%	\$ 26,150
Bismore	3,442	36.32%	\$ 86,050
Town Lots	102	1.08%	\$ 2,550
<b>Totals:</b>	<b>9,418</b>	<b>100.00%</b>	<b>\$ 348,325</b>

### Ticket Processing & Meter Program

Work Task	FY 2014 Actual	FY 2015 Estimated	FY 2016 Projected
Citations Processed - Outputs	8,727	8,500	8,000
Citations Receipts	\$233,863	\$225,000	\$220,000
Meter Receipts	\$247,989	\$225,000	\$225,000
<b>Combined Receipts</b>	<b>\$481,852</b>	<b>\$450,000</b>	<b>\$445,000</b>

## Public Health Division

### *Mission Statement*

The mission of the Public Health Division is to provide efficient and effective environmental and community health protection services so that public citizens and visitors may enjoy a safer and healthier environment while maintaining personal physical health.



### Description of Program 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: the Environmental and Public Health Services Program, Coastal and Shellfish Resource Area Protection Program, Nursing Services Program, and the Toxic and Hazardous Contaminants Management Program.

#### Environmental & Public Health Services

The mission of the Environmental and Public Health 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, various Town Ordinances, and

*Endeavoring to Provide a Safer and Healthier Environment*

## RECENT ACCOMPLISHMENTS

1. Conducted a total of 6,310 inspections at rental houses, restaurants, motels, public swimming pools, retail stores, septic systems, recreational camps, hazardous material sites, horse stables, and other facilities.
2. Conducted 1,054 high quality food establishment inspections at restaurants, retail food stores, bed and breakfast establishments, supermarkets, and mobile food units.
3. Provided four (4) seasonal influenza vaccination clinics to residents at various locations.
4. Issued 3,960 permits and collected fees totaling \$382,833.
5. Reviewed and approved 1,716 building permit applications involving the construction of new homes, commercial buildings, sheds, additions, alterations, remodeling work, and demolitions.
6. Responded to 343 public health-related complaints within 24 hours.

many State and Federal Codes and Regulations in a variety of areas. These include swimming pool inspections (public and semi-public); food establishment inspections; groundwater protection; septic system inspections; recreational day camp inspections; tanning facility inspections; private well permitting; and other services.

### **Coastal & Shellfish Resource Area Protection**

The mission 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 shellfishermen 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 staff person in this position conducts 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 and to re-open certain shellfish resource areas which are currently closed. For example, highway and road drainage systems are redesigned and reconstructed in such a way to minimize pollution to the shellfish resource areas.

### **Nursing Services**

The mission 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. The part-time Public Health Nurse is the sole employee of this program who 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 the disease; and provides various types of

immunizations to pre-school aged children and other residents who request immunizations.

**Toxic & Hazardous Contaminants Program**

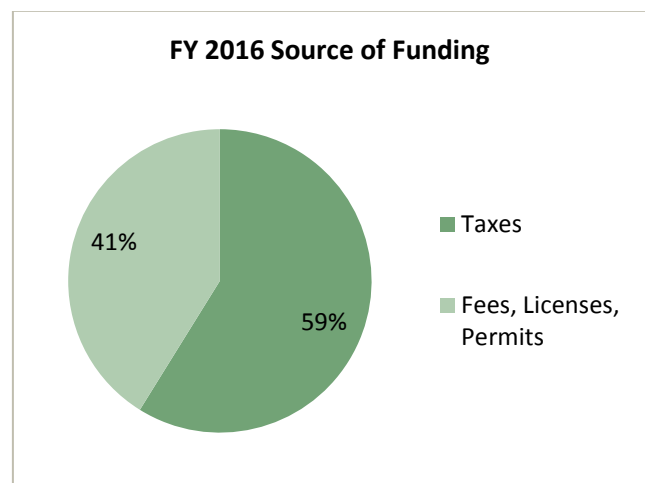
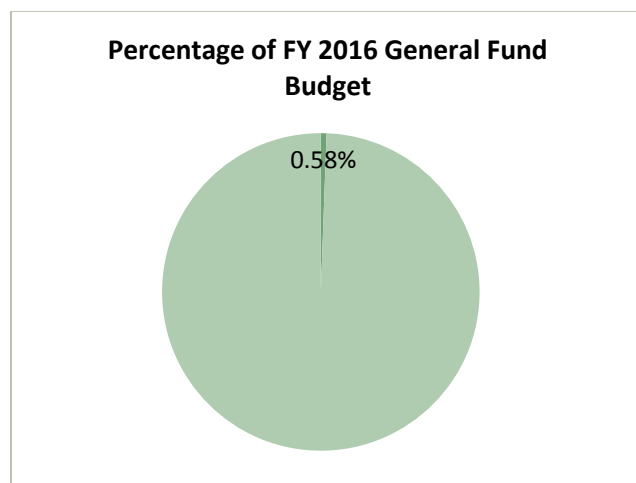
The mission of the Toxic and Hazardous Contaminants Program is to provide disposal and recycling education and enforcement so that citizens and visitors may enjoy a safer and healthier environment. This program provides immediate onsite responses to hazardous waste spills, household and small business hazardous waste disposal, clean-up of hazardous releases on town-owned properties, and education and enforcement of existing regulations relating to fuel storage tanks and hazardous materials. The field employee conducts routine inspections at businesses in Town which store or handle toxic and hazardous materials.

**Fiscal Year 2016 Goals and Objectives**

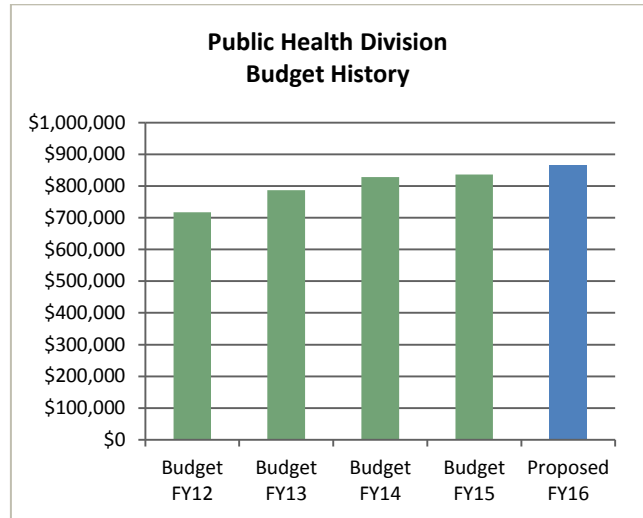
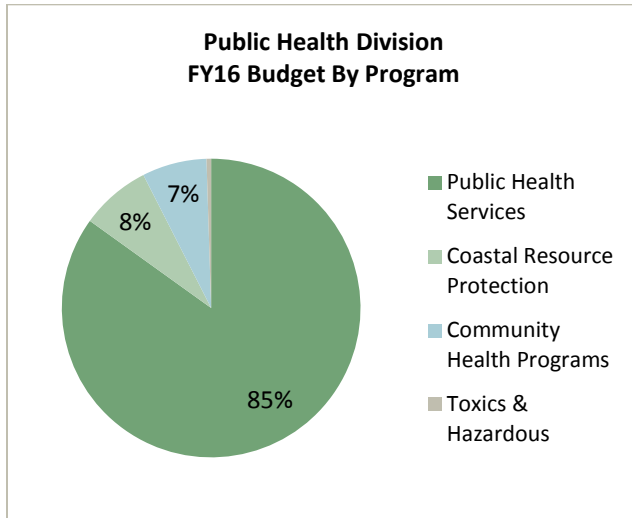
**Short term:**

1. The Public Health Division will support meaningful age and needs-appropriate health programs for all residents, including blood pressure monitoring, immunizations, and influenza vaccination clinics. (SP: Quality of Life.)
2. The Public Health Division will support the successful operation of the Senior Center by continuing to provide weekly on-site nursing services to all clients at the Senior Center. (SP: Quality of Life.)
3. The Public Health Division will support collaborative action to provide protection of our sole source aquifer and marine embayment areas to reduce nitrogen loading in all water bodies. This Division will continue to strictly enforce local and State nitrogen loading regulations on a daily basis, specifically in regards to the maximum wastewater discharge limitation provisions. (SP: Environment and Natural Resources.)
4. The Public Health Division will assist in the implementation of the new electronic permitting process to make the permitting process more predictable, timely, and cost effective for all permits and especially for recurring and/or new citizen/community originated events. (SP: Regulatory Process and Performance.)

**Fiscal Year 2016 Division Financial Data**



The Public Health Division comprises 0.58% of the overall General Fund budget. Taxes provide 59% of the financial support for this operation with the other 41% is provided from permits and fees charged by the division.



The Public Health is the largest program area within the division comprising 85% of the FY16 proposed budget. The division’s budget has increased from \$717,925 in FY12 to \$867,339 or 20.81% over the five year period.

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 734,316	\$ 758,148	\$ 746,674	\$ 788,831	\$30,683	4.05%
Operating Expenses	74,796	78,508	81,012	78,508	-	0.00%
<b>Total Appropriation</b>	<b>809,112</b>	<b>836,656</b>	<b>827,687</b>	<b>867,339</b>	<b>30,683</b>	<b>3.67%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	108		108			
Medicare	8,549		8,881			
Health Insurance	44,570		43,948			
County Retirement	109,154		125,042			
<b>Total Employee Benefits (1)</b>	<b>162,381</b>		<b>177,979</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 971,493</b>		<b>\$ 1,005,665</b>			
<b>Full-time Equivalent Employees</b>	<b>12.40</b>	<b>12.38</b>		<b>12.38</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 426,279	\$ 519,961	\$ 453,685	\$ 510,339	\$ (9,622)	-1.85%
Fees, Licenses, Permits	382,833	316,695	374,002	357,000	40,305	12.73%
<b>Total Sources</b>	<b>\$ 809,112</b>	<b>\$ 836,656</b>	<b>\$ 827,687</b>	<b>\$ 867,339</b>	<b>\$30,683</b>	<b>3.67%</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 FY16 proposed budget is increasing \$30,683 or 3.67%. Personnel costs represent the full increase due to contractual obligations. There are no proposed changes to staffing levels. Operating expenses will remain level funded.

Tax support is decreasing \$9,622 as revenue from permits and licenses are projected to increase based on recent activity levels.

## Fiscal Year 2016 Program Financial Data

### Public Health Services

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
	FY 2014	FY 2015	FY 2015	FY 2016	FY15 - 16	Change
Personnel	\$ 635,080	\$ 657,583	\$ 644,475	\$ 687,046	\$ 29,463	4.48%
Operating Expenses	55,192	49,458	59,507	49,458	-	0.00%
<b>Total Appropriation</b>	<b>690,272</b>	<b>707,041</b>	<b>703,982</b>	<b>736,504</b>	<b>29,463</b>	<b>4.17%</b>
<b>Full-time Equivalent Employees</b>	<b>10.30</b>	<b>10.78</b>		<b>10.78</b>	<b>0.00</b>	
Source of Funding						
Taxes	\$ 320,681	\$ 395,346	\$ 334,406	\$ 393,504	\$ (1,842)	-0.47%
Fees, Licenses, Permits	369,591	311,695	369,577	343,000	31,305	10.04%
<b>Total Sources</b>	<b>\$ 690,272</b>	<b>\$ 707,041</b>	<b>\$ 703,982</b>	<b>\$ 736,504</b>	<b>\$ 29,463</b>	<b>4.17%</b>

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

### Community Health Services

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
	FY 2014	FY 2015	FY 2015	FY 2016	FY15 - 16	Change
Personnel	\$ 37,793	\$ 38,343	\$ 39,493	\$ 39,980	\$ 1,637	4.27%
Operating Expenses	15,945	20,725	14,950	20,725	-	0.00%
<b>Total Appropriation</b>	<b>53,737</b>	<b>59,068</b>	<b>54,443</b>	<b>60,705</b>	<b>1,637</b>	<b>2.77%</b>
<b>Full-time Equivalent Employees</b>	<b>0.60</b>	<b>0.60</b>		<b>0.60</b>	<b>0.00</b>	
Source of Funding						
Taxes	\$ 49,895	\$ 54,068	\$ 50,018	\$ 55,705	\$ 1,637	3.03%
Fees, Licenses, Permits	3,842	5,000	4,425	5,000	-	0.00%
<b>Total Sources</b>	<b>\$ 53,737</b>	<b>\$ 59,068</b>	<b>\$ 54,443</b>	<b>\$ 60,705</b>	<b>\$ 1,637</b>	<b>2.77%</b>

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

**Coastal Resource Protection**

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 61,444	\$ 62,222	\$ 62,706	\$ 61,805	\$ (417)	-0.67%
Operating Expenses	2,441	3,975	5,144	3,975	-	0.00%
<b>Total Appropriation</b>	<b>63,884</b>	<b>66,197</b>	<b>67,850</b>	<b>65,780</b>	<b>(417)</b>	<b>-0.63%</b>
<b>Full-time Equivalent Employees</b>	<b>1.00</b>	<b>1.00</b>		<b>1.00</b>	<b>0.00</b>	
<u>Source of Funding</u>						
Taxes	\$ 54,484	\$ 66,197	\$ 67,850	\$ 56,780	\$ (9,417)	-14.23%
Fees, Licenses, Permits	9,400	-	-	9,000	9,000	0.00%
<b>Total Sources</b>	<b>\$ 63,884</b>	<b>\$ 66,197</b>	<b>\$ 67,850</b>	<b>\$ 65,780</b>	<b>\$ (417)</b>	<b>-0.63%</b>

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

**Toxic & Hazardous**

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Operating Expenses	1,219	4,350	1,411	4,350	-	0.00%
<b>Total Appropriation</b>	<b>1,219</b>	<b>4,350</b>	<b>1,411</b>	<b>4,350</b>	<b>-</b>	<b>0.00%</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 1,219</b>	<b>\$ 4,350</b>	<b>\$ 1,411</b>	<b>\$ 4,350</b>		
<b>Full-time Equivalent Employees</b>	<b>0.00</b>	<b>0.00</b>		<b>0.00</b>	<b>0.00</b>	
<u>Source of Funding</u>						
Taxes	\$ 1,219	\$ 4,350	\$ 1,411	\$ 4,350	\$ -	0.00%
<b>Total Sources</b>	<b>\$ 1,219</b>	<b>\$ 4,350</b>	<b>\$ 1,411</b>	<b>\$ 4,350</b>	<b>\$ -</b>	<b>0.00%</b>

**Performance Measures**

Division Name	Program Outcome Measure
Public Health	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 twelve (12) business hours within standards and within budget.

Activity Name	Budget	End Product	Unit Cost or Productivity	Service Quality
Complaint Response	\$34,039	343 Complaints	\$99.24/complaint	99% of complaints were responded to within 12 business hours with quick appropriate action taken

Division Name	Program Outcome Measure
Public Health	To inspect all food establishments each year; with the objective of completing greater than 90% of inspections twice per year within standards and within budget.

Activity Name	Budget	End Product	Unit Cost or Productivity	Service Quality
Food Est. Inspections	\$106,032	1,054 Inspections	\$100.60/ inspection	100% of food establishments inspected on schedule, at least once every six months, at the HQFEI* 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.*

Division Name	Program Outcome Measure
Public Health	To review all failed septic system inspection reports received along with preparation and mailing-out of order letters; with the objective of completing this process within ten (10) days for at least 90% of failed systems within standards and budget.

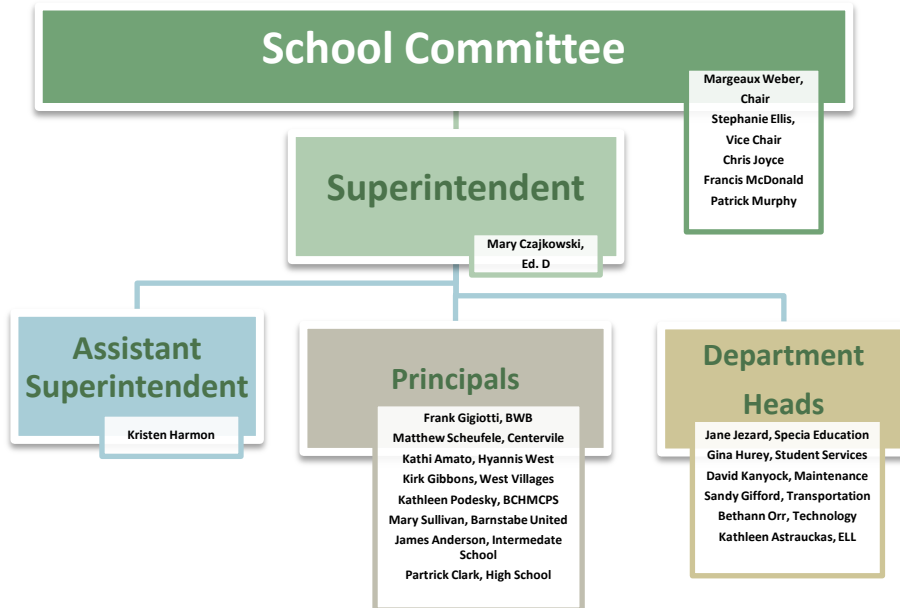
Activity Name	Budget	End Product	Unit Cost or Productivity	Service Quality
Preparation / Mailing of Order Letters to Repair	\$1,946	56 Failed Reports	\$34.76/report	90% of failed septic system inspection reports were processed within ten days (“processed” refers to reviewing failed reports, logging in computer database, preparation of order letters, and mailing out order letters).

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# School Department

## Mission Statement

It is the mission of the Barnstable Public Schools to provide a common, standards-based educational program that will enable EVERY student to achieve rigorous performance standards in order to graduate college and become career ready.



*All children have the right to every opportunity to achieve their full potential.*

*Each person deserves to be treated with dignity and respect.*

## 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,

*Integrity and personal responsibility are the hallmarks of our daily interactions.*



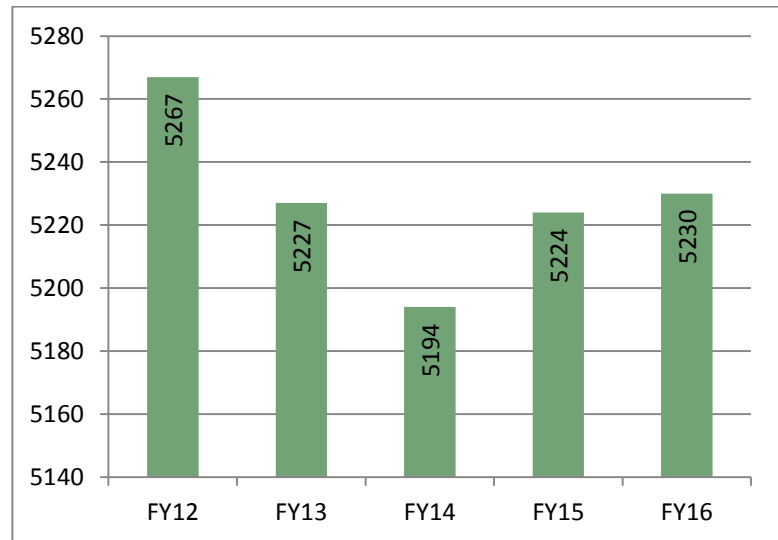
### RECENT ACCOMPLISHMENTS

1. Increased instruction delivery and support to English Language Learners.
2. Implemented "Crossroads" instruction support model to Barnstable High School.
3. Completed a Department of Elementary and Secondary Education operational review.
4. Completed a space needs assessment of all elementary schools.
5. Expansion of our partnership with the New England Center for Children to the preschool level.
6. Completed our first year of district wide work with the National Center for Learning Disabilities to implement the Massachusetts Tiered System of Supports (MTSS).



and emergency sheltering. Infrastructure is utilized and enjoyed year round through various leisure activities in the gymnasiums and fields.

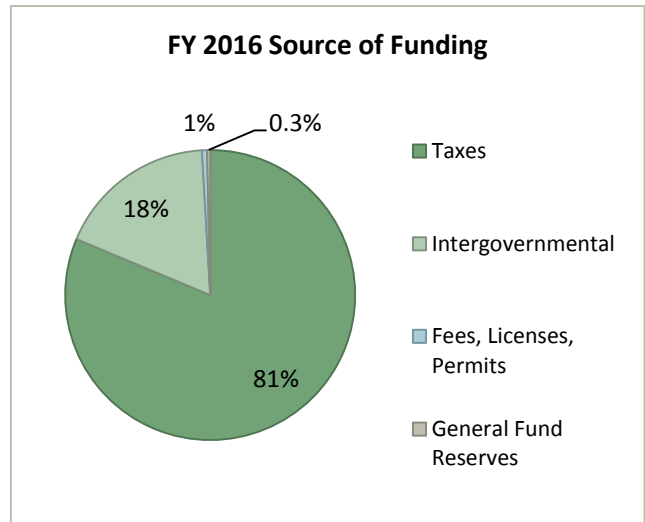
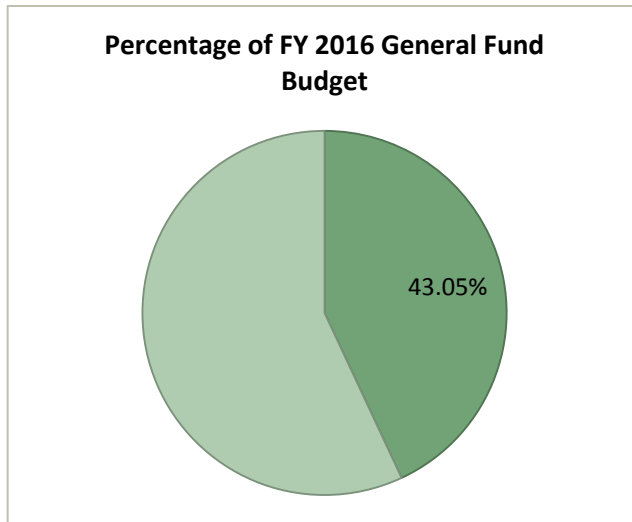
### Enrollment



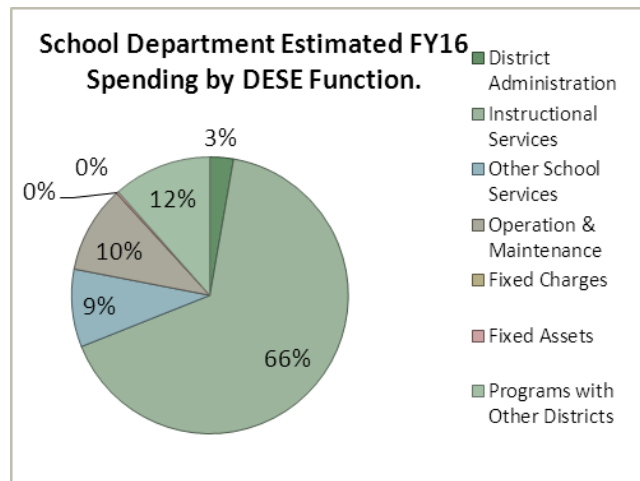
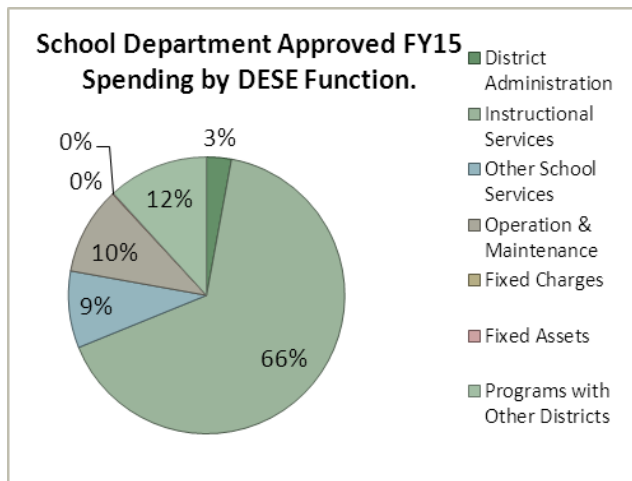
### Fiscal Year 2016 Goals and Objectives

1. Promote the academic achievement of all students by challenging each student to perform to his/her maximum ability level.
  - a) Implementation of a student based schedule in the K-7 grades.
  - b) Continuation of district wide work with the National Center for Learning Disabilities to implement the Massachusetts Tiered System of Supports (MTSS).
2. To ensure that our facilities are adequate to meet the needs of all students.
  - a) Opening of the new Barnstable Early Learning Center.
  - b) Removal of all district portable classrooms and the construction of permanent instructional spaces.
  - c) Study and update district's long term facilities plan.
3. To ensure that the budget provides for the achievement of all students, while maintaining fiscal responsibility.
  - a) Negotiation and ratification of collective bargaining agreements.

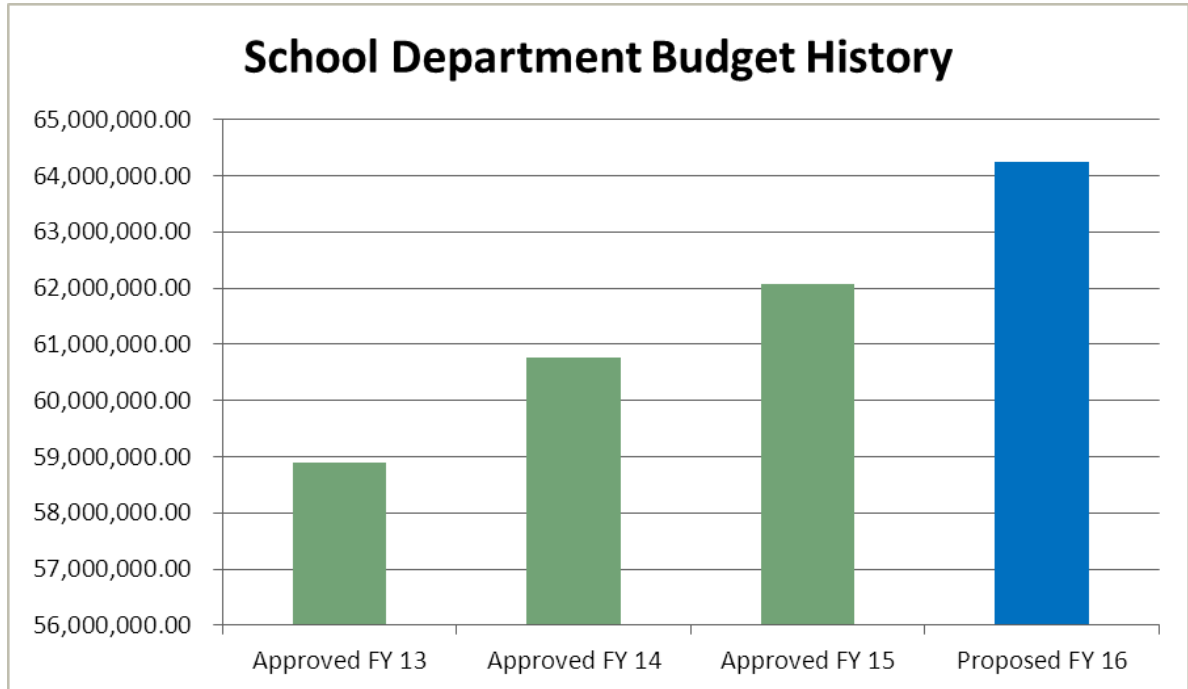
**Fiscal Year 2016 Financial Data**



The School Department budget represents 43% of the overall general fund budget. 81% of the budget is financed from taxes, 18 from intergovernmental funds, with the remaining 1% financed from fees and reserves.



The Instructional Services is the largest funded operation within the School Department representing 66% in FY15, with a projection of 66% in FY16.



The School Department budget has increased from \$58 million in FY 13 to \$64 million proposed in FY16, or 9.1% over the four year period.

Expenditure Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 44,288,369	\$ 44,988,320	\$ 44,750,000	\$ 46,259,772	\$ 1,271,452	2.83%
Operating Expenses	14,074,540	14,685,997	14,600,000	15,519,104	833,107	5.67%
Horace Mann Charter School	2,434,619	2,395,792	2,395,792	2,471,124	75,332	3.14%
<b>Total Appropriation</b>	<b>60,797,528</b>	<b>62,070,109</b>	<b>61,745,792</b>	<b>64,250,000</b>	<b>2,179,891</b>	<b>3.51%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	4,523		7,712			
Medicare	629,792		645,703			
Health Insurance	3,731,448		4,290,569			
County Retirement	1,921,731		1,649,482			
<b>Total Employee Benefits (1)</b>	<b>6,287,494</b>		<b>6,593,467</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 67,085,022</b>		<b>\$ 68,339,259</b>			
<b>Full-time Equivalent Employees</b>	<b>815.53</b>	<b>830.35</b>		<b>834.15</b>	<b>3.80</b>	
<b>Source of Funding</b>						
Taxes	\$ 48,794,301	\$ 50,452,436	\$ 50,120,792	\$ 52,245,737	\$ 1,793,301	3.55%
Intergovernmental	11,558,976	11,192,673	11,200,000	11,419,103	226,430	2.02%
Fees, Licenses, Permits	425,000	425,000	425,000	365,000	(60,000)	-14.12%
Interest and Other	19,251	-	-	-	-	0.00%
Free Cash/Surplus Funds	-	-	-	220,160	220,160	0.00%
<b>Total Sources</b>	<b>\$ 60,797,528</b>	<b>\$ 62,070,109</b>	<b>\$ 61,745,792</b>	<b>\$ 64,250,000</b>	<b>\$ 2,179,891</b>	<b>3.51%</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 FY16 proposed budget is \$2,179,891 more than the FY15 approved budget representing a 3.51% increase. The increase provides for the contractual pay increases for all department staff. This budget includes funding for 689.99 full-time equivalent employees. Throughout the district 23.3 positions are being added due to the MTSS schedules and other programming changes, and are offset by 11.5 position reductions. Increases in supplies and operating expenses are due to furniture and fixture upgrades at the Early Learning Center and Centerville, new curriculum supplies and materials for the ELL department, and curriculum material upgrades at BUES & BHS. The school savings account is being used to fund one-time expenses which include new furniture, fixtures, and equipment at the Early Learning Center, iPads for the ELL Department, new curriculum materials for the ELL department, and the traffic and parking upgrades at West Villages Elementary School.



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## Other Requirements

### *Description*

Within the FY 2016 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 & casualty insurance; celebrations; Lombard Trust lease payments; grants to the public libraries and for tourism,, transfers, and various assessments the Town receives from State and County agencies.

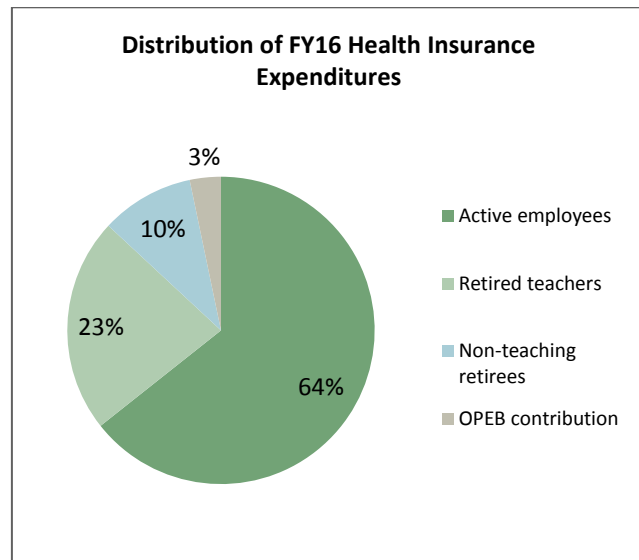
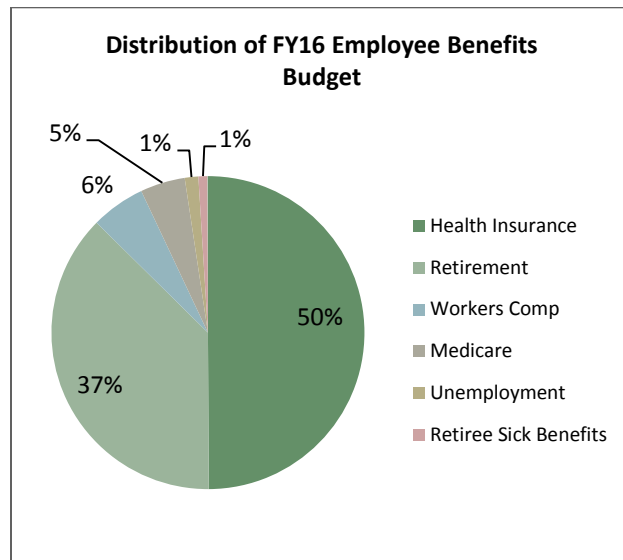


*A Collection of General Fund Expenditures Separate from the Department Operating Budgets*

## Description of Program Services

### Employee Benefits

The Town is required by Federal or State law to provide certain benefits to its workforce. This category of expenditures includes life insurance, health insurance, Medicare, retirement assessments, unemployment, worker’s compensation, retiree sick benefits, as well as the annual contribution to the Other Post-Employment Benefits Trust Fund.



Health insurance for active and retired employees is the largest expenditure in this area of the budget. Collectively, they represent 50% of all employee benefits spending. This includes the contribution to the Town’s Trust Fund for other-post employment benefits which is budgeted at \$350,000 for FY16. The Town’s Annual Required Contribution (ARC), as calculated by actuaries, for fully funding its other post-employment benefit 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 64% of all health insurance expenses while retirees make up 33%. 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 \$125,000 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 80% to 85% 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 for the FY13 health insurance plans were implemented which

resulted in decreased premium savings to the Town of approximately \$800,000. More plan design changes are anticipated in fiscal year 2017.

### **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 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.

### **Unemployment**

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 significant layoffs planned for FY16 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 little 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 FY16. 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 an additional \$15,000 in FY16 for a workplace safety assessment and safety training.

### **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 \$1.1 million in FY05 to \$1.58 million in FY16. This is a 44% increase, an average of 4% per year.

### **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 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 FY16 proposed budget includes a tourism grant amount that represents approximately 7.5% 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 2.5% and the payment to the Lombard Trust is increasing 2.5% to \$51,924.

### **Assessments and Other**

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 Council 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.

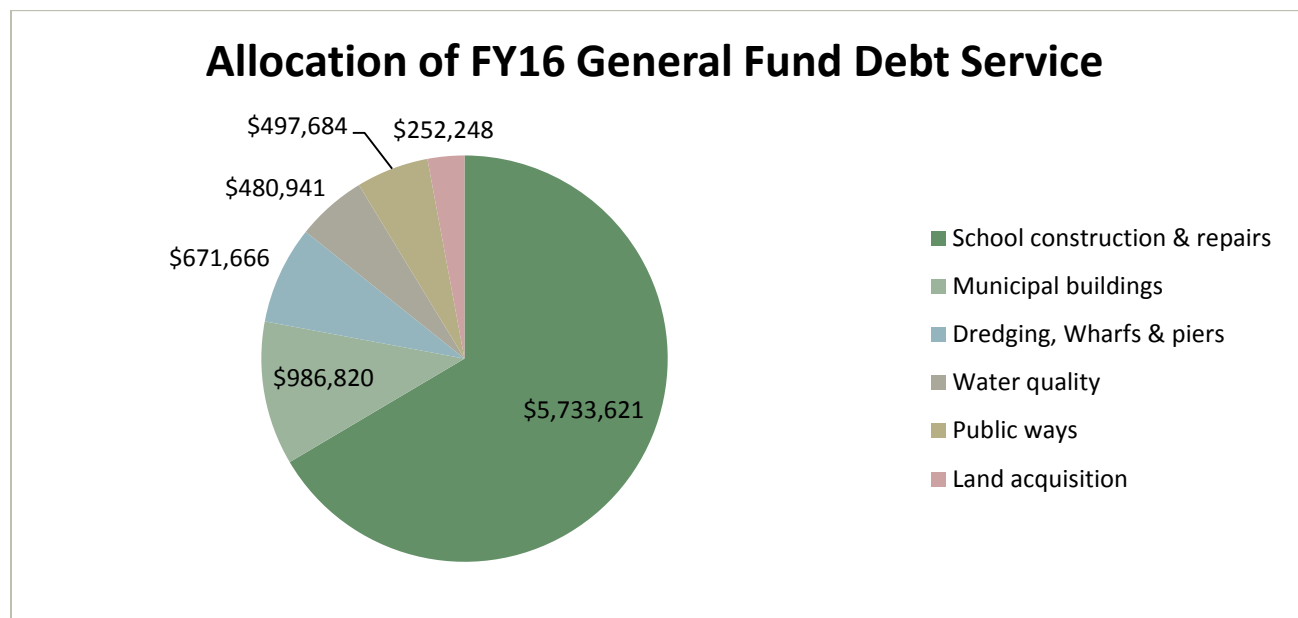
Also included in this category are State and County assessments. County assessments consist of the town's portion of the county's operating budget and the Cape Cod Commission. The assessment for the Cape Cod Commission is excluded from Proposition 2½ taxing limitations and is added to the tax levy every 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. 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**

Major capital improvements within the Capital Improvement Program will be funded through the issuance of notes and bonds and repayment of the debt issuance is included in the debt service appropriation. For further detail on the Town’s debt obligations, please refer to pages 104 through 112. 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 \$3,435,335 to the Capital Trust Fund and \$718,418 for the Golf Course Enterprise Fund and HYCC Enterprise Fund. The town has committed \$7,588,646 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 \$4,153,411 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 \$3,435,235.

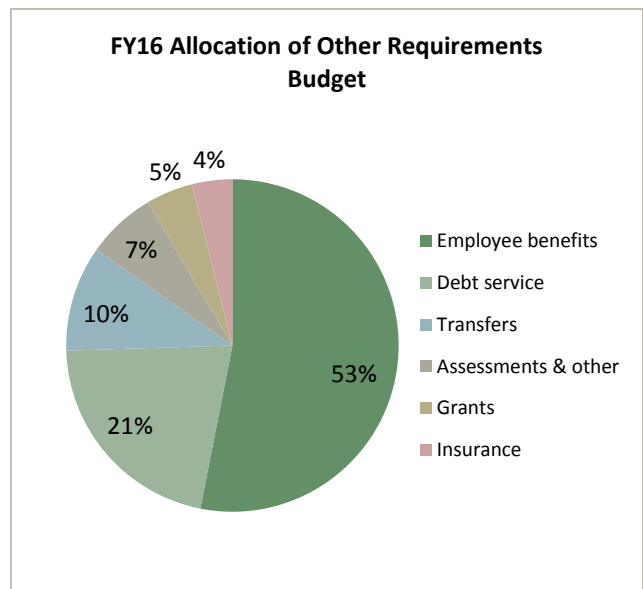
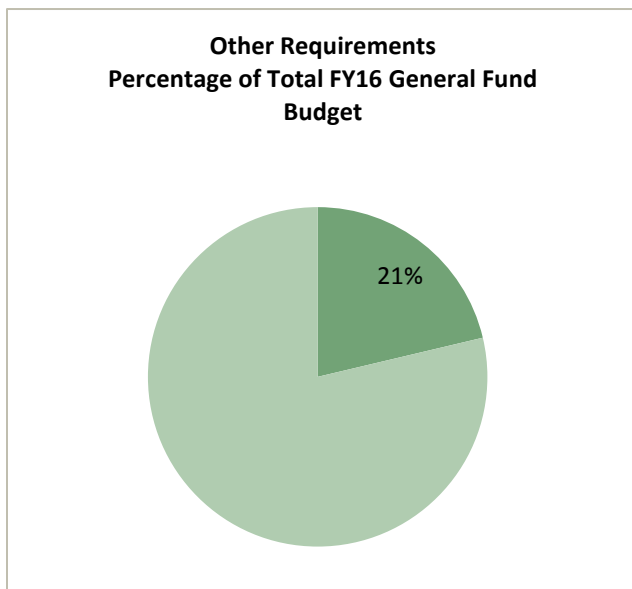
The Golf Course Enterprise Fund is assessed \$375,598 of indirect costs for support received from general fund operations, as well as other fixed costs budgeted in the general fund that are attributable to the enterprise fund operation. The enterprise fund has budgeted \$250,000 for reimbursing the general fund resulting in a general fund subsidy of \$125,598. The HYCC Enterprise Fund is assessed \$282,672 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 FY16 is \$310,148 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 \$592,820. The total enterprise fund subsidy budgeted in this category is \$718,418.

**Appropriation Deficits**

The Town has the authority under Massachusetts General Law to expend amounts in excess of appropriations for snow & 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 had an overlay deficit of \$32,000 in FY15 totaling \$32,000.

**Fiscal Year 2016 Financial Data**

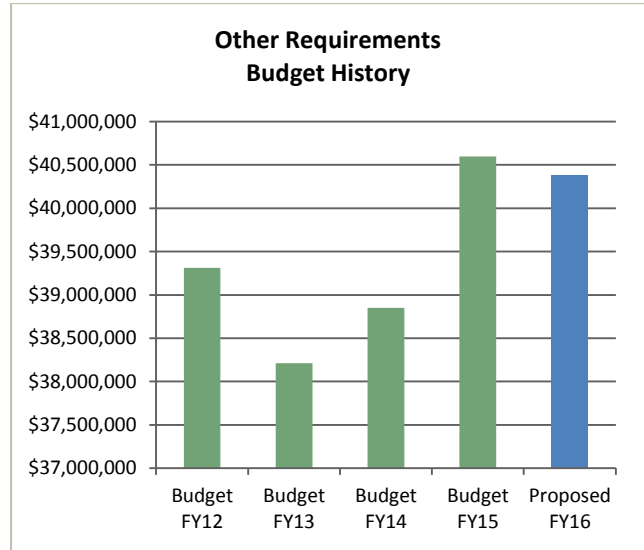
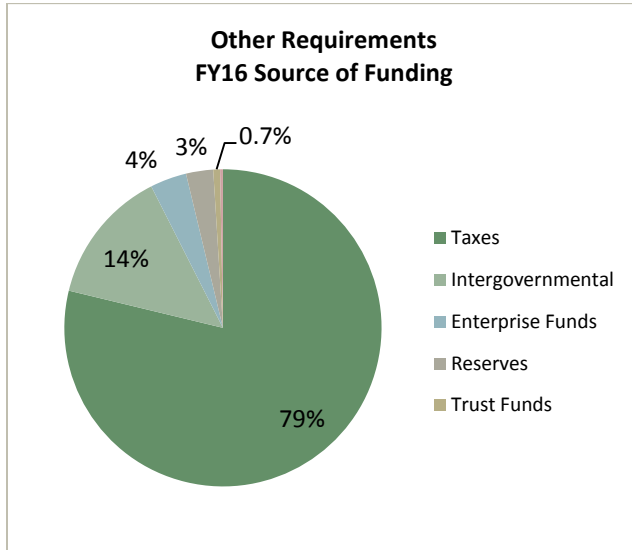


Total expenditures on Other Requirements represent 21% of the overall general fund budget. Employee benefits are the largest section of this budget representing 53% of all expenditures. The second largest area is debt service representing 21% of spending.



**FISCAL YEAR 2016 BUDGET**
**OTHER REQUIREMENTS**
**GENERAL FUND**

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
<b><u>Employee Benefits</u></b>						
Retirement Assessments	\$ 7,515,745	\$ 7,871,271	\$ 7,871,271	\$ 8,035,227	\$ 163,956	2.08%
Health Insurance for Active Employees	5,774,706	6,410,318	6,300,000	6,885,000	474,682	7.40%
Retiree Health & Sick Benefits	3,442,434	4,180,293	4,200,293	4,017,183	(163,110)	-3.90%
Workers' Compensation & Unemployment	1,182,373	1,484,624	1,419,291	1,500,000	15,376	1.04%
Medicare & Life Insurance	949,216	970,000	959,800	1,002,000	32,000	3.30%
<b>Total</b>	<b>18,864,474</b>	<b>20,916,506</b>	<b>20,750,655</b>	<b>21,439,410</b>	<b>522,904</b>	<b>2.50%</b>
<b><u>Debt Service, Grants, Assessments &amp; Other</u></b>						
Debt Service	8,830,555	8,678,407	8,670,000	8,647,981	(30,426)	-0.35%
Library Grants	1,630,979	1,671,753	1,671,753	1,714,000	42,247	2.53%
Tourism Grant	142,969	123,000	123,000	124,250	1,250	1.02%
Property & Liability Insurance	1,439,324	1,570,000	1,539,715	1,580,000	10,000	0.64%
Interest on Tax Refunds	1,912	25,000	24,000	20,000	(5,000)	-20.00%
Celebrations	103,301	100,000	100,000	100,000	-	0.00%
Lombard Trust Rent	51,924	51,924	51,924	52,000	76	0.15%
Veterans' District Assessment & Benefit Payments	382,738	442,019	425,000	430,000	(12,019)	-2.72%
Old Kings Highway	9,000	9,000	9,000	9,000	-	0.00%
Greenhead Fly Control District	5,320	5,320	5,320	5,320	-	0.00%
County Tax & Cape Cod Commission Assessments	1,057,930	1,084,379	1,084,379	1,094,175	9,796	0.90%
Mosquito Control	325,539	337,988	337,988	352,254	14,266	4.22%
Air Pollution Control Districts	21,977	21,813	21,813	21,832	19	0.09%
RMV Non-renewal Surcharge	72,380	72,380	72,380	72,380	-	0.00%
Cape Cod Regional Transit Authority	484,887	497,009	497,009	509,433	12,424	2.50%
Special Education Assessment	29,491	30,081	30,081	26,748	(3,333)	-11.08%
Abatements & Exemptions Deficits	-	646	-	32,000	31,354	4853.56%
<b>Total</b>	<b>14,590,226</b>	<b>14,720,719</b>	<b>14,663,362</b>	<b>14,791,373</b>	<b>39,300</b>	<b>0.27%</b>
<b>Subtotal Before Transfers</b>	<b>33,454,700</b>	<b>35,637,225</b>	<b>35,414,017</b>	<b>36,230,783</b>	<b>593,558</b>	<b>1.67%</b>
<b><u>Transfers</u></b>						
Transfer to Trust Funds	3,827,151	3,530,313	3,530,313	3,435,335	(94,978)	-2.69%
Transfer to Special Revenue Funds	172,631	-	-	-	-	0.00%
Transfer to Capital Projects Funds	607,493	737,689	737,689	-	(737,689)	-100.00%
Transfers to Enterprise Funds	630,975	691,930	691,930	718,418	26,488	3.83%
<b>Total</b>	<b>5,238,250</b>	<b>4,959,932</b>	<b>4,959,932</b>	<b>4,153,753</b>	<b>(806,179)</b>	<b>-16.25%</b>
<b>Grand Total Other Requirements</b>	<b>\$ 38,692,950</b>	<b>\$ 40,597,157</b>	<b>\$ 40,373,949</b>	<b>\$ 40,384,536</b>	<b>\$ (212,621)</b>	<b>-0.52%</b>
<b><u>Source of Funding</u></b>						
Taxes	\$ 29,539,936	\$ 31,420,732	\$ 31,082,560	\$ 31,810,852	\$ 390,120	1.24%
Intergovernmental	6,387,339	6,247,058	6,240,000	5,558,594	(688,464)	-11.02%
Interest and Other	232,804	-	122,022	-	-	0.00%
Special Revenue Funds	147,331	119,082	119,082	116,037	(3,045)	-2.56%
Enterprise Funds	1,368,167	1,435,285	1,435,285	1,502,053	66,768	4.65%
Trust Funds	300,000	290,000	290,000	280,000	(10,000)	-3.45%
Reserves	717,373	1,085,000	1,085,000	1,117,000	32,000	2.95%
<b>Total Sources</b>	<b>\$ 38,692,950</b>	<b>\$ 40,597,157</b>	<b>\$ 40,373,949</b>	<b>\$ 40,384,536</b>	<b>\$ (212,621)</b>	<b>-0.52%</b>



Taxes provide 79% of the funding source for this area of the budget. Intergovernmental aid provides 14%, which is mostly derived from school construction reimbursements from the Massachusetts School Building Authority. These reimbursements will expire when the corresponding debt payments expire. A total of \$1,117,000 in general fund reserves will be used to balance this area of the budget with a majority of it being used to cover the last year of a health insurance mitigation program and unemployment costs. This budget is slightly down from the FY15 amount due to transfers of \$737,689 made in FY15 to the Capital Projects Fund for a supplemental capital program which is not repeated in the FY16 proposed budget.

### Summary of Significant Budget Changes

The total budget for Other Requirements, including transfers, is decreasing \$212,621 or 0.5%. Excluding transfers, this budget is increasing \$593,558, or 1.7%. A majority of the increase is in employee benefits area. This area of the budget is increasing almost \$523,000. Factors contributing to the increase are health insurance premium increases and increases in the county retirement assessment.

## Community Services Department

### Department Mission

The Community Services Department's mission is to maintain programmatic oversight of the Town's waterways and waterside marine facilities, Sandy Neck Park, golf courses, and the Hyannis Youth & Community Center in order to provide quality recreational and commercial opportunities to our citizens, visitors and business community.



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

## Marina Operations Enterprise Fund

### Mission Statement

The mission of the Marine & Environmental Affairs Division is to provide services intended to protect the safety of people and vessels who 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.



### Description of Services Provided

#### Marina Program

The Marina Enterprise Fund encompasses the four Town-owned marina facilities: Barnstable Harbor Marina, Bismore Park Marina, Gateway Marina, and Prince

*Providing Adequate and Safe Use of Water Oriented  
Facilities and Access to Sandy Neck Resources*

Cove Marina. With a total of 188 boat slips available, the program generates an annual income of more than \$787,250.

The Marina Enterprise Fund was established as part of the FY06 budget. With extensive study by 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 tax 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 Treasurer's office 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
- 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
- oversee the lease of the marina building 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
- 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 emergency situations.

Additional revenue for the Town is generated through the boat excise tax information from which is gathered through slip agreements.

The intent of the services provided are to operate the marinas in a manner that is fair and uniform to all slip holders. Services and utilities provided at the marinas include electrical power, restroom facilities, water, pump out availability, and trash removal. Each marina is different in configuration and what services are available.

## Fiscal Year 2016 Goals and Objectives

### Short Term:

1. Continue to fill vacancies from the established wait lists of all Town-owned marinas. (SP: Infrastructure)
2. Continue with the float replacement program and float improvements at all four Town owned marinas. (SP: Infrastructure)
3. Continue to implement bulkhead repairs and upgrades to the Bismore Park Bulkhead as indicated in survey conducted in 2008. (SP: Infrastructure)
4. Contract to have The Marina at Prince Cove bulkhead repaired. (SP: Infrastructure)
5. Contract for design and permits for Gateway Marina dredging project. (SP: Infrastructure)
6. Continue to research the need for added security at all marina facilities. (SP: Infrastructure)

### Long Term:

1. Continue with the float plan upgrades to all 4 town owned marinas.
2. Upgrades to the Barnstable Harbor and Gateway Float connectors and utilities as needed.
3. Surveys to the West side of Barnstable Harbor Marina Rip Rap stone for repair.

## Fiscal Year 2016 Marina Enterprise Fund Financial Data

The Marina Enterprise Fund was created in FY06 to isolate the financial activity of the four Town-owned marinas: Barnstable, Bismore, Gateway and Prince Cove. The enterprise model will allow the town to segregate all financial activity associated with operating these facilities to measure their financial self-sufficiency. The principal revenue source at all four marinas is the annual rental of docking space or slips. Daily management of the marinas is provided by town staff.

### Factors Affecting Revenues

The rates are set in accordance with the necessary revenue required to run the marina operations including all capital improvements. Available space for expanding slips is being evaluated which may 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 more than 2% per year through a combination of activity levels and rate adjustments.

### Factors Affecting Expenses

The purchase of the Prince Cove Marina in FY03 was financed with the issuance of a new loan. The annual loan payments for the acquisition are covered by the new revenue sources derived from taking over the operations of the marina. 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. Major operating expenses include utilities and marine related expenses.

Expense Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 226,682	\$ 230,558	\$ 226,000	\$ 250,108	\$ 19,550	8.48%
Benefits	5,515	10,865	10,500	11,185	320	2.95%
Operating Expenses	96,049	134,650	132,000	133,192	(1,458)	-1.08%
Capital Outlay	6,923	20,000	20,000	20,000	-	0.00%
Debt Service	234,371	227,701	227,701	227,900	199	0.09%
Transfers Out	56,959	60,939	60,939	231,346	170,407	279.64%
<b>Subtotal Operating Budget</b>	<b>626,500</b>	<b>684,713</b>	<b>677,140</b>	<b>873,731</b>	<b>189,018</b>	<b>27.61%</b>
Capital Program	3,435	-	-	1,008,000	1,008,000	0.00%
<b>Total Expenses</b>	<b>629,935</b>	<b>684,713</b>	<b>677,140</b>	<b>1,881,731</b>	<b>1,197,018</b>	<b>174.82%</b>

<b>Permanent full-time equivalent employees</b>	<b>1.45</b>	<b>1.45</b>		<b>1.65</b>	<b>0.20</b>
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**Source of Funding**

Fees, Licenses, Permits	661,732	570,782	640,000	593,600	22,818	4.00%
Charges for Services	11,809	7,500	11,900	7,200	(300)	-4.00%
Interest and Other	32,202	20,000	29,200	17,700	(2,300)	-11.50%
Special Revenue Funds	24,000	24,000	24,000	24,000	-	0.00%
Trust Funds	63,231	62,431	62,431	61,231	(1,200)	-1.92%
Borrowing Authorizations	-	-	-	1,008,000	1,008,000	0.00%
<b>Total Sources</b>	<b>792,974</b>	<b>684,713</b>	<b>767,531</b>	<b>1,711,731</b>	<b>1,027,018</b>	<b>149.99%</b>

<b>Excess (Deficiency) cash basis</b>	<b>163,039</b>	<b>-</b>	<b>90,391</b>	<b>(170,000)</b>	<b>\$ (170,000)</b>
<b>Adjustment to accrual basis</b>	<b>(64,004)</b>	<b>-</b>	<b>(50,000)</b>	<b>-</b>	
<b>Beginning Net Assets per CAFR</b>	<b>4,585,376</b>	<b>4,684,411</b>	<b>4,684,411</b>	<b>4,724,802</b>	
<b>Ending Net Assets per CAFR</b>	<b>4,684,411</b>	<b>\$ 4,684,411</b>	<b>\$ 4,724,802</b>	<b>\$ 4,554,802</b>	

<b>Invested in capital assets, net of related debt (1)</b>	<b>(4,012,657)</b>
<b>Reserved for encumbrances (2)</b>	<b>(37,175)</b>
<b>Reserved for continuing appropriations (3)</b>	<b>(125,989)</b>
<b>Other post employment benefits obligation (4)</b>	<b>188,896</b>
<b>Compensated absences (4)</b>	<b>16,941</b>
<b>Net assets available for appropriation (free cash) (5)</b>	<b>\$ 714,427</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, 2014.

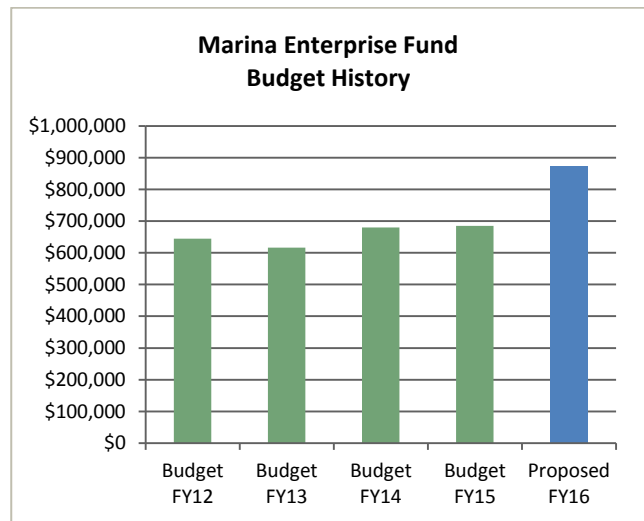
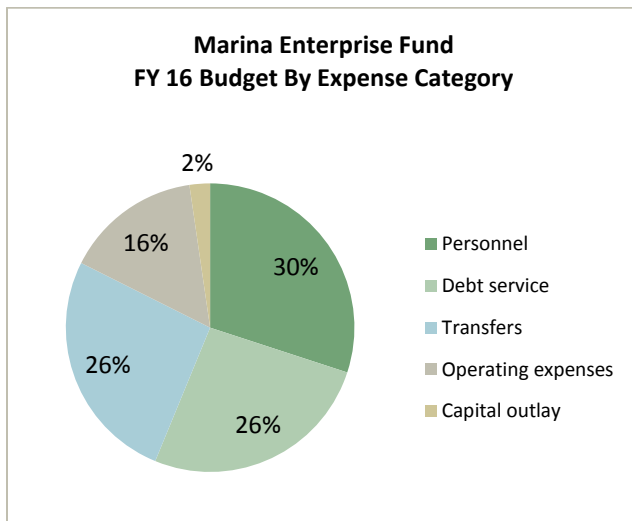
(4) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.

(5) Amount certified by the Division of Local Services.

### Summary of Significant Budget Changes

The FY16 proposed budget is increasing \$189,018. The significant increase is due a reimbursement 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. This is included in the transfers out line. Personnel cost are increasing by \$19,550 and include funds for the state mandatory minimum wage increases as well as contractual obligations.

Source of funding includes a transfer of \$24,000 from the Bismore Park Special Revenue Fund and \$61,231 from the Capital Trust Fund to cover the operation’s costs for maintaining the Bismore Park and debt service on the Barnstable Marina bulkhead. The reimbursement of \$170,000 to the General Fund will be funded from the enterprise fund’s reserves and the capital program of \$1,008,000 will be financed with a bond issue.



Personnel expenses represent the largest expense category within the Marina operations. Debt service and transfers are the second largest areas representing 26% of the FY16 budget. Transfers include a one-time reimbursement to the General Fund. The Marina Enterprise Fund budget has increased from \$644,776 in FY12 to \$873,731 FY16 or 35% over the five year period. Excluding the one-time reimbursement to the General Fund in FY16 the budget has increased only 9% over the five year period.



**Additional Funding Recommended**

**1. Seasonal Dock Master Pay Rate Increase**

**\$14,000 Requested**

**\$14,000 Recommended**

In review of other municipalities pay rate for the same type position we are falling behind and are having a harder time attracting and keeping good seasonal workers for this demanding seasonal job. This will give the town an opportunity to offer a more competitive pay rate and to be able to keep employees that have experience from past years.

**2. Dock Replacement**

**\$20,000 Requested**

**\$20,000 Recommended**

Due to age, outdoor elements and use, the docks/floats and gangways have become a safety hazard for the public to use. On-going replacement and maintenance is mandatory for use of the marina facility in a safe manner.

**Performance Measures or Workload Indicators**

<b>Workload Indicator</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Estimated</b>	<b>FY 2016 Projected</b>
<u>Marina Enterprise</u> Fund: Transient Dockage Fees Collected	\$154,413	\$136,892	\$106,000

## Sandy Neck Beach Park Enterprise Fund

### Mission Statement

The mission of the Marine and Environmental Affairs Division is to provide services intended to protect the safety of people and vessels who 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.

### Description of Services Provided

The mission 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 and lifeguard functions:

- public safety and emergency response
- collection of fees
- traffic control
- providing information to the public

#### Patrolling the beach checking for:

- beach user safety and emergency response
- off road vehicle (ORV) speeding
- driving off of marked trails
- driving without a valid ORV sticker
- unsafe fires
- curfew violations
- parking violations

#### Endangered species protection:

- installation of six miles of symbolic fencing
- erecting enclosures and fencing around plover, least tern and diamondback terrapin nests
- monitoring/GPS/recording of piping plover, least tern and diamond back terrapin nests
- daily patrols to keep beach users and their dogs from interfering with endangered species

*Balancing Use and Conservation of Sandy Neck Beach Park's  
Unique Resources*

### RECENT ACCOMPLISHMENTS

1. Constructed a new walkway and dune overlook adjacent to the Sandy Neck upper parking lot.
2. Placed sand along the dune in front of the parking lot (dune nourishment) as a protective measure against winter storms.
3. Created a Sandy Neck Blog in order to provide the public with "real time" information and interesting stories.
4. Improved public safety by purchasing four AEDs for patrol vehicles and boats.



Snowy Owls Visiting Sandy Neck

- removal of invasive wetland plant species

#### Educational program:

- professionally lead informative nature hikes
- junior Ranger Program
- diamondback terrapin head-start and outreach program
- coordination with local schools for Sandy Neck educational activities
- nature trails with educational kiosks
- blogging

#### Management duties:

- coordinating with Town, State and Federal agencies
- applying for grants/permitting for special projects
- attending monthly Sandy Neck Board Meetings
- training/scheduling/supervising Gate Attendants Natural Resource Officers and Lifeguards

#### Labor Components:

- sandy Neck Park Manager
- one full time Natural Resource Officer
- four seasonal Natural Resource Officers
- two seasonal Shorebird Specialists
- one seasonal Turtle Monitor
- one seasonal laborer
- seasonal Gate Attendants
- seasonal Lifeguards

### Fiscal Year 2016 Goals and Objectives

#### Short Term:

1. Install "soft" erosion control solutions to stabilize the dune in front of the Sandy Neck Parking Lot. (SP: Environment and Natural Resources, Recreation and Infrastructure)
2. Commence the use of credit cards for Sandy Neck Gatehouse transactions and increase the merchandise offerings to include taxable items. (SP: Economic Development)
3. Investigate the use of a Radio Frequency Identification (RFID) log-in system for off road vehicles. (SP: Public Health and Safety, Regulatory Process and Performance).

**Long Term:**

1. 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.

**Fiscal Year 2016 Sandy Neck Enterprise Fund Financial Data**

Sandy Neck, a coastal barrier beach, is approximately six miles long, varying in width from 200 yards to one half mile. This unique conservation and recreation area is owned by the Town of Barnstable. The Sandy Neck Park Enterprise Fund was created in FY06. The activities included in this operation include visitors to Bodfish Park (recreational beach area) and off-road vehicle access to the outer portions of the beach. Daily management of the park is provided by Town staff.

**Factors Affecting Revenues**

Major sources of revenues for this operation include parking permits (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 20-25% of revenue is derived from daily parking fees. Another factor that can affect revenue is the presence of the Piping Plover, a threatened species of bird that nest every year on the front of the barrier beach. This can limit the number of vehicles that access the outer beach in the early to mid-summertime frame. For these reasons, revenue estimates include a factor for conservatism.

**Factors Affecting Expenses**

Salaries and benefits are projected to increase 2.5% and 10% per year respectively. Operating expenses are projected to increase on average 2.5-3% per year. Debt service includes a loan payment of approximately \$90,000 per year for the construction of the new bathhouse which opened in May 2011. Rates are set accordingly so that sufficient revenue can be generated to cover this loan payment.

<u>Expense Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 384,948	\$ 403,253	\$ 402,000	\$ 439,894	\$36,641	9.09%
Benefits	25,829	34,915	34,000	35,330	415	1.19%
Operating Expenses	110,615	132,400	132,000	149,400	17,000	12.84%
Capital Outlay	43,727	90,000	90,000	71,500	(18,500)	-20.56%
Debt Service	92,981	92,000	92,000	95,481	3,481	3.78%
Transfers Out	72,257	82,627	82,627	74,112	(8,515)	-10.31%
<b>Subtotal Operating Budget</b>	<b>730,358</b>	<b>835,195</b>	<b>832,627</b>	<b>865,717</b>	<b>30,522</b>	<b>3.65%</b>
Capital Program	121,750	-	-	-	-	0.00%
<b>Total Expenses</b>	<b>852,108</b>	<b>835,195</b>	<b>832,627</b>	<b>865,717</b>	<b>30,522</b>	<b>3.65%</b>

<b>Permanent full-time equivalent employees</b>	<b>2.75</b>	<b>3.75</b>		<b>3.75</b>	<b>-</b>
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<u>Source of Funding</u>						
Fees, Licenses, Permits	541,363	468,695	540,000	511,347	42,652	9.10%
Charges for Services	225,455	209,500	220,000	227,370	17,870	8.53%
Interest and Other	74,201	67,000	70,000	77,000	10,000	14.93%
<b>Total Sources</b>	<b>841,019</b>	<b>745,195</b>	<b>830,000</b>	<b>815,717</b>	<b>70,522</b>	<b>9.46%</b>

<b>Excess (Deficiency) cash basis</b>	<b>(11,089)</b>	<b>(90,000)</b>	<b>(2,627)</b>	<b>(50,000)</b>	<b>\$40,000</b>
<b>Adjustment to accrual basis</b>	<b>118,671</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Beginning Net Assets per CAFR</b>	<b>785,136</b>	<b>892,718</b>	<b>892,718</b>	<b>890,091</b>	
<b>Ending Net Assets per CAFR</b>	<b>892,718</b>	<b>\$ 802,718</b>	<b>\$ 890,091</b>	<b>\$ 840,091</b>	

<b>Invested in capital assets, net of related debt (1)</b>	<b>(308,239)</b>
<b>Reserved for encumbrances (2)</b>	<b>(11,856)</b>
<b>Reserved for continuing appropriations (3)</b>	<b>(54,961)</b>
<b>Reserved for subsequent year's budget (4)</b>	<b>-</b>
<b>Other post employment benefits obligation (5)</b>	<b>47,055</b>
<b>Compensated absences (5)</b>	<b>4,795</b>
<b>Net assets available for appropriation (free cash) (6)</b>	<b>\$ 569,512</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, 2014.

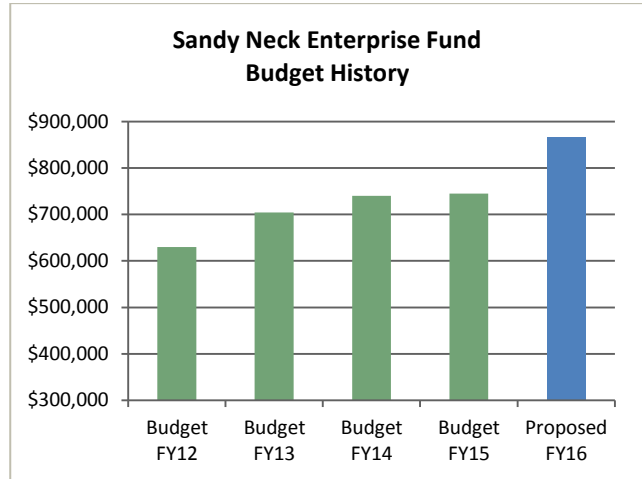
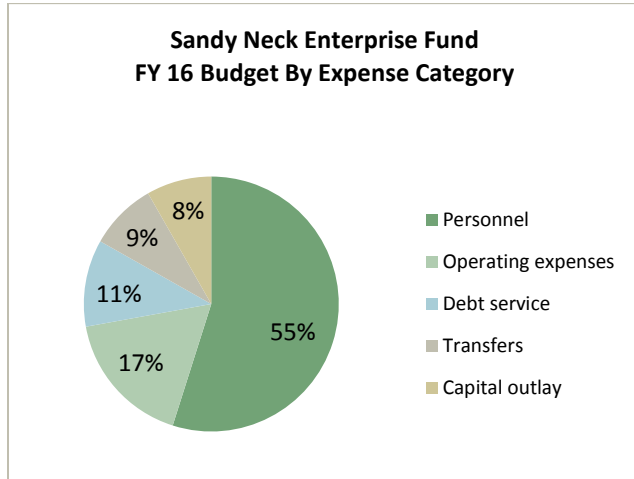
(4) This amount represents the net assets appropriated for the subsequent year's (FY15) capital program budget.

(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) Amount certified by the Division of Local Services.

## Summary of Significant Budget Changes

The FY16 proposed budget is increasing \$30,522 or 3.65%. Personnel cost are increasing \$36,641 due to contractual obligations and additional funds for the seasonal staff to meet the state mandatory minimum wage increase. Operating expenses are increasing \$17,000 and include additional funds for tools, merchandise for resale, and a Diamondback Turtle head start program. Capital Outlay of \$71,500 includes funds for marsh trail improvements, sand stabilization, and purchasing a replacement vehicle. The General Fund's indirect service charge is decreasing \$8,515. \$50,000 of surplus will be used to fund the sand stabilization program if needed.



Personnel expenses comprise 55% of all expenditures. The Sandy Neck Park operating budget has increased from \$629,826 in FY12, to \$865,717 FY16 or 37.45% over the five year period. Most of the increase is attributable to staffing level increase; both to permanent staff and seasonal staff.

### Additional Funding Recommended

#### 1. Sand Stabilization

**\$50,000 Requested**  
**\$50,000 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 storm Juno.

#### 2. Patrol Vehicle

**\$16,500 Requested**  
**\$16,500 Recommended**

Vehicle replacement: Sandy Neck is designated as an Area of Critical and Environmental Concern. As such, multiple local, state and federal agencies have regulatory requirements for the management of the park. Natural Resource Officers are charged with patrolling six miles of beach and 4,500 acres of dune and marshlands. In addition, staff must monitor the breeding populations of four endangered species. These many duties are handled by one full time Natural Resource Officer, four seasonal Natural Resource Officers, three biologists and a full time Park Manager. We maintain six vehicles and four ATVs and we need to continue to replace the oldest vehicles in order to have working fleet for our staff.

#### 3. Two Additional Seasonal Gate Attendants

**\$14,400 Requested**  
**\$13,500 Recommended**

Existing staffing levels at the Gatehouse and at the air-down station are no longer adequate to handle the volume of vehicles (and people) at Sandy Neck Beach Park on any given busy summer day. Additional Gate Attendants will assist with permit sales, traffic control, merchandise transactions and parking lot closures.

#### 4. Pay Increase for Seasonal Natural Resource Officers

**\$4,000 Requested**  
**\$4,000 Recommended**

Increase the Senior Seasonal Natural Resource Officers pay rate from \$12.50 to \$13.50 per/hour. Sandy Neck has seen an increase in use, which has resulted in a rise in the number (and complexity) of enforcement and medical incidents on the beach. In 2014, Sandy Neck NRO's responded to 29 emergencies

(including suicide attempts, alcohol and drug related incidents, an RV on fire, a severe head injury and missing children). In addition, NROs interacted with hundreds of Sandy Neck patrons, educating them on beach safety and natural resource protection. In 2014, Sandy Neck NROs issued 61 citations for infractions to the Beach Park Rules and Regulations.

**5. Pay Increase for Seasonal Lifeguards, Gate and Beach Attendants** **\$8,000 Requested**  
**\$8,000 Recommended**

Minimum wage increase causes wage compression and therefore the need for each classification of position to be changed. January 1, 2015 we will be increasing all position rates by \$1 and January 1, 2016 we will increase position hourly rates by another \$1 to make sure that the adjustments are made according to the current pay rates.

**6. Diamondback Head-starting Program** **\$2,000 Requested**  
**\$2,000 Recommended**

Diamondback terrapins, *Malaclemys terrapin*, inhabit the Great Marsh located within Sandy Neck Beach Park, and are listed as a threatened species in the state of Massachusetts. The Sandy Neck Program monitors all nesting activities of this species and has been head-starting terrapins for the last five (5) years.

**7. Increase Tools and Equipment** **\$4,000 Requested**  
**\$4,000 Recommended**

Sandy Neck off road vehicles (ORV) beach use has increased 126% in the last eleven years. As a result, the utilization of the air compressor station (on Access Trail) has also greatly increased. Staff spends hours directing traffic during peak airing-up and airing-down times of the day. Funds are needed to replace hoses and air chucks and rent additional air compressors that will be stationed in the parking lot thus reducing vehicle congestion on the Access Trail.

**8. Additional Funding for Merchandise** **\$10,000 Requested**  
**\$10,000 Recommended**

We are making two improvements that will greatly increase the potential for merchandise sales. (1) We are going to accept credit card transactions both at the Gatehouse and on the beach and (2) we are going to start selling taxable items such as mugs, flags and towels. Increasing our stock and variety of merchandise for re-sale will increase our revenue potential. In addition, sales should increase once patrons can utilize credit cards, as most people no longer carry cash especially while recreating at a beach.

## **Performance Measures**

### **Diamond-backed Terrapin Head-start Outreach Program Natural Resources Program**

In FY16, the Natural Resource Program (NR) will hatch at least 50 diamond-backed terrapins from eggs collected at Sandy Neck Beach. These animals are State listed “**threatened**” and a permit will be obtained through the Natural Heritage and Endangered Species Program in order to collect and head-start these animals.

The hatchlings will be placed in at least 17 schools and/or public facilities throughout Barnstable and Sandwich for students to head-start. NR staff will provide guidance and educational talks to the schools to engage the students in terrapin ecology and to ensure that the animals thrive in captivity.

In June 2015, the terrapins will be released into the Sandy Neck “Great Marsh” as robust yearlings that have a high rate of success of reaching sexual maturity. This program accomplishes two goals; it educates the students about their Cape Cod environment and increases the threatened terrapin population at Sandy Neck Beach.

All teachers and students, at participating schools, are excited and fully involved in the Turtle Outreach Program. Our goal is to continue this program for many years and help create new environmental learning programs for the school systems.

**Sandy Neck Merchandise**

In FY16, we are planning on improving our merchandise sales by (1) increasing our offerings and (2) accepting credit card transactions both at the Gatehouse and on the beach.

Sandy Neck merchandise is extremely popular and we have not yet maximized our revenue potential. We plan to increase our merchandise offerings by including taxable items such as flags, mugs and prints. In addition, we feel that credit card transactions will further increase merchandise sales, as most people no longer carry cash especially while recreating on a beach.

Finally, we will utilize our new Sandy Neck Blog to advertise the new merchandise offerings and sales.

<b>Workload Indicator</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Estimated</b>	<b>FY 2016 Projected</b>
<u>Sandy Neck Program: Merchandise Sold</u>	\$24,168	\$20,000	\$36,500



## Golf Course Enterprise Fund

### Mission Statement

Barnstable Golf is dedicated to provide, operate and maintain affordable, self-supporting public golf facilities, while protecting them for the future, by maintaining and improving the courses, the buildings, and the equipment.

Golf Course Management strives to provide programs that enrich recreational opportunities, while being fiscally responsible to the Residents and Taxpayers of the Town of Barnstable.

### Golf Division

- *Golf Course Activities*
- **Administration Activity**
- **Operations Activity**
- **Maintenance Activity**



Hyannis Golf Course



Olde Barnstable Fairgrounds Golf Course

Two 18-hole Championship Courses

*Operating and Maintaining Affordable Public Golf Facilities*

## Recent Accomplishments

1. Olde Barnstable Fairgrounds was once again voted by golfers from throughout New England as one of the Top 25 Public Places to play.
2. Increased the golf outing business at Hyannis GC from 15 large outings in 2013 (70 or more golfers) to 23 in 2014.
3. Filled the vacant position of Golf Financial Supervisor for the Golf Division. The vacancy was created when Lisa Peterson retired. Lisa, who held her position since the opening of OBF in 1992, is the first person to retire in the Golf Division's history. Congrats on her accomplishment!
4. Hosted several prestigious golf events at both courses that brought competitors in from all over the region. The Cape Cod Open, MGA Public Links Championship Qualifier, and Northeast US Regional Championship for the PGA Junior League brought families to the Town of Barnstable to stay and play again having a positive effect on the local economy.
5. Continued to grow the First Tee Program at Hyannis GC. Spring and fall after school programs were added this year for the first time that complements the already popular summer program. The Hyannis First Tee program is one of the fastest growing programs in the nation.
6. Produced a 30 minute television show promoting the Town of Barnstable and Barnstable Golf that aired several times on the show "Golf Destination TV." The show was seen throughout New England, in Florida, Arizona, and Prince Edward Island.

## Description of Services Provided

### Golf Course Operations

Barnstable Golf consists of two 18-Hole Championship golf courses open to the public; Olde Barnstable Fairgrounds & 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 main 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 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 courses of Barnstable Golf.

### Administration Activity Description

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, 2014 the Golf Division generated \$2,957,046 in revenues while expending \$2,618,938 resulting in a surplus of \$123,107 after paying debt service and operating transfers to the Town. 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 for needed capital improvements with the revenues generated. Barnstable Golf pays \$633,000 in debt service and administrative support to the Town annually. The Administration is also responsible for developing and implementing a progressive marketing plan that includes TV, radio, internet, social media, print and web-based advertising campaigns with a focus on promoting the Town of Barnstable as a true golfing destination. Golfing visitors stay in local hotels and motels, eat at local restaurants, visit local attractions and shop at local businesses. Golf is good for our community.

### **Operations Activity Description**

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 pro 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 pro 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 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 68,000 rounds played by members and guest 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 20,000 cart rounds annually, all carts need to be moved to the staging area daily during the peak months.

### **Maintenance Activity Description**

The mission 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 on. 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 staff 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, overseeing of greens, tees and fairway turf. The licensed, professional turf management staff in Maintenance is responsible for the safe, timely, and accurate applications of plant protectants to combat infestations of weeds, insects and diseases that occur throughout the properties. Top consideration is always given to using

the most environmentally safe products at the lowest rates possible. The Maintenance management staff made a conscious decision several years ago to go with a minimalistic approach with regards to applying nitrogen based fertilizers on the golf courses. For the past four years the rough areas on the courses, which account 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.

## **Fiscal Year 2016 Goals and Objectives**

### **Short Term:**

1. To secure funding for the renovation of Hyannis Golf Course based upon the recommendations contained in the Renovation Business Plan produced by Richard Mandell, Golf Course Architect. Hyannis GC is over 40 years old and is long overdue for replacement and renovation of key course features to remain a viable and competitive facility. The Golf Division looks to modernize Hyannis GC by installing a new irrigation system, creating new forward tees, renovating all sand bunkers and reconstructing cart paths. Of all the options proposed in the Renovation Business Plan the one we are recommending is the least expensive. (SP: Infrastructure, Economic Development)
2. Continue to enhance our website with the addition of golf outing offerings including food and beverage menus and sample packages to choose from. We expect to generate more interest in our facility and successful outing business. Attracting large groups to our facilities is not only good for Barnstable Golf, but also the local community economy as well. (SP: Finance, Communication, Quality of Life)
3. Creation of a monthly newsletter for all annual pass holders. Improved communication, information sharing and education are the goal of the newsletter. The newsletter will be available via email, website and print copy. (SP: Finance, Quality of Life)
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 renovation – especially Hyannis Golf Course. The condition of the bunkers is the #1 complaint we receive. (SP: Finance, Infrastructure, Quality of Life)
5. Produce a new Television commercial promoting Barnstable Golf and the Town of Barnstable as a premier public golfing destination. (SP: Finance, Communication, Quality of Life)
6. Continue to increase our golfer development programs by offering a new golf league for High School golfers and a Girl's Golf program. (SP: Finance, Infrastructure, Quality of Life)
7. Continue to expand and grow The First Tee Program of Massachusetts at Hyannis Golf Course by reaching out to a more diverse segment of the community by offering free transportation to and from Hyannis GC. Over the last two years the program has rapidly grown under the guidance of award winning PGA teaching Professional David Donnellan. We have expanded age groups, added classes, offered spring and fall after school programs to compliment the summer sessions. The First Tee program at Hyannis GC is one of the nation's fastest growing programs. (SP: Finance, Education, Quality of Life)
8. 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, Quality of Life)

9. Improve fairway drainage on both courses in low lying areas by installing subsurface drainage. This will improve fairway turf conditions and the playability of the courses. (SP: Finance, Infrastructure, Quality of Life)

**Long Term:**

1. Complete facility upgrades to both golf courses. Hyannis GC is over 40 years old and OBF is 23 years old. Clubhouses, maintenance buildings, and cart barn are showing their age. The Golf Division seeks to use a combination of funding sources to accomplish necessary building repairs, maintenance, and upgrades to protect the assets for the future. The main emphasis will be on building exteriors. Replacement of roofs, trim, decking, windows and exterior painting are planned.
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 Renovation Plan will be the most significant contributing factor that leads to achieving this goal.
3. Embark upon a plan to aggressively pursue attracting new prestigious golf events to Barnstable Golf and the Town of Barnstable. Events such as these bring large numbers of golfers to our community. The economic spin-off throughout the town can be significant.
4. Acquire the necessary golf course maintenance equipment to be able to properly care for the two golf course properties. At present, as a multi-course operation, we have some serious equipment deficiencies. We only have one greens aerator, one top-dressed, and one fairway aerator. We need to have two of each of these pieces of equipment to perform the necessary annual turf maintenance practices at each course. Since becoming a multi-course operation we have been at the mercy of other neighboring golf courses to borrow equipment to be able to complete this work. We no longer have that option. It will take twice as long to complete these projects in the future which results in the courses being shut down for longer periods of time and increased revenue losses. If any one of these pieces of equipment goes down, there is no back-up and work progress stops.

## **Fiscal Year 2016 Golf Enterprise Fund Financial Data**

The purchase of the Hyannis Golf Course in FY05 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.

It is projected that the combined revenue for the two golf courses will be slightly higher than what was budgeted for FY15. Total general fund support for this operation is calculated at \$375,598. The estimated revenue generated at the facilities will allow for a reimbursement of \$250,000 resulting in a general fund subsidy of \$125,598. The Town anticipates that the public's participation in recreational activities will continue to undergo sluggish growth. Going forward, fee increases in the neighborhood of 2-3% per year are necessary if activity levels remain constant with current levels. The golf course needs to work on building reserves and increasing revenue before it implements a more comprehensive capital improvement program.

### **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. Weather plays a significant role in this operation's ability to generate revenue.

### **Factors Affecting Expenses**

Maintenance operations are a significant factor for this operation. Quality playing surfaces attract customers but require significant expenses. If not maintained adequately a loss in business could result further deteriorating resources necessary for adequate maintenance.

Expense Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 1,118,681	\$ 1,171,555	\$ 1,155,000	\$ 1,301,442	\$129,887	11.09%
Benefits	112,414	117,944	117,250	134,001	16,057	13.61%
Operating Expenses	998,484	937,995	930,000	1,012,765	74,770	7.97%
Capital Outlay	9,981	55,000	-	-	(55,000)	-100.00%
Debt Service	382,811	382,811	428,800	419,100	36,289	9.48%
Transfers Out	250,000	371,352	371,352	375,598	4,246	1.14%
<b>Subtotal Operating Budget</b>	<b>2,872,371</b>	<b>3,036,657</b>	<b>3,002,402</b>	<b>3,242,906</b>	<b>206,249</b>	<b>6.79%</b>
Capital Program	-	-	-	314,000	314,000	0.00%
<b>Total Expenses</b>	<b>2,872,371</b>	<b>3,036,657</b>	<b>3,002,402</b>	<b>3,556,906</b>	<b>520,249</b>	<b>17.13%</b>
<b>Permanent full-time equivalent employees</b>	<b>15.75</b>	<b>15.75</b>		<b>16.75</b>	<b>1.00</b>	
<b>Source of Funding</b>						
Taxes	-	121,352	-	125,598	4,246	3.50%
Charges for Services	2,980,647	2,908,305	3,030,033	3,112,180	203,875	7.01%
Interest and Other	11,398	7,000	12,613	5,128	(1,872)	-26.74%
Borrowing Authorizations	-	-	-	314,000	314,000	0.00%
<b>Total Sources</b>	<b>2,992,046</b>	<b>3,036,657</b>	<b>3,042,645</b>	<b>3,556,906</b>	<b>520,249</b>	<b>17.13%</b>
<b>Excess (Deficiency) cash basis</b>	<b>119,675</b>	<b>-</b>	<b>40,243</b>	<b>-</b>	<b>\$ -</b>	
<b>Adjustment to accrual basis</b>	<b>(27,994)</b>	<b>-</b>	<b>(50,000)</b>	<b>-</b>		
<b>Beginning Net Assets per CAFR</b>	<b>10,614,208</b>	<b>10,705,889</b>	<b>10,705,889</b>	<b>10,696,132</b>		
<b>Ending Net Assets per CAFR</b>	<b>10,705,889</b>	<b>\$ 10,705,889</b>	<b>\$ 10,696,132</b>	<b>\$ 10,696,132</b>		
<b>Invested in capital assets, net of related debt (1)</b>	<b>(10,749,817)</b>					
<b>Invested in inventory (1)</b>	<b>(78,150)</b>					
<b>User fees receivable (1)</b>	<b>(24,736)</b>					
<b>Reserved for encumbrances (3)</b>	<b>(32,532)</b>					
<b>Other post employment benefits obligation (4)</b>	<b>557,764</b>					
<b>Compensated absences (4)</b>	<b>76,270</b>					
<b>Accrued Interest (4)</b>	<b>46,055</b>					
<b>Net assets available for appropriation (free cash) (5)</b>	<b>\$ 500,743</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.

(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.

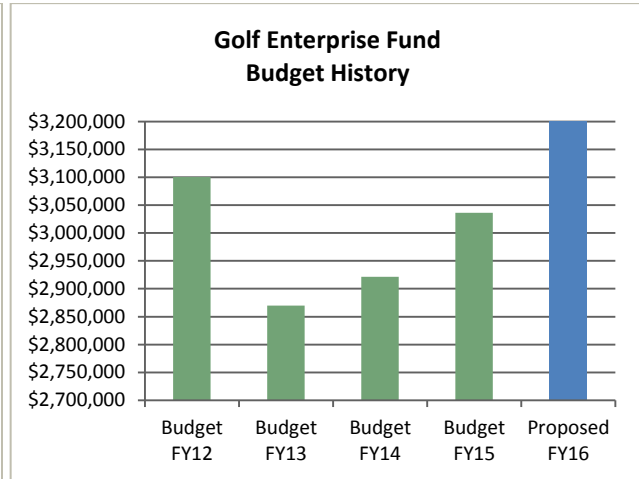
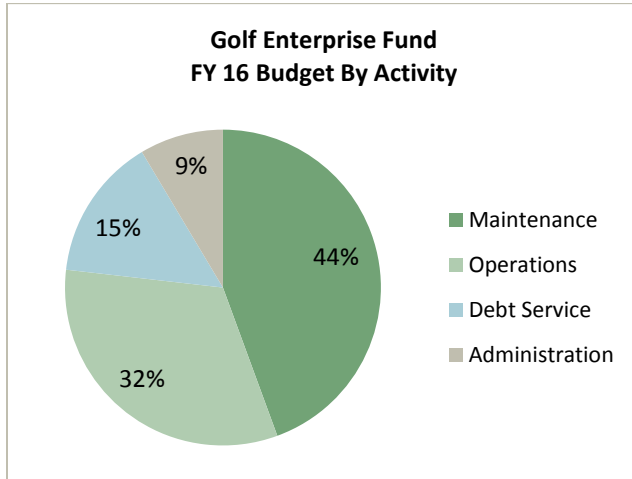
(4) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.

(5) Amount certified by the Division of Local Services.

## Summary of Significant Budget Changes

The Golf Course Enterprise Fund budget is increasing \$206,249 or 6.8%. Personnel cost are increasing \$129,887 which includes all contractual obligations and one additional fulltime employee to staffing levels for a Director of Golf Maintenance. Operating expenses are increasing \$74,770 due to incremental increase in routine operation needs in all categories. Debt services will increase by \$36,289 for a new equipment loan issued in FY15. Funding for the FY16 proposed operating budget is comprised of \$3,117,308 in estimated golf course revenue and \$125,598 in tax support. A borrowing authorization of \$314,000 will pay for the FY16 capital program.





The maintenance activity is the largest activity within the golf course operation comprising 41% of the total proposed spending for FY16. Total spending in this operation has increased by about 3% over the past five years. The large decrease in FY13 was due to expense reductions as a result of declining revenue. Revenue is back on the rise resulting in gradual budget increases.

### Olde Barnstable Fairgrounds Financial Summary

Expense Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 617,250	\$ 637,541	\$ 630,000	\$ 714,166	\$76,625	12.02%
Benefits	56,119	61,109	59,000	66,606	5,497	9.00%
Operating Expenses	550,696	558,128	555,000	575,228	17,100	3.06%
Capital Outlay	9,981	55,000	-	-	(55,000)	-100.00%
Debt Service	-	-	46,800	46,800	46,800	0.00%
Transfers Out	215,000	215,000	215,000	250,000	35,000	16.28%
<b>Subtotal Operating Budget</b>	<b>1,449,046</b>	<b>1,526,778</b>	<b>1,505,800</b>	<b>1,652,800</b>	<b>126,022</b>	<b>8.25%</b>
Capital Program	-	-	-	174,000	174,000	0.00%
<b>Total Expenses</b>	<b>1,449,046</b>	<b>1,526,778</b>	<b>1,505,800</b>	<b>1,826,800</b>	<b>300,022</b>	<b>19.65%</b>
<b>Permanent full-time equivalent employees</b>	<b>8.25</b>	<b>8.25</b>		<b>8.75</b>	<b>0.50</b>	
<b>Source of Funding</b>						
Taxes					-	0.00%
Charges for Services	1,581,312	1,519,778	1,620,033	1,647,672	127,894	8.42%
Interest and Other	11,398	7,000	12,613	5,128	(1,872)	-26.74%
Borrowing Authorizations	-	-	-	174,000	174,000	0.00%
<b>Total Sources</b>	<b>1,592,711</b>	<b>1,526,778</b>	<b>1,632,645</b>	<b>1,826,800</b>	<b>300,022</b>	<b>19.65%</b>
<b>Excess (Deficiency) cash basis</b>	<b>\$ 143,664</b>	<b>\$ -</b>	<b>\$ 126,845</b>	<b>\$ -</b>	<b>\$ -</b>	



**Hyannis Golf Course Financial Summary**

<u>Expense Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 501,430	\$ 534,014	\$ 525,000	\$ 587,276	\$53,262	9.97%
Benefits	56,296	56,835	58,250	67,395	10,560	18.58%
Operating Expenses	447,788	379,867	375,000	437,537	57,670	15.18%
Capital Outlay	-	-	-	-	-	0.00%
Debt Service	382,811	382,811	382,000	372,300	(10,511)	-2.75%
Transfers Out	35,000	156,352	156,352	125,598	(30,754)	-19.67%
<b>Subtotal Operating Budget</b>	<b>1,423,325</b>	<b>1,509,879</b>	<b>1,496,602</b>	<b>1,590,106</b>	<b>80,227</b>	<b>5.31%</b>
Capital Program	-	84,000	-	140,000	56,000	66.67%
<b>Total Expenses</b>	<b>1,423,325</b>	<b>1,593,879</b>	<b>1,496,602</b>	<b>1,730,106</b>	<b>136,227</b>	<b>8.55%</b>
Permanent full-time equivalent employees	7.50	7.50		8.00	0.50	
<u>Source of Funding</u>						
Taxes	-	121,352	-	125,598	4,246	3.50%
Charges for Services	1,399,335	1,388,527	1,410,000	1,464,508	75,981	5.47%
Borrowing Authorizations	-	-	-	140,000	140,000	0.00%
<b>Total Sources</b>	<b>1,399,335</b>	<b>1,509,879</b>	<b>1,410,000</b>	<b>1,730,106</b>	<b>220,227</b>	<b>14.59%</b>
Excess (Deficiency) cash basis	\$ (23,990)	\$ (84,000)	\$ (86,602)	\$ -	\$84,000	
Adjustment to accrual basis						
Beginning Net Assets		\$ (23,990)	\$ (23,990)	\$ (110,592)		
Ending Net Assets	\$ (23,990)	\$ (107,990)	\$ (110,592)	\$ (110,592)		

**Additional Funding Recommended**

**1. Seasonal Wage Adjustments**

**\$30,915 Requested**

**\$30,915 Approved**

The Golf Division Enterprise would like to adjust the seasonal pay rates in all areas within the division. The pay rate for these seasonal jobs has been the same for over 10 years now and we are experiencing serious problems finding and retaining employees. In the Operations program we look to recognize that seasonal cashiers who have opening/closing responsibilities should be more adequately compensated for the added duties compared to those seasonal employees who don't have the same level of responsibility. In the Turf Maintenance program we look to create 2 levels of seasonal employees, short term and long term. The duties and responsibilities vary greatly between "summer" help and "seasonal" help and it should be reflected in the pay scale. Finally, the golf division would like to incorporate a 3 step pay scale for returning staff at \$.50/hr increments to ensure we can retain loyal, experienced employees.

**Performance Measures/ Workload Indicators**

Program Name	Program Goal		Program Outcome Measures	
Administration/Operations	To continually maintain and improve the Town's golf facilities.		To ensure outstanding service, superior conditions and innovative programs that will promote customer loyalty. Must strive to be 100% self-supporting to include all expenses – direct and indirect.	
<b>Activity Name</b>	<b>Budget</b>	<b>End Product</b>	<b>Unit Cost / Productivity</b>	<b>Service Quality</b>
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%

<b>Program Name</b>	<b>Program Goal</b>		<b>Program Outcome Measures</b>	
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)	
<b>Activity Name</b>	<b>Budget</b>	<b>End Product</b>	<b>Unit Cost / Productivity</b>	<b>Service Quality</b>
MAINTENANCE (Acres aerated, bunker sand spread, acres maintained daily, irrigation, sprinklers & piping, pruning and trimming). Equipment repair and maintenance. Apply fertilizer, plant protectants. Improvement projects.	\$1,215,974	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.	\$ Total budget spread throughout maintenance programs	9.79 CSR



**18<sup>th</sup> Hole Olde Barnstable Fairgrounds**

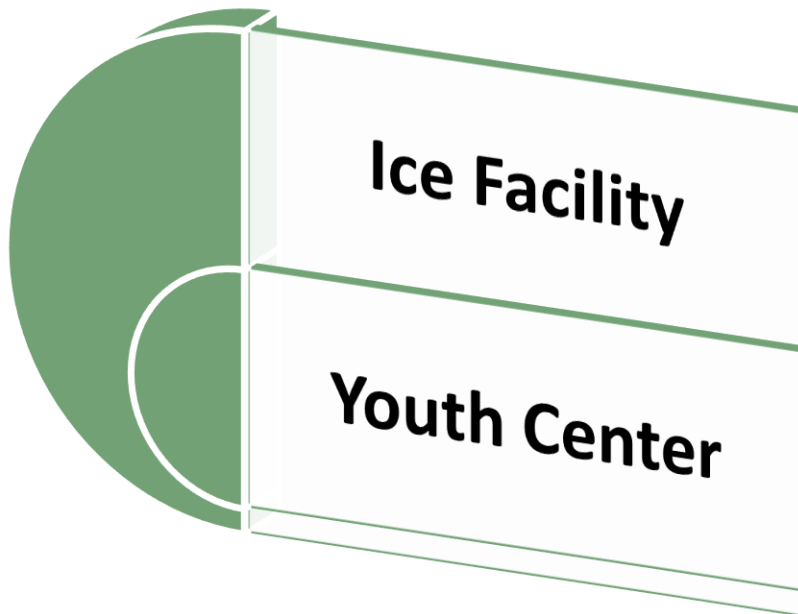


**9<sup>th</sup> Hole Hyannis Golf Course**

## Hyannis Youth & Community Center Enterprise Fund

### Mission 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.



### Description of Services Provided

#### Community Center Program

The Hyannis Youth and Community Center (HYCC) is now in its sixth year of operation. The HYCC continues to showcase its attractive facilities and provide some variations in alternative uses throughout 2014-2015. 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

*A Safe, Healthy and Fun Recreational Facility for the  
Entire Community*

### Recent Accomplishments

1. Partner with the Cape Cod Chamber of Commerce to attract new sporting activities to the HYCC that appeal to a wide variety of tastes.
2. Serve as the home ice for three area high school hockey programs: Barnstable High School, Saint John Paul II, Mashpee/Monomoy Co-Op and hosted four Barnstable High School Hockey Tournaments.
3. Serve as the home rink for a multitude of youth hockey tournaments sponsored by Barnstable Youth Hockey Association (BYHA) and New England Junior Hurricanes (NEJH).
4. Hosted Women's Hockey East Championship Tournament Weekend for the fourth consecutive year.
5. Hosted Cape Cod Roller Derby Inaugural Game in the Butler Rink dry floor.
6. Hosted 3<sup>rd</sup> Annual Cape Cod Science and Nature Expo.
7. Hosted the US Figure Skating Theatre on Ice Competition as well as the HYCC Holiday and Spring Skating shows.
8. Serve as the home court for two high school volleyball programs and three high school basketball programs.
9. Serve as the home court for Shea's Youth Basketball Association and the Cape-wide Summer High School Basketball League.

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 school teams: 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 seating capacity of 2,100 combined
- 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
- 100 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, home team locker rooms, first aid room, figure skating locker room, rink supervisor's office and a sitting area with a fireplace.

#### The Program consists of the following activities:

##### **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 pay-overs 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, 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 instructions. 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.

#### **Operations Activity – Ice Facility offers the following:**

- **Tournaments** - are 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 is 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 400 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.
- **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 – Bantam age players, as well as House Level Farm and Mini Mite programs.
- **New England Junior Hurricanes Hockey** – An organization dedicated to developing well-rounded student athletes through individual and team skill-building, combined with a sense of accountability both on and off the ice. New England Junior Hurricanes field teams of a number of different age levels and host hockey activities in the building throughout the year.



- **Barnstable High School Hockey** - The HYCC is home to the Barnstable High School Hockey Program. The program consists of Boys Varsity/Junior Varsity and Girls Varsity/Junior Varsity. The HYCC receives the fee for the practice ice rental as well as the gate receipt for home games.
- **Rink Concession** – is operated by The Casual Gourmet. As the concession partner under contract for three years, the HYCC and Casual Gourmet are working together to develop and deliver new and exciting services to our patrons. There is a full concession on the main floor and an additional mini-concession on the lower rink level giving all facility users access to snacks and drinks.

### **Maintenance Activity – Ice Facility**

Providing a highly efficient, top-quality ice arena at the Hyannis Youth & Community Center is the primary goal under the Maintenance Activity. The Maintenance staff oversees the daily operations of the ice. This includes overseeing Zamboni operations, cleaning the offices, locker rooms, cafe' and monitoring the water treatment system. With the ice facility being a year-round operation, the Maintenance crew plays an important role in maintaining a smooth, efficient operation in the ice facility. The Maintenance Department is responsible for the general upkeep of the grounds in and around the HYCC.

### **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 Saint 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.
- **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 balls of all sizes, tumbling, baking, chess and a home school gym class.
- **Adult Programs** – Year round fitness programs that include Yoga, Walking Groups, Adult Volleyball, Adult Men’s and Women’s Basketball, Personal Training and Aerobic Boot Camp. Each activity is unique and offers a variety of fitness bliss.
- **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 noon 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 Teen Center and the computer lab. A monthly schedule is laid out for each specific program. Yearly membership for residents cost \$20 per person and \$40 per person for non-residents.

### **Maintenance Activity – Youth Center**

Providing and maintaining a high quality, top-notch Youth Center is the mission of the Maintenance Activity. The focus of the Maintenance Activity in the Youth Center is to uphold a high standard of excellence so that the Youth Center is always a welcoming facility to resident and non-residents. The day-to-day operations in the Youth Center include the cleaning and upkeep of all Administration Offices, Reception area, Teen Center and surrounding offices. The Maintenance staff is responsible for restocking and cleaning restrooms in public areas and administrative areas. During the winter months, all walkways and entrances are to be shoveled and treated so that the public can safely enter and exit the building. The Maintenance Department is responsible for the general upkeep of the grounds in and around the HYCC.

### **Fiscal Year 2016 Goals and Objectives**

#### **Short Term:**

1. Maximize the marketing program of the facility’s ice and youth center components to ensure the revenue stream will meet all operational costs along with a sum of money to be dedicated toward the debt schedule. (SP: Finance, 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. Implement additional community service programs to include annual blood, food and clothing drives. (SP: Quality of Life)
4. Expand the advertisement program to reach \$115,000 (SP: Finance)
5. Expand the Cape Cod Community Science and Nature Expo to include more vendor participants and continue to grow our partnership with the Barnstable Schools. (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.
2. Develop and identify the sports organizations that will assist both with the process and the funding program.
3. Through Town of Barnstable resources, provide an educational outreach to our residents and taxpayers regarding all recreational opportunities.
4. Continue to work closely with Barnstable Recreation, Barnstable School Department and Village Libraries for the purpose of serving our youth within the Hyannis Youth and Community Center.
5. Strategize and continue to develop green initiatives at the Hyannis Youth & Community Center.

**Fiscal Year 2016 HYCC Enterprise Fund Financial Data**

FY15 was the fifth full year of operations for this new enterprise fund. The facility consists of a youth center complete with multi-purpose rooms, a full size gymnasium with a four lane walking track above it, a cafeteria, 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, indoor lacrosse and soccer, and other events. The facility is operated as an enterprise fund in order to determine its level of self-sufficiency. Revenue generated from the facility was expected to cover its operating expenses.

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 major source of revenue for this operation is from facility rentals. Major rental activity includes ice rental activities such as public skating, youth hockey associations, camps, clinics, private ice rentals, tournaments and leagues. Other significant sources of revenue consist of concessions, gymnasium rental and advertising activities. A business plan was developed by the Recreation Division, working with a consultant who was brought in to conduct a marketing study, to determine the needs for the facility. Revenues will be impacted by the level of activity at the facility as well as pricing. Ice activities are projected to generate 85% of the total gross revenue. As the activities conducted in this facility are recreational in nature, downturns in the economy will impact this operation more significantly. Customers tend to cut back on recreational activities that cost money when under economic stress. This operation is currently experiencing this environment.

**Factors Affecting Expenses**

Contractual obligations, employee benefits and utilities are the major expenses for this operation.

Expense Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 679,108	\$ 762,258	\$ 752,000	\$ 831,163	\$ 68,905	9.04%
Benefits	61,512	67,581	65,000	72,033	4,452	6.59%
Operating Expenses	592,979	722,790	720,000	708,002	(14,788)	-2.05%
Debt Service	1,391,923	1,359,000	1,359,000	1,291,400	(67,600)	-4.97%
Transfers Out	253,687	260,430	260,430	282,672	22,242	8.54%
<b>Subtotal Operating Budget</b>	<b>2,979,209</b>	<b>3,172,059</b>	<b>3,156,430</b>	<b>3,185,270</b>	<b>13,211</b>	<b>0.42%</b>
Capital Program	-	-	-	-	-	0.00%
<b>Total Expenses</b>	<b>2,979,209</b>	<b>3,172,059</b>	<b>3,156,430</b>	<b>3,185,270</b>	<b>13,211</b>	<b>0.42%</b>
<b>Permanent full-time equivalent employees</b>	<b>9.50</b>	<b>10.50</b>		<b>10.50</b>	<b>-</b>	
<b>Source of Funding</b>						
Taxes	469,687	570,578	570,578	592,820	22,242	3.90%
Fees, Licenses, Permits	314,202	292,500	293,000	299,000	6,500	2.22%
Charges for Services	787,378	738,981	740,000	735,450	(3,531)	-0.48%
Interest and Other	165,538	141,000	140,000	141,000	-	0.00%
Trust Funds	1,391,423	1,359,000	1,359,000	1,292,000	(67,000)	-4.93%
<b>Total Sources</b>	<b>3,128,227</b>	<b>3,102,059</b>	<b>3,102,578</b>	<b>3,060,270</b>	<b>(41,789)</b>	<b>-1.35%</b>
<b>Excess (Deficiency) cash basis</b>	<b>149,019</b>	<b>(70,000)</b>	<b>(53,852)</b>	<b>(125,000)</b>	<b>\$ (55,000)</b>	
<b>Adjustment to accrual basis</b>	<b>259,594</b>	<b>-</b>	<b>250,000</b>	<b>-</b>		
<b>Beginning Net Assets per CAFR</b>	<b>9,936,554</b>	<b>10,345,167</b>	<b>10,345,167</b>	<b>10,541,315</b>		
<b>Ending Net Assets per CAFR</b>	<b>10,345,167</b>	<b>\$ 10,275,167</b>	<b>\$ 10,541,315</b>	<b>\$ 10,416,315</b>		
<b>Invested in capital assets, net of related debt (1)</b>	<b>(10,274,309)</b>					
<b>Reserved for encumbrances (2)</b>	<b>(9,096)</b>			<b>\$ 310,148</b>		
<b>Deferred revenue (3)</b>	<b>(27,735)</b>					
<b>Accrued interest (4)</b>	<b>118,107</b>					
<b>Other post employment benefits obligation (4)</b>	<b>194,236</b>					
<b>Compensated absences (4)</b>	<b>37,165</b>					
<b>Reserved for subsequent year's budget (5)</b>	<b>(70,000)</b>					
<b>Net assets available for appropriation (free cash) (6)</b>	<b>\$ 313,535</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.

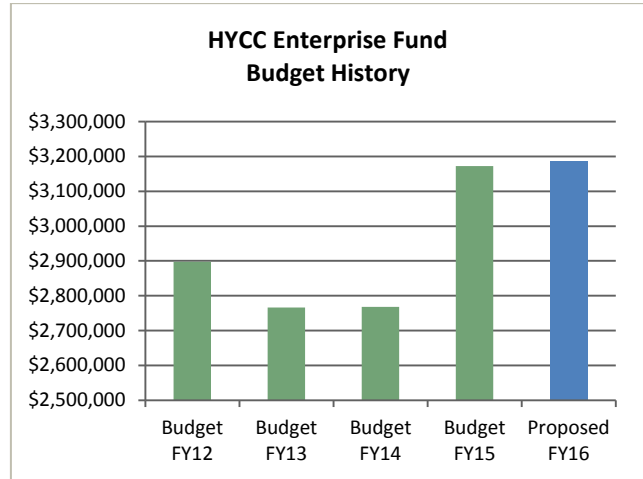
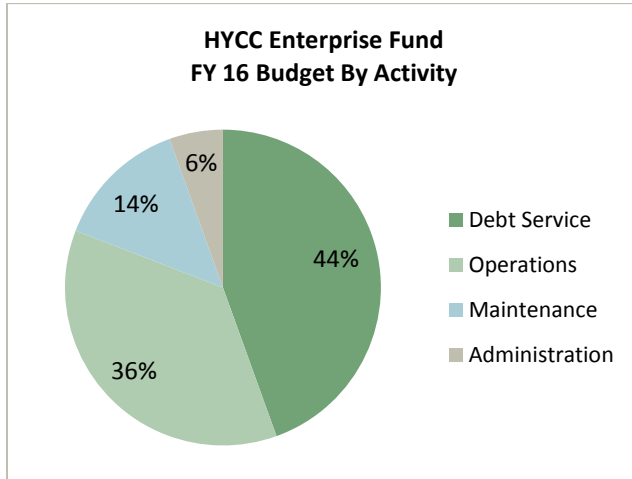
(4) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.

(5) This amount represents the net assets appropriated for the subsequent year's (FY15) operating budget.

(6) Amount certified by the Division of Local Services.

## Summary of Significant Budget Changes

The FY16 proposed budget is increasing \$13,211 or 0.42%. Personnel costs are increasing \$68,905 which includes all contractual obligations. There are no increases in staffing levels. \$44,000 of additional funds is included for seasonal wage increases to meet the State's minimum wage requirement and additional seasonal staff. Operating expenses are decreasing \$14,788 largely due to utility savings. Debt service is down \$67,600 and transfers to the general fund are up \$22,242. Funding for this operation is comprised of \$1,175,450 in estimated operating revenue; a \$1,292,000 transfer from the Capital Trust Fund, \$592,820 in tax support and \$125,000 of the enterprise fund's reserves.



Debt service encompasses a larger percentage of the FY16 proposed budget than any of the other three activities in the HYCC. Operations are the second largest area of the budget as it includes the utilities for the facility. The budget for this operation has increased from \$2.897 million in FY12 to a proposed amount of \$3.185 million for FY16. This represents a 9.92% growth rate over the five year period. The decline in the FY12 budget was the result of a reduction in staff and utility contracts that offered reduced rates.

### Additional Funding Recommended

#### 1. Mandatory Minimum Wage Increase

**\$20,000 Requested**

**\$20,000 Recommended**

An increase in the Massachusetts Minimum Wage Law will require an increase to our Recreation Assistant position. The Human Resources Department has recommended maintaining the same pay differential between the Recreation Assistant position and the Rink Supervisor, Sports Instructor and Zamboni Operator positions.

#### 2. HYCC Seasonal Staff Increase

**\$24,000 Requested**

**\$24,000 Recommended**

The request provides for an increase 000000in the amount for HYCC Seasonal Employees to work at the HYCC Reception Desk during the course of operating hours of the facility. The reception area is currently not covered by full time Town of Barnstable employees during the early morning hours, evening hours or on weekends. We would like to see this covered by a seasonal employee being paid at the Recreation Assistant pay rate (\$9.00 per hour).

**Performance Measures/Workload Indicators**

**Rink Usage Hours**

	<b>FY10 TOTAL KENNEDY</b>	<b>FY11 TOTAL KENNEDY</b>	<b>FY12 TOTAL KENNEDY</b>	<b>FY13 TOTAL KENNEDY</b>	<b>FY14 TOTAL KENNEDY</b>
Hours Available	4848	5840	5856	5840	5840
Hours Used	1529.58	2412.61	2788.75	3055.41	2780.91
Hours Unused	3318.42	3427.39	3067.25	2784.59	3059.09
% Hours Used	<b>31.55%</b>	<b>41.31%</b>	<b>47.62%</b>	<b>52.32%</b>	<b>47.62%</b>

	<b>FY10 TOTAL BUTLER</b>	<b>FY11 TOTAL BUTLER</b>	<b>FY12 TOTAL BUTLER</b>	<b>FY13 TOTAL BUTLER</b>	<b>FY14 TOTAL BUTLER</b>
Hours Available	4848	5840	5856	5840	5840
Hours Used	2656.05	2494.57	2559.09	2861.35	2713.82
Hours Unused	2191.95	3345.43	3296.91	2978.65	3126.18
% Hours Used	<b>54.79%</b>	<b>42.72%</b>	<b>43.70%</b>	<b>49.00%</b>	<b>46.47%</b>

Total % of Hours Used	<b>43.17%</b>	<b>42.01%</b>	<b>45.66%</b>	<b>50.66%</b>	<b>47.04%</b>
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## Public Works Department

### *Department Mission*

The Public Works Department Enterprise Funds' mission it 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 waste water.



Water Pollution Control Operations



Drinking Water Operations



Solid Waste Transfer Station Operations

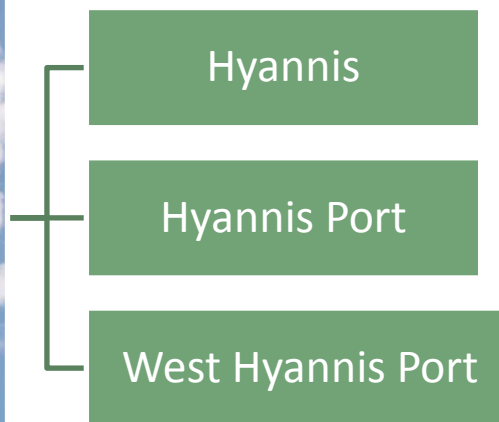


*Providing Safe and Economical Drinking Water, Solid Waste and Wastewater Disposal Services*

## Water Supply Division

### *Mission Statement*

The mission 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.



### Description of Services Provided

#### **Water Supply Program**

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 7300 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

*“Besides air there is nothing more important than water”*

**RECENT ACCOMPLISHMENTS**

1. Pumped, treated, and distributed 823,610,000 Gallons of Water in FY14.
2. Continued construction on multiple water line/system improvement projects funded with State Revolving Funds.
3. Increased water quality by implementing a unidirectional flushing system for the Hyannis Water System.
4. The construction of a pipe replacement and looping project at Cook Circle and Highland Street and the completion of the first phase of the cleaning and lining pipe rehabilitation project on Camp Street.

**Fiscal Year 2016 Goals and Objectives****Short Term:**

1. Maintain close contractual oversight of the administration, finances, and operation of the Water Supply Division.
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.
3. Continue to develop and integrate the Water Supply Division's technical and administrative requirements within the Town's regulatory system.
4. Continue the implementation of the new well exploration program to provide the Hyannis Water System with options to develop new water production sources with high quality drinking water.
5. Continue to implement the well building and treatment plant rehabilitation program by prioritizing and replacing building components, process control equipment, security and electrical systems.

**Long Term:**

1. Provide cost-effective water supply services to the customers of the Hyannis Water System.
2. Maintain all assets of the Division to current standards and provide information to the Hyannis Water Board and the DPW Director on needed repairs, and improvements to the water system.
3. Insure reliable and redundant fire-flows to assist the Hyannis Fire Department and support demands on the system.
4. Continue to strive for excellence in customer service, asset-management, and cost-control within the Division.

## Fiscal Year 2016 Water Supply Enterprise Fund Financial Data

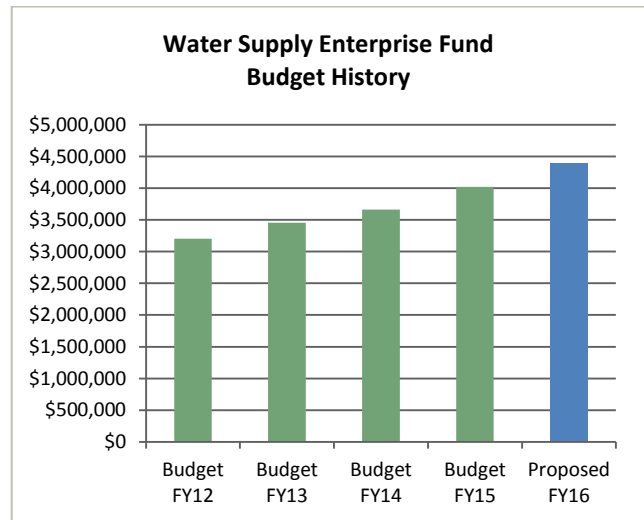
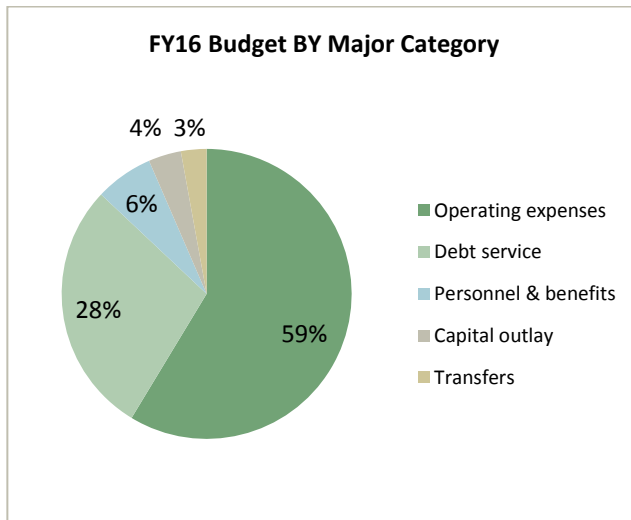
The Water Supply Fund was created through the acquisition of the Barnstable Water Company. This operation provides service to residential and commercial properties within the village of Hyannis. The daily management of the water service is provided for by an outside contractor.

### 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 be adequate to cover the loan payments on the acquisition cost and on-going management contract. Annual rate increases of 3 to 5 percent are projected to help fund operational budget increases and 3 percent to fund an annual infrastructure improvement program. These are reviewed and adjusted annually with an updated rate model.

### 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 could have a significant impact on expenses. Depending upon how aggressive the Town wants to address these improvements over the next 10 years will determine the amount of rate increase necessary to cover this cost.



By activity, operating represents the largest component at 59% followed by debt service 28%. The Water Supply Enterprise Fund budget has increased from \$3.2 million in FY12 to \$4.4 million proposed for FY16 or 37%. The significant increase is mainly due to an increase in debt service from an aggressive capital improvement program as well as increase in the management contract for the system's operations.



Expense Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 244,645	\$ 252,775	\$ 251,000	\$ 263,756	\$ 10,981	4.34%
Benefits	11,709	19,783	18,000	20,646	863	4.36%
Operating Expenses	2,035,705	2,231,801	2,230,000	2,574,983	343,182	15.38%
Capital Outlay	134,463	160,000	160,000	160,000	-	0.00%
Debt Service	1,054,684	1,235,000	1,235,000	1,245,000	10,000	0.81%
Transfers Out	106,855	122,109	122,109	125,383	3,274	2.68%
<b>Subtotal Operating Budget</b>	<b>3,588,061</b>	<b>4,021,468</b>	<b>4,016,109</b>	<b>4,389,768</b>	<b>368,300</b>	<b>9.16%</b>
Capital Program	1,468,341	1,997,300	1,500,000	2,902,000	904,700	45.30%
<b>Total Expenses</b>	<b>5,056,402</b>	<b>6,018,768</b>	<b>5,516,109</b>	<b>7,291,768</b>	<b>1,273,000</b>	<b>21.15%</b>
<b>Permanent full-time equivalent employees</b>	<b>2.90</b>	<b>2.90</b>		<b>2.90</b>	<b>-</b>	
<b>Source of Funding</b>						
Fines & Penalties	60,733	50,000	60,000	50,000	-	0.00%
Fees, Licenses, Permits	111,813	42,500	68,000	45,500	3,000	7.06%
Charges for Services	4,054,846	3,772,968	4,100,000	4,138,000	365,032	9.67%
Interest and Other	220,000	156,000	198,000	156,268	268	0.17%
Borrowing Authorizations	-	1,383,000	1,383,000	2,552,000	1,169,000	84.53%
<b>Total Sources</b>	<b>4,447,391</b>	<b>5,404,468</b>	<b>5,809,000</b>	<b>6,941,768</b>	<b>1,537,300</b>	<b>28.44%</b>
<b>Excess (Deficiency) cash basis</b>	<b>(609,011)</b>	<b>(614,300)</b>	<b>292,891</b>	<b>(350,000)</b>	<b>\$ 264,300</b>	
<b>Adjustment to accrual basis</b>	<b>1,574,117</b>	<b>-</b>	<b>2,500,000</b>	<b>-</b>		
<b>Beginning Net Assets per CAFR</b>	<b>12,317,538</b>	<b>13,282,644</b>	<b>13,282,644</b>	<b>16,075,535</b>		
<b>Ending Net Assets per CAFR</b>	<b>13,282,644</b>	<b>\$ 12,668,344</b>	<b>\$ 16,075,535</b>	<b>\$ 15,725,535</b>		
<b>Invested in capital assets, net of related debt (1)</b>	<b>(8,526,938)</b>					
<b>User Charges Receivable (1)</b>	<b>(1,059,095)</b>					
<b>Intergovernmental receivable (1)</b>	<b>(637,230)</b>					
<b>Reserved for subsequent year's budget (2)</b>	<b>(614,300)</b>					
<b>Reserved for encumbrances (3)</b>	<b>(279,357)</b>					
<b>Reserved for continuing appropriations (4)</b>	<b>(606,990)</b>					
<b>Accrued Interest (5)</b>	<b>161,176</b>					
<b>Other post employment benefits obligation (5)</b>	<b>92,858</b>					
<b>Compensated absences (5)</b>	<b>14,952</b>					
<b>Net assets available for appropriation (free cash) (6)</b>	<b>\$ 1,827,720</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 the net assets appropriated for the subsequent year's (FY15) 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, 2014.

(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) Amount certified by the Division of Local Services.

## Summary of Significant Budget Changes

The FY16 proposed budget is increasing \$368,300 or 9.2%. Personnel costs are increasing \$10,981 due to contractual obligations. There are no changes to staffing levels. Operating expenses are increasing \$343,182 due to the operations contract with United Water and a new budget of \$160,000 to purchase water from the Town of Yarmouth in the event it is needed. Capital outlay is level funded at \$160,000. Debt service is increasing \$10,000 for new loans issued to finance the capital program, and transfers to the general fund for indirect support is increasing \$3,274.

Estimated revenue generated by the operations will provide for the increase in the budget. No reserves will be used to finance the FY16 operating budget. \$350,000 of reserves will be used to finance the FY16 capital program with the balance of the capital program financed with \$2,552,000 in borrowing authorizations.

## Additional Funding Recommended

### 1. Operations Contract, Year 7 Increase

**\$110,737 Requested**

**\$110,737 Recommended**

This is intended to fund the yearly increase in costs for the operations contract with United Water in line with the yearly escalation formula and the negotiated amendment 5.

### 2. Operating Capital

**\$160,000 Requested**

**\$160,000 Recommended**

This request is an annual request to fund the operating capital expenses for the DPW Water Supply Division. This recurring funding request funds up to \$10,000.00 for police details and \$150,000.00 toward emergency repairs and improvements as detailed in the operations contract.

### 3. Water Purchase From Town of Yarmouth

**\$160,000 Requested**

**\$160,000 Recommended**

The Hyannis Water System is installing a connection to the Town of Yarmouth's water system in the event the system needed to purchase water to supplement the Town's water supply. This will provide the Hyannis Water System with a backup supply to ensure the continued flow of adequate water resources."

## Solid Waste Division

### Mission Statement

The mission of the Solid Waste Division is to provide the citizens of the town with an environmentally sound, efficient and cost - effective means of disposing of or recycling municipal solid waste.

### Solid Waste Division



### Description of Services Provided

#### Solid Waste Program

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 manually 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.

*Managing Waste as a Resource*

**RECENT ACCOMPLISHMENTS**

1. Received and recycled 4,696 tons of various materials.
2. Received and transported approx. 9,245 tons of household trash.
3. Received and transported 2,611 tons of demolition.
4. Initiated single stream recycling.
5. Initiated free residential recycle sticker.
6. Processed and provided between 3,500 and 4,000 yards of screened compost to our residents at no charge.
7. Completed and submitted all DEP, Cape Cod Commission, and Town reports.
8. Completed work on Solar Panel Project, contractor brought panels on line and is producing power at full capacity.

**Fiscal Year 2016 Goals and Objectives****Short Term:**

1. Conduct an evaluation of the facility and develop a Master Plan for future layout and operations.
2. Monitor single stream recycling process with hopes recycling rate will increase.
3. Evaluate Pay as You Throw Disposal as alternative to current procedures.

**Long Term:**

1. Continue to implement cost effective improvements to minimize cost of programs to customer.
2. Pursue all grants available to minimize impact of costs of programs on customers.

**Fiscal Year 2016 Solid Waste Financial Data**

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.

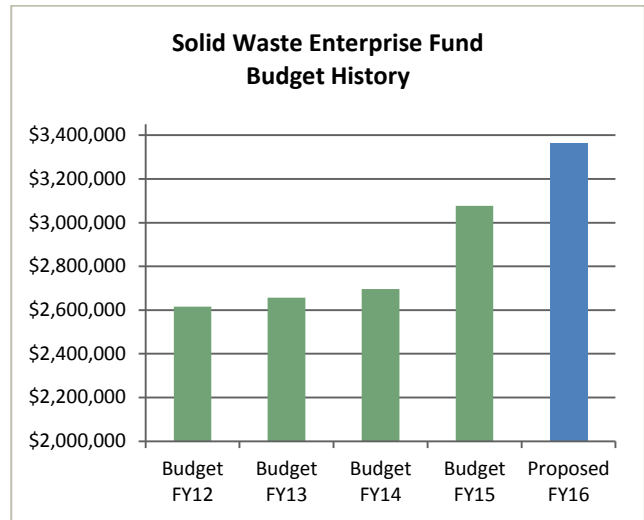
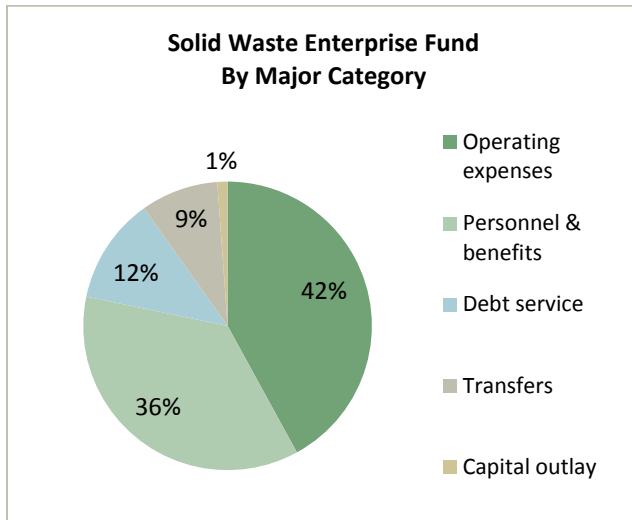
**Factors Affecting Revenues**

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. Residential stickers increased \$50 annually to \$210 on January 1, 2015. The sticker is good for 18 months until June 30, 2016. Rates are projected to increase again in FY17 to cover the increased costs of disposal.

**Factors Affecting Expenses**

Expenses have been forecast to provide staffing levels for a 7 day operation. Projected wage and benefit increases range from 2 to 7.5 percent. Operating expenses are significantly increasing in FY16 for disposal costs. Debt service is included for all solid waste related borrowings.

The recycling operation does not generate enough revenue to offset the cost of operations requiring this operation to be funded partially with surplus funds. A significant amount of the fund’s surplus is expected to be used for the landfill capping debt repayment over the next 4 years when it expires. 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 loan on the capping of the landfill.



Operating expenses and personnel comprise 78% of this fund’s expense. The Solid Waste Enterprise Fund budget has increased from \$2.615 million in FY12 to \$3.363 million proposed FY16 or 29% over the five year period. The significant spikes in FY15 and FY 16 are due to new waste disposal contract that is significantly higher than previous years.

Expense Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 1,034,725	\$ 1,071,642	\$ 1,045,530	\$ 1,098,780	\$ 27,138	2.53%
Benefits	81,480	112,827	105,363	119,536	6,709	5.95%
Operating Expenses	1,170,386	1,152,407	1,125,000	1,411,818	259,411	22.51%
Capital Outlay	35,172	35,000	35,000	38,300	3,300	9.43%
Debt Service	401,403	403,667	403,667	400,500	(3,167)	-0.78%
Transfers Out	266,371	302,007	302,007	293,877	(8,130)	-2.69%
<b>Subtotal Operating Budget</b>	<b>2,989,538</b>	<b>3,077,550</b>	<b>3,016,567</b>	<b>3,362,811</b>	<b>285,261</b>	<b>9.27%</b>
Capital Program	393,739	245,000	245,000	480,000	235,000	95.92%
<b>Total Expenses</b>	<b>3,383,277</b>	<b>3,322,550</b>	<b>3,261,567</b>	<b>3,842,811</b>	<b>520,261</b>	<b>15.66%</b>
<b>Permanent full-time equivalent employees</b>	<b>15.75</b>	<b>15.75</b>		<b>16.75</b>	<b>1.00</b>	
<b>Source of Funding</b>						
Intergovernmental Aid	106,549	-	100,000	-	-	0.00%
Charges for Services	2,286,913	2,528,935	2,674,770	2,653,900	124,965	4.94%
Interest and Other	765,388	68,000	91,234	98,000	30,000	44.12%
<b>Total Sources</b>	<b>3,158,850</b>	<b>2,596,935</b>	<b>2,866,004</b>	<b>2,751,900</b>	<b>154,965</b>	<b>5.97%</b>
<b>Excess (Deficiency) cash basis</b>	<b>(224,427)</b>	<b>(725,615)</b>	<b>(395,563)</b>	<b>(1,090,911)</b>	<b>\$ (365,296)</b>	
<b>Adjustment to accrual basis</b>	<b>812,075</b>	<b>-</b>	<b>100,000</b>	<b>-</b>		
<b>Beginning Net Assets per CAFR</b>	<b>4,527,639</b>	<b>5,115,287</b>	<b>5,115,287</b>	<b>4,819,725</b>		
<b>Ending Net Assets per CAFR</b>	<b>5,115,287</b>	<b>\$ 4,389,672</b>	<b>\$ 4,819,725</b>	<b>\$ 3,728,814</b>		
<b>Invested in capital assets, net of related debt (1)</b>	<b>(548,971)</b>					
<b>Intergovernmental receivable (1)</b>	<b>(552,071)</b>					
<b>Reserved for subsequent year's budget (2)</b>	<b>(725,615)</b>					
<b>Reserved for encumbrances (3)</b>	<b>(112,311)</b>					
<b>Other post employment benefits obligation (4)</b>	<b>436,851</b>					
<b>Compensated absences (4)</b>	<b>72,587</b>					
<b>Landfill post closure care liability (4)</b>	<b>325,000</b>					
<b>Net assets available for appropriation (free cash) (5)</b>	<b>\$ 4,010,757</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 the net assets appropriated for the subsequent year's (FY15) 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) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.

(5) Amount certified by the Division of Local Services.

## Summary of Significant Budget Changes

The FY16 proposed operating budget is increasing \$285,261 or 9.3%. Personnel costs are increasing \$27,138. This includes all contractual obligations. One fulltime laborer is added to the operation with the cost being offset by a corresponding reduction in overtime. Operating expenses are increasing \$260,739 as a result of the increase in tipping costs. Capital outlay will receive an additional \$3,300 for equipment replacement. Transfers to the general fund for indirect support are decreasing \$9,512. Solid waste revenue generated will provide for the FY16 budget. \$1,090,911 of surplus will be used to balance the budget; \$480,000 for the capital program, \$325,411 for the landfill capping debt and \$285,500 for operations to mitigate fee increases.

## Additional Funding Recommended

### 1. Increase Safety Equipment Budget

**\$2,000 Requested**

**\$2,000 Recommended**

With new safety requirements the existing budgets have not been adequate. Heavy vehicle and equipment traffic make the solid waste facility a dangerous place to work and visit. Additional funding is needed to take the right steps to provide safety equipment in an effort to head off potential future accidents.

### 2. Purchase Slop Mower

**\$38,300 Requested**

**\$38,300 Recommended**

For the Solid Waste Facility maintenance requirements are moving and trimming the grass covered capped areas. The slopes in these areas are very steep, and the existing 1999 Tractor mower is a top-heavy machine that is not designed to mow on steep angles. Solar panels have exacerbated the problem by taking up the flat areas where the mower used to turn around, now making it even more dangerous for the machine to turn and causing it to be susceptible to tipping and risking serious or fatal harm to employees.

### 3. Increase Parts/Accessories Budget

**\$5,000 Requested**

**\$5,000 Recommended**

This request is needed to keep up with the increasing cost of vehicle replacement parts. If equipment is out of service, operations would be impacted, affecting productivity of the fleet to serve to its full capability.

### 4. Increase Building and Grounds Repair/Maintenance Budget

**\$5,000 Requested**

**\$5,000 Recommended**

Sound town structures lead to a safe and pleasant work place for our employees to work and to our residents to use. This line item is used to fund contracted maintenance at the Solid Waste Facility.

### 5. Outsource Landscaping

**\$4,500 Requested**

**\$4,500 Recommended**

This increase will allow us to contract out this service consequently freeing up staff to perform other duties. This outsourcing from the Solid Waste Division to contractors would include maintaining flower gardens, fertilizing, weed whacking, edging, and mowing.

## Water Pollution Control Division

### Mission Statement

The mission 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.

Water  
Pollution  
Control  
Division



### Description of Services Provided

#### Water Pollution Control Program

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.

Protecting the Town's Water Resources



**RECENT ACCOMPLISHMENTS**

1. Treated 547,080,000 gallons of Wastewater
2. Treated 12,537,100 gallons of Septic.
3. Processed 1,166 tons of Sludge
4. Freezer Road Pump Station. Installed VFD on back up pump.
5. High School Road gravity sewer. Relined 627 feet of 8" clay sewer main.
6. Scada system. Install scada system into the secondary building.
7. Old Colony pump station. Installed new grinder.
8. Vacuum system. Repaired two vacuum pumps.
9. Baxter Road Pump Station. Installed grinder pump to alleviate rag clogging

**Fiscal Year 2016 Goals and Objectives****Short Term:**

1. Evaluate the septic building capacity, operation and sludge disposal options.
2. Evaluate, design, and construct improvements to the Water Pollution Control Facility (WPCF) to meet new Commonwealth of Massachusetts effluent discharge requirements. The State has recently decreased the allowable limit of TOC discharged into a Drinking Water Zone II to 3 mg/l. The WPCF's discharge is in a Zone II.
3. Construct a portable generator storage shed. CIP FY15.
4. Study and design an upgrade to the sewer system in South Street, Hyannis.

**Long Term:**

1. Conduct a storm resilience study of the shore pump stations and sewers.
2. Begin WPC Management succession planning.
3. Integration of findings for the CAC regarding the nutrient management study.

**Fiscal Year 2016 Water Pollution Control Enterprise Fund Financial Data**

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 Lily 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

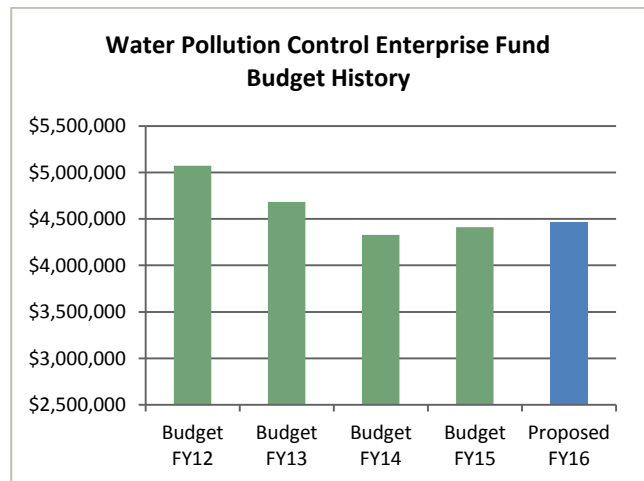
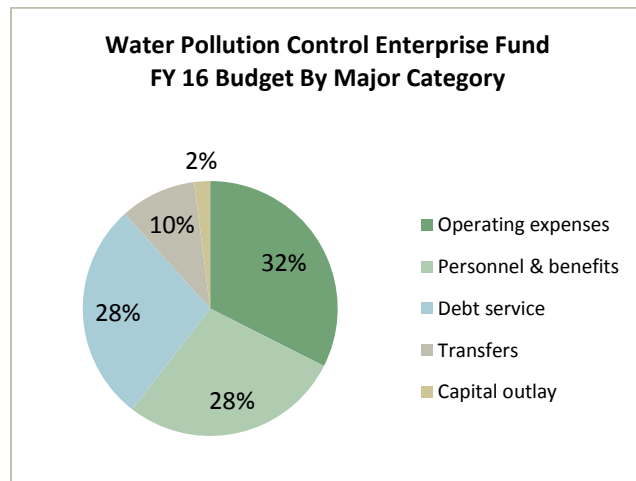
operations and pay back the borrowings issued for the sewer plant improvements.

In July of 2010, the Town Council voted to increase the local rooms tax by 2 percent and to levy a local meals tax of 0.75 percent. The Council also voted to dedicate these new revenues to a sewer expansion program by filing special legislation for the creation of a sewer trust fund. This legislation was passed in FY13. This legislation was modified in August of 2014 so that the fund can pay for private road improvements as well. This fund’s balance is projected to reach over \$12 million by the end of FY16. There are currently no projects in planning to be financed with this funding source.

**Factors Affecting Expenses**

Expenses have been forecast to maintain current staffing levels, at a projected wage and benefit increase of 2.5 and 7.5 percent respectively. Operating expenses are projected to increase 3 percent per year. Sludge disposal is major expense for this operation. Utility savings have been accounted for in the FY16 proposed budget as a result of the renewable energy upgrades at the facility. Debt service is included for all sewer related borrowings.

This enterprise fund will see some significant changes in the future. There has been much discussion of various funding scenarios for sewer expansion, effluent mitigation and nitrogen management. Part of the expansion discussion includes issues of ability to pay and cost allocation. In the past, the federal and state governments subsidized 90 percent of capital costs for construction of new wastewater facilities and sewer expansion. Decisions will need to be made in regards to the cost allocation for sewer expansion, nitrogen management and effluent mitigation. Cost allocations will include betterments, sewer rates and tax rates, net of any federal and state funding that may be available. The Town Council voted to assess 50% betterments to homeowners tying into the Stewart’s Creek sewer expansion; the last major expansion project.



By category, operating expenses is the largest component at 32% followed by personnel and debt service; both at 28%. The Water Pollution Control Enterprise Fund budget has decreased from \$5.1 million in FY12 to \$4.5 million proposed for FY16 or 12% due to a decline in debt service and utilities.

<u>Expense Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 983,083	\$ 1,071,094	\$ 1,010,000	\$ 1,122,679	\$ 51,585	4.82%
Benefits	86,990	119,148	110,000	127,550	8,402	7.05%
Operating Expenses	1,254,185	1,448,450	1,425,000	1,448,450	-	0.00%
Capital Outlay	54,293	90,000	85,000.00	90,000	-	0.00%
Debt Service	1,256,406	1,257,000	1,250,000	1,242,600	(14,400)	-1.15%
Transfers Out	390,022	424,361	424,361	431,879	7,518	1.77%
<b>Subtotal Operating Budget</b>	<b>4,024,979</b>	<b>4,410,053</b>	<b>4,304,361</b>	<b>4,463,158</b>	<b>53,105</b>	<b>1.20%</b>
Capital Program	139,955	782,000	750,000	1,284,500	502,500	64.26%
<b>Total Expenses</b>	<b>4,164,934</b>	<b>5,192,053</b>	<b>5,054,361</b>	<b>5,747,658</b>	<b>555,605</b>	<b>10.70%</b>
<b>Permanent full-time equivalent employees</b>	<b>15.15</b>	<b>15.15</b>		<b>15.15</b>	<b>-</b>	
<u>Source of Funding</u>						
Intergovernmental Aid	130,736	-	125,000	-	-	0.00%
Fines & Penalties	153,473	80,000	77,022	50,000	(30,000)	-37.50%
Fees, Licenses, Permits	-	-	10,000	10,000	10,000	0.00%
Charges for Services	4,799,507	4,210,053	4,653,006	4,303,158	93,105	2.21%
Interest and Other	245,909	120,000	258,356	100,000	(20,000)	-16.67%
Borrowing Authorizations	-	-	-	1,000,000	1,000,000	0.00%
<b>Total Sources</b>	<b>5,329,625</b>	<b>4,410,053</b>	<b>5,123,384</b>	<b>5,463,158</b>	<b>1,053,105</b>	<b>23.88%</b>
<b>Excess (Deficiency) cash basis</b>	<b>1,164,691</b>	<b>(782,000)</b>	<b>69,023</b>	<b>(284,500)</b>	<b>\$ 497,500</b>	
<b>Adjustment to accrual basis</b>	<b>3,490,786</b>	<b>-</b>	<b>1,500,000</b>	<b>-</b>		
<b>Beginning Net Assets per CAFR</b>	<b>40,620,321</b>	<b>45,275,798</b>	<b>45,275,798</b>	<b>46,844,820</b>		
<b>Ending Net Assets per CAFR</b>	<b>45,275,798</b>	<b>\$ 44,493,798</b>	<b>\$ 46,844,820</b>	<b>\$ 46,560,320</b>		
<b>Invested in capital assets, net of related debt (1)</b>	<b>(23,938,372)</b>					
<b>User Charges Receivable (1)</b>	<b>(1,694,152)</b>					
<b>Special Assessments Receivable (1)</b>	<b>(2,911,960)</b>					
<b>Intergovernmental receivable (1)</b>	<b>(1,258,786)</b>					
<b>Reserved for subsequent year's budget (2)</b>	<b>(782,000)</b>					
<b>Reserved for encumbrances (3)</b>	<b>(211,185)</b>					
<b>Reserved for continuing appropriations (4)</b>	<b>-</b>					
<b>Other post employment benefits obligation (5)</b>	<b>291,787</b>					
<b>Compensated absences (5)</b>	<b>67,562</b>					
<b>Net assets available for appropriation (free cash) (6)</b>	<b>\$ 14,838,692</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 the net assets appropriated for the subsequent year's (FY15) 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, 2014.

(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) Amount certified by the Division of Local Services.

### Summary of Significant Budget Changes

The FY16 proposed budget is increasing \$53,105 or 1.2%. There are no proposed changes to staffing levels. Benefits are increasing \$8,402 and this includes a \$25,000 payment to the Town's OPEB Trust Fund for the operation's share of this cost. Operating expenses and capital outlay remain level funded with the FY15 budget.

Revenue generated by the operation will cover the operating budget. \$284,500 of surplus will be used for the FY16 capital program with \$1,000,000 in borrowing authorizations for the remainder of the FY16 capital program.

## Barnstable Municipal Airport

### *Mission Statement*

The mission of the Barnstable Municipal Airport is to provide a 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 not only to foster local economic growth, but 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.



### **Description of 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

*An Integral Part of the Regional Transportation Plan*

**RECENT ACCOMPLISHMENTS**

1. Maintained compliance with all Federal & State airport safety and certification requirements.
2. Completed construction of a new 18 +/- acres, 5.735 megawatt ground mounted solar photovoltaic array which will allow for a reduction in electric accounts and generate additional revenue. Utility interconnection to be completed in FY2015.
3. Completed the reconstruction and replacement of the circa 1956 Taxiway Alpha and the circa 1935 aircraft parking apron, and the construction of a new centralized deicing pad to improve airport operations and safety, and reduce use of hazardous materials.
4. Completed the reconstruction of the circa 1970 airport east side aircraft parking apron, including a new 800 foot section of the Hyannis Water System pipeline and installation of the new NSTAR cable duct bank that crosses the airport from Airport Road to Mary Dunn Way.
5. Commenced major air carrier service with JetBlue Airways with seasonal daily direct flights between Hyannis and New York City (JFK Airport).
6. Completed the design and bidding for the replacement of the existing 20,000 gallon underground jet fuel facility with a new 60,000 gallon above ground jet fuel tank farm. Construction to start in FY2015.

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. The Airport supports over 101,000 aircraft operations; and about 165,000 passengers embark to and debark from a variety of locations. These figures do not include a vast array of 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. The Airport employs 25 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.



### **Operations Department**

The ten 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; 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.

### **Maintenance Department**

Upkeep of the airfield and airport facilities by our nine 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.

### **Administration Department**

The Administrative staff performs a myriad of administrative functions such as 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.

## **Fiscal Year 2016 Goals and Objectives**

### **Short Term:**

1. Depending upon FAA and MassDOT Aeronautics funding availability:
  - a. Complete the design and commence reconstruction and replacement of a major portion of the circa 1966 Taxiway Charlie, and a portion of the circa 1976 Taxiway Delta to improve airport operations and safety;
  - b. Commence the design for the reconstruction of the circa 1985 Runway 15/33, including the circa 1980 Taxiway Echo, a portion of the circa 1962 Taxiway Bravo; and the remaining portion of the circa 1966 Taxiway Charlie;
  - c. Complete the design and Phase 1 construction to improve the access road, security fencing, and gravel parking lot on the east side of the airfield, and to provide access to the new Cape Cod Community College Airframe and Power plant (A&P) School;
  - d. Continue to improve, repair, maintain and/or replace, various airport fixed assets and replace various pieces of snow removal equipment, as required and as approved, in the Capital Improvement Plan;

- e. Design and install a new corrective ramp storm water and roof drainage run-off system for the circa 1980 Airport-owned Hangar 2 on the North Ramp.
2. Complete construction of a new 60,000 gallon above-ground jet fuel tank farm facility and removal of the old circa 1992 20,000 gallon jet fuel underground storage tank facility;
3. Take steps to increase airport revenues by increasing General Aviation (GA) business at the Airport:
  - a. Research and provide enhanced high quality facilities and services, and provide better business management to retain and increase GA business and revenues;
  - b. Continue working with the Cape Cod Community College to develop the aviation airframe and power plant certificate program at the airport, and any related aviation education and maintenance programs at the airport;
  - c. Develop all available airport properties, including any potential spin-off from the Joint Base Cape Cod selection as an unmanned aircraft systems (UAS) test site; and develop a marketing plan.
4. Develop market strategies to attract additional prospective air carriers and scheduled air charter services to meet the Cape's demand for air travel. 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.
5. Complete the engineering design for Cape Cod Commission approval and commence obstruction clearance in the Runway Visibility Zone to improve aviation safety.
6. Complete the airport master plan and Cape Cod Commission (CCC) Development Agreement; and complete the Cape Cod Commission (CCC) requirements for the 2007 DRI Final Certificate of Compliance.
7. Develop a 20-year airport preventative maintenance, repair, and replacement program for all airport-owned structures, and major capital systems and equipment.
8. 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.
9. Evaluate available technologies for improving noise, and storm-water, and groundwater management.
10. Review and obtain appropriate airport software to provide real time information regarding revenues sources, expenses, and other financial information.
11. Develop an airport staff reorganization plan to increase efficiency.

**Long Term:**

1. Work with tenants and potential developers to build new general aviation facilities and public facilities to meet the needs of general aviation demand; be in keeping with the FAA approved Airport Layout Plan and the new CCC Development Agreement; and to continue to explore all options to provide better airport support for general aviation and to meet projected demand for services.
2. 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.



3. 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 services.
4. Depending upon FAA and MassDOT Aeronautics funding availability:
  - a. Complete the reconstruction of the circa 1985 Runway 6/24;
  - b. Complete the Phase 2 construction to improve the access road and security fencing on the east side of the airfield;
  - c. Update the FAA Airport Layout Plan and Master Plan, to include a needs assessment for a 926 foot Runway 15/33 extension to provide a better margin of safety for regional and longer range private and commercial jet aircraft.
  - d. Update the Airport utilities infrastructure systems plan; and complete a comprehensive data base for all construction and engineering data at the airport.
  - e. Design and reconstruct the circa 1962 Taxiway Bravo;
  - f. 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;
  - g. Design and construct a new snow removal equipment storage building and T-Hangar, and replace the airfield vault emergency generator;
  - h. Design and construct a new fiber optic airfield lighting control system (ALCS);
  - i. Design and permitting to clear vegetation along the airport perimeter fence line buffer zone, and in FAA airspace obstruction offending areas.

## **Fiscal Year 2016 Department Financial Data**

### **Factors Affecting Revenues**

Airport activities are financed primarily through jet fuel sales and user fees collected from airlines and concessionaires. Significant factors in the projection of airport revenues are passenger traffic, enplanements and fuel sales. These three items represent actual measures of airport and aviation services. Fuel sales are also a measure of the Airport's competitiveness in the marketplace.

Passenger traffic has been stagnant with a slight decrease for the past two years. The new JetBlue seasonal service has been a boost in passenger traffic and can be expected to increase with an increase in major air carrier services. Fuel sales are more difficult to project due to the volatility in wholesale prices and the cyclic trends in the aviation industry. Fuel sales, however, are expected to increase annually as past trends will substantiate with increased general aviation flights, and as a result of large quantity discount jet fuel contracts with Island Airlines and Net Jets, an international charter jet company. New fees including a passenger facility charge are included in the budget which will contribute towards repaying the bond issue to construct the new terminal. New annual revenue projections from the excess energy generated by the new solar array are also included in the revenue estimates. This source of revenue should generate in excess for \$300,000 per year. FY16 is the first full year of revenue from this project.

### Factors Affecting Expenses

Expenses for functions associated with operations and maintenance will rise in response to projected increases in inflationary costs and a new union contract. Overall electrical costs are projected to increase by approximately 15%. Contrary to prior planning for a reduction in electrical bills due to net metering credits, the apparent final allocation of funds from the new solar array that came on-line in FY2015 will be paid to the Airport thru the Cape and Vineyard Electric Cooperative (CVEC) for both net metering credits and credit for the Airport share of excess production. The annual loan payment for a bond issue to construct the new terminal is included in the budget as well as an anticipated debt service for the new fuel farm and East Ramp construction projects. Other factors affecting this budget include the volume of fuel sales and the cost of fuel; a one-time cost for the potential acquisition of Airport adjacent property for FAA airspace safety requirements; and other increases to the operating capital budget, including moving the annual runway, taxiway and road painting contract from the capital budget to the annual operating budget.

### Capital Program

The Airport makes annual expenditures for required airfield rehabilitation projects. 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%. The FY16 capital plan includes \$5.9 million in improvements mainly to the airfield area and airfield/snow removal equipment. \$489,650 of airport reserves and \$5.4 million in new bond issues will finance the program. If federal and state grants are secured then the bond authorizations will be rescinded as they will no longer be necessary.



Group of Participants in Ribbon Cutting Ceremony April 23, 2015 for New 6.7 Megawatt Airport Solar PV Array

Expense Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 1,622,984	\$ 1,712,617	\$ 1,710,000	\$ 1,721,125	\$ 8,508	0.50%
Benefits	404,119	511,996	505,000	534,790	22,794	4.45%
Operating Expenses	5,178,075	4,538,708	4,525,000	4,956,182	417,474	9.20%
Capital Outlay	540	103,000	100,000	247,000	144,000	139.81%
Debt Service	55,100	54,500	54,500	53,600	(900)	-1.65%
Transfers Out	333,586	392,987	392,987	403,155	10,168	2.59%
<b>Subtotal Operating Budget</b>	<b>7,594,405</b>	<b>7,313,808</b>	<b>7,287,487</b>	<b>7,915,852</b>	<b>602,044</b>	<b>8.23%</b>
Capital Program	4,640,739	3,718,125	3,700,000	5,912,000	2,193,875	59.00%
Total Expenses	12,235,144	11,031,933	10,987,487	13,827,852	2,795,919	25.34%

Permanent full-time equivalent employees	25.30	25.50	25.00	(0.50)
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#### Source of Funding

Intergovernmental Aid	6,623,845	2,244,800	3,500,000	87,600	(2,157,200)	-96.10%
Fees, Licenses, Permits	591,565	683,922	690,000	1,052,227	368,305	53.85%
Charges for Services	6,561,246	6,490,886	6,800,000	6,725,125	234,239	3.61%
Interest and Other	74,851	51,400	90,000	50,900	(500)	-0.97%
Borrowing Authorizations	-	1,205,000	-	5,422,350	4,217,350	349.99%
<b>Total Sources</b>	<b>13,851,507</b>	<b>10,676,008</b>	<b>11,080,000</b>	<b>13,338,202</b>	<b>2,662,194</b>	<b>24.94%</b>

Excess (Deficiency) cash basis	1,616,363	(355,925)	92,513	(489,650)	<u>\$ (133,725)</u>
Adjustment to accrual basis	1,761,718	-	2,000,000	-	
Beginning Net Assets per CAFR	70,256,627	73,634,708	73,634,708	75,727,221	
Ending Net Assets per CAFR	73,634,708	<u>\$ 73,278,783</u>	<u>\$ 75,727,221</u>	<u>\$ 75,237,571</u>	

Invested in capital assets, net of related debt (1)	(69,524,058)
Invested in inventory (1)	(75,975)
User fees receivable (1)	(271,610)
Reserved for continuing appropriations (2)	(4,077,498)
Reserved for subsequent year's budget (3)	(615,000)
Reserved for encumbrances (4)	(379,249)
Other post employment benefits obligation (5)	755,890
Compensated absences (5)	108,934
Intergovernmental receivables collected (6)	<u>3,007,835</u>
Net assets available for appropriation (free cash) (6)	<u>\$ 2,563,977</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 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, 2014.

(3) This amount represents the net assets appropriated for the subsequent year's (FY15) capital program 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.

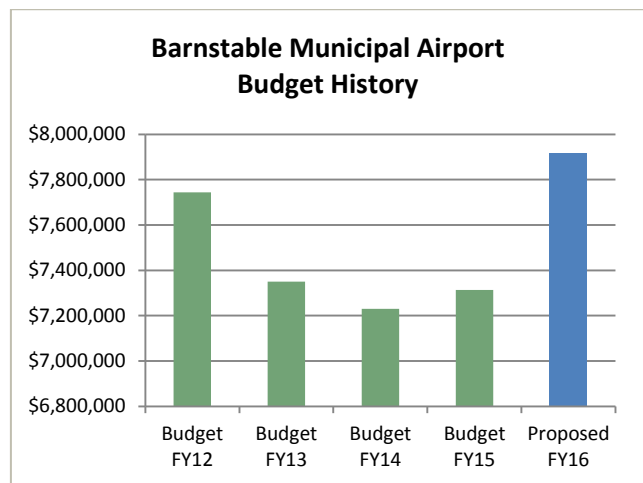
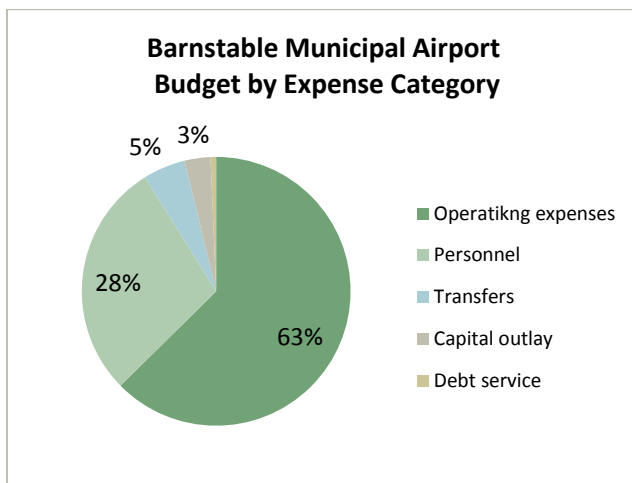
(6) This represents amounts received prior to certification and subsequent to the fiscal year end.

(7) Amount certified by the Division of Local Services.

### Summary of Significant Budget Changes

The FY16 proposed budget is increasing \$602,044 or 8.23%. Personnel costs are increasing a modest 0.5% which includes all contractual pay increases and one part-time position being eliminated. Benefits are increasing 4.5% due to an increase in health insurance costs. Operating expenses are increasing \$417,474 to support purchases in jet fuel for resale and electricity. Jet fuel sales are increasing requiring more funds to purchase inventory. Electricity is up significantly because of changes in the method of accounting for the renewable energy projects. Capital outlay is up \$144,000 to support vehicle replenishments and runway improvements.

Revenue generated by the airport operations will cover the FY16 proposed operating budget increase. The Airport generates a significant amount of revenue from its jet fuels sales and this is reflected in the increased revenue in charges for services. FY16 revenue from fee, licenses and permits included the new revenue from the renewable energy projects. The enterprise fund will use \$489,650 in reserves and \$5,422,350 in borrowing authorizations for the FY16 capital improvement program



Operating expenses represent 63% of all spending for this enterprise fund. Personnel is the next largest category of spending at 28%. The Airport Enterprise Fund budget has increased from \$7.744 million in FY12 to \$7.915 million proposed FY16 or 2.21% over the five year period. The spike in the FY15 to proposed FY16 budget mostly resulted from additional resources to purchase jet fuel for resale. The level of jet fuel sales will dictate most of the fluctuations in this budget.

### Additional Funding Recommended

**1. Runway and Taxiway Markings and Airport-Owned Roadways Annual Painting Contract**

**\$50,000 Requested  
\$50,000 Recommended**

The Barnstable Municipal Airport (BMA) runways and taxiways are subject to a lot of heavy aircraft use during the year, including snow plowing. The paint is a special FAA approved paint with imbedded reflective material to provide high visibility during reduced weather visibility and night time flight operations. The paint degrades significantly during the year and must be repainted to meet FAA specifications on an annual

basis. The paint is inspected annually by the FAA as part of the annual FAA Part 139 airport certification process and must meet minimum standards. In addition, all airport roadway markings also require annual painting as required for vehicular and pedestrian safety for similar reasons. This project has been removed from the Capital Improvement Program and has been added as an annually recurring operating budget request.

## **2. Personnel Position Upgrade**

**\$1,200 Requested**

**\$1,200 Recommended**

Upgrade in position and change title to Administrative Financial Analyst to better reflect increased level of responsibility. Increased level of responsibilities is due to new financial requirements and increased scope of responsibility; and an increased level of competency are required. New title is indicative of the increased responsibility of the position since the office staff dropped from 4 persons to 3, and due to revised core job assignments. All aspects of the increased level of financial responsibility in the office have increased exponentially with newer more stringent federal reporting requirements with the FAA and TSA – particularly with the annual FAA report, FAA and TSA Grant reimbursements; new and increased requirements of the Airport Manager and Airport Commission in the preparation of monthly financial reports; procurements for the entire Department; invoicing and accounts receivable for the Airport with gross revenues in excess of \$7,000,000 annually; and coupled with tracking the financial requirements of our many grants, of which this past year alone were in excess of \$10,000,000 in construction costs and grant reimbursements.

## **3. Operating Capital (Equipment)**

**\$127,000 Requested**

**\$127,000 Recommended**

The Airport has approximately 50 pieces of equipment which are acquired or replaced with the operating capital budget. This equipment consists of items ranging from front end loaders, trucks, sanders, plows, and aircraft servicing and mowing equipment. As replacement cost needs exceed available funds, replacement of equipment has been deferred. The backlog has continued to grow with the FY2016 backlog continuing to exceed \$650,000, a portion of which may be eligible for FAA and Massachusetts DOT Aeronautics reimbursement. Equipment being replaced are in “poor” condition, are unsafe to operate, or are beyond economical repair and still need to be replaced. The Airport is also trying to reduce the number of pieces of equipment used at the airport through attrition. This year, the one-ton pick-up truck with plow and the 11-passenger van being requested are one-for-one replacement vehicles. The new Mobilift AXR Wheelchair Lift for aircraft with higher cabin sill heights will replace a smaller Mobilift that is unable to enplane or deplane disabled passengers on many regional and narrow body aircraft that are ground loading. The new lift is ADA compliant and complies with the U.S. Air Carrier Access Act requirements and FAA regulations for boarding lifts. The lift protects both the passenger and airport/airline employee from the risks of hand carrying a boarding chair to safely provide access to aircraft passengers with disabilities. The current Mobilift will not reach the minimum sill height of current air carrier aircraft serving the Barnstable Municipal Airport and does not meet FAA requirements.

## **4. Operating Capital (Systems)**

**\$35,000 Requested**

**\$35,000 Recommended**

This item is for funding operating capital for replacement and/or repair of building systems and components. This project will rehabilitate and update the deteriorating operations center in the Aircraft Rescue and Fire Fighting (ARFF) Building which has been the subject of heavy use and deferred maintenance

for many years. This is the operations “hub” for airfield operations and emergency response. It is manned 24 hours a day, 365 days a year and sees a lot of use. The operations center equipment is somewhat dated and needs to be updated and consolidated. The operations center interior infrastructure is approaching the end of its useful life and needs to be replaced – flooring, counters and cabinets, plumbing and electrical systems, furniture, and so forth, to improve employee quality of life and to meet health and safety requirements.

**5. Operating Capital (Systems)**

**\$15,000 Requested**

**\$15,000 Recommended**

This item is for funding operating capital for new or replacement and/or repair of building systems and components. This project will add additional new 16 ft x 16 ft storage shed with electrical power feed for equipment storage and to house the new scissor lift acquired in FY2015. The existing shed at the Airport Terminal is not of sufficient size to accommodate all equipment. As the airport maintenance responsibilities and facilities continue to increase, additional space is needed to store equipment and supplies that cannot be accommodated in the Terminal or in an existing shed. This will also provide for equipment security and serve to extend equipment useful life.

**6. Operating Capital (Land/Acquisitions)**

**\$20,000 Requested**

**\$20,000 Recommended**

This item is for funding operating capital for the acquisition of a land parcel adjacent to the Airport that currently infringes upon the Airport’s primary surface airspace, and is considered a potential safety hazard if the property is not acquired and any structures located in the primary surface area are not demolished and removed. The funds requested are needed to provide a down payment after July 1, 2015 but only if the offer to purchase is accepted, and if the property inspections for hazardous materials is acceptable to the Airport Commission and the Federal Aviation Administration (FAA). If acceptable to the Airport Commission and the FAA, further funding will be requested to close the sale and demolish the buildings as necessary; and 95% of the cost for the project will be reimbursed by the FAA and Massachusetts Department of Transportation Aeronautics Division, with the remainder to be paid either from the Airport’s Enterprise Fund Reserves or by borrowing funds as necessary.



## Performance Measure

**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 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Projected
Airport Operations	101,815	103,857	100,059	96,307	92,695
Noise Complaints Received	62	58	40	60	60
<b>Noise Complaints/1000 Airport Operations</b>	0.61	0.56	0.40	0.62	0.65

**Measure:** Increase parking revenue per enplanement

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Projected
Gross Parking Revenue	\$749,780	\$771,557	\$764,734	\$757,087	\$749,516
Enplanements (departing passengers)	98,114	90,332	81,832	81,014	80,204
<b>Gross Parking Revenues/Enplanement</b>	\$7.64	\$8.54	\$9.35	\$9.35	\$9.35

**Measure:** Increase rental car revenue per deplanement

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Projected
Deplanements (arriving passengers)	97,390	91,435	81,632	80,816	80,008
<b>Gross Rental Car Revenues/Deplanement</b>	\$32.76	\$40.63	\$46.71	\$47.65	\$48.61

**Measure:** Increase the gallons of jet fuel contracted

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Projected
Gallons of Jet Fuel Dispensed	699,031	762,264	968,399	987,767	1,007,522
Gallons of Jet Fuel Contracted	N/A	275,000	250,000	100,000	300,000
<b>Percentage of Jet Fuel Sales Contracted</b>	N/A	36%	26%	10%	30%

**Measure:** Generate a positive budget variance every year

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Projected
Surplus Used to Balance Budget	None	None	None	None	\$50,000
Surplus Generated (Used)	\$338,441	\$209,037	\$181,342	\$200,000	\$250,000
<b>Positive Variance</b>	\$338,441	\$209,037	\$181,342	\$200,000	\$250,000

## Workload Indicators

(Measures of Activity)

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Projected
<b>Indicator:</b> Number of airport flight operations recorded. Airport Operations (includes landings/take-offs/instrument approaches/fly-bys/all flight operations controlled by the ATCT)	101,815	103,857	100,059	96,307	92,695
<b>Indicator:</b> Number of airport noise complaints received	62	58	40	60	60
<b>Indicator:</b> Number of passengers arriving and departing on scheduled flights Deplanements (arriving passengers) Enplanements (departing passengers)	97,390 98,114	91,435 90,332	81,632 81,832	80,816 81,014	80,008 80,204
<b>Indicator:</b> Number of gallons of jet fuel dispensed (sold) to individual aircraft and contracted	699,031	762,264	968,399	987,767	1,007,522
<b>Indicator:</b> Gross parking revenues - all pay parking lots	\$749,780	\$771,557	\$764,734	\$757,087	\$749,516
<b>Indicator:</b> Gross rental car revenues - all concessions at airport	\$3,190,655	\$3,715,399	\$3,812,768	\$3,850,896	\$3,889,405
<b>Indicator:</b> Customer Facility Charges (CFC) from Car Rental Concessions for Terminal Cost Apportionment - Limit \$730,208	\$155,173	\$159,363	\$128,038	None	None



## *Meeting the Needs of Our Citizens*



The Fiscal Year 2016 Operating Budget and Capital Improvement Program focuses on Barnstable moving forward in our efforts to meet the needs of our citizens. These budgets incorporate the **Town Council's Strategic Plan** goals into the programs and services funded for the next fiscal year. The Town Council's Strategic Plan stresses the importance of Finance and Quality of Life as priority principles in our community. These two principles are at the core of each budget decision we make. 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 to keep Barnstable moving forward.

### ***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 balanced 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 2.5% plus estimated new growth. No property tax overrides are being proposed to finance the operating or capital programs. The total proposed FY16 operating and capital budgets for the Town of Barnstable are \$204,971,190. The operating budgets for the General Fund and the Town's eight Enterprise Funds are \$177,554,190. This is an increase from the FY15 budget of \$6,664,627 or 3.9%. A total of \$5,004,070 of General Fund and Enterprise Fund reserves are used to balance the operating budgets. This represents 2.8% of the overall budget. Reserves are used primarily to pay for one-time costs and fee mitigation and it is anticipated a majority of this amount will be replenished with surplus generated from our fiscal year 2015 operations at the end of the current fiscal year. A majority of this is used to pay for the historic snow removal costs incurred in FY15 totaling \$3.159 million. General Fund and Enterprise Fund reserves are strong with a total current balance of \$38.7 million and can easily absorb this withdrawal.

As referenced in the Town Council Strategic Plan we have explored and created new sources of funding. New revenue from our recently activated renewable energy projects is projected to be in excess of \$1 million annually. This will be applied to both our Capital Improvements Plan and operating budgets in the General, Solid Waste Enterprise and Airport Enterprise Funds. The estimated net cash out benefit from the transfer station and recycling center and airport projects for the General Fund is \$678,000. Using the solar funds has given us

# Fiscal Year 2016 Budget Message

Thomas K. Lynch, Town Manager

more resources to support our underfunded capital needs. \$470,000 has been applied to our capital program. \$30,000 is obligated to fund the entire electricity costs at the transfer station and recycling center with the remaining \$178,000 being allocated to the General Fund operating budget. The General Fund allocation reduces the tax support needed to cover electricity costs budgeted in the Department of Public Works and allows us to redirect those taxes to fund new initiatives within the Public Works Department.

Applying group purchasing practices we have realized a savings on fuel contracts of \$136,000 and a reduction in natural gas costs. Locking in energy savings for the next two years we believe is sound financial planning. Avoiding these increases frees up funding in departments for other priority programs.

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 14<sup>th</sup> consecutive Distinguished Budget Presentation Award for the FY15 budget document and the Certificate of Achievement for Excellence in Financial Report for twelve (12) years in a row. This demonstrates a high commitment to quality reporting and comprehensive information on behalf of the efforts and commitment from 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 ten year financial forecasts and five year capital improvement programs as well as close monitoring of monthly budget reports. These practices assist in identifying trends and needs for the community, providing us the opportunity to better plan for our future.

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 improvement program. It also puts us in a more advantageous position to react to economic downturns. We have minimalized the use of reserves to pay for recurring operating expenses in recent years creating more stability in the delivery of services. The FY16 budget is structurally balanced, fiscally responsible and does not rely on any one time fixes or solutions. Our tax collection rates continue to be 99-100%.

### ***Quality of Life Initiatives***

The operating budget has the goal of **"promoting and safeguarding the public's wellbeing by enacting policies to provide residents and visitors with the possibility of achieving a higher standard of living."** This budget seeks to improve the quality of life for all Barnstable residents. In an effort to better serve our senior population last year's budget funded a Senior Services needs assessment. We await the results of this assessment later this year; however, we know the study will call for outreach services to isolated seniors. Therefore, the proposed FY16 budget includes funding to increase the hours of our outreach and development coordinator at the Senior Center. The budget also closes a widening salary pay gap for our seasonal workers to keep qualified people at our beaches, Sandy Neck, and other recreational programs staffed by qualified individuals who provide recreational opportunities for residents and visitors alike. As a community, we have libraries that stimulate our intellectual restlessness and a 2.5% increase in their budget will help our libraries avoid seeking grant funding waivers from the Commonwealth.

Our community is committed to our children through recreation programs and a first class Hyannis Youth and Community Center (HYCC). This budget funds additional seasonal workers at the HYCC and a new athletic field maintenance crew to keep our fields and parks well maintained.

There is funding for an additional police officer to assist our Community Impact Unit (CIU) in their efforts to address homelessness and deal with substance abuse issues on Main Street Hyannis. The proposed budget also creates a Community Affairs Police Officer. Placing a police officer whose time is primarily dedicated to the complex issues that are entailed in compliance management will enable Regulatory Services and the Consumer Affairs Division to create a proactive program to address the areas of concern within the scope of services provided under Consumer Affairs. Lack of compliance in these areas negatively affects the quality of life for residents and visitors to the Town.

We add \$10,000 to our Arts and Culture budget to promote local arts programming throughout our Town. This budget also funds Gateway Greeters to assist with waterfront parking in Hyannis with a message that “we are here to help”. This program should improve the experience of visiting our waterfront for our visitors and residents alike.

One may note that many of our new funding priorities and continuation of existing services cut across the areas of public safety, economic development, and community services programs.

### ***Capital Investments/Infrastructure***

**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 FY16 Capital Improvements Plan (CIP) approved by the Town Council was designed to improve our infrastructure and preserve our valuable public assets. The CIP totaled of \$27,416,200. We continued our \$3.25 million dollar commitment to public road improvements along with the replacement of school zone traffic lights and \$400,000 for guardrail replacements and sidewalk repairs. Our municipal facilities projects included the final phase of police headquarters improvements and the replacement of the Town Hall heating system making this facility more energy efficient. The Bay Street boat ramp reconstruction and Joshua’s Pond site work in Osterville were also approved. This budget makes an investment in our private road infrastructure. Four connector private roads will be resurfaced and an assessment/condition’s report of all private roads will be conducted. We funded over \$8 million dollars in improvements to our schools, including elementary school modular classroom construction at Barnstable West Barnstable and Hyannis West Elementary Schools.

Each year I depend on our department heads, their staff, citizens and the members of the Comprehensive Finance 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 Improvement Plan.

### ***Economic Development***

We share the Town Council’s priority **to encourage and grow a vibrant economy and a strong labor force, promoting a diversity of businesses, both for profit and non-profits, clean industry and smart growth.** Our ePermitting through ViewPoint is underway and should be operating this fiscal year. Along with this

streamlined permitting there is an emphasis on enforcing our consumer regulations to benefit the safety of all. There are revitalization plans funded for the Marstons Mills Village business district, Barnstable Village, and the East End of Hyannis. Zoning changes have been approved by the Town Council to allow business zoning along Iyannough Road (Route 132) near the golf course and some changes to the Cape Cod Mall zoning to allow greater flexibility for redevelopment. We continue to work closely with the Cape Cod Commission on Iyannough Road corridor planning with regulatory reform for the four retail centers as a first phase. A Parking Implementation Strategy for downtown Hyannis will begin early in the next fiscal year and there is an extensive civic engagement component to this project. A Housing Needs Assessment was completed with grant funds from the Cape Cod Chamber of Commerce last year and we anticipate completion of the follow-up Housing Production Plan early in this fiscal year through Community Preservation Act funding.

Our health sector continues to grow with expansion of Cape Cod Healthcare facilities including the new Emergency Center at Cape Cod Hospital.

We continue to invest in the education of our public employees who will be the municipal leaders of tomorrow. We will be hosting the Massachusetts Municipal Association/Suffolk University Certificate in Local Government Leadership and Management program again this year to improve the skills of the next wave of public service professionals in Barnstable.

We remain open to new ideas such as Pedicabs, expansion of the John F. Kennedy Hyannis Museum, Main Street greeters, and daily summer event opportunities on the Hyannis Village Green.

### ***Fiscal Year 2016 Priorities***

Our priorities attempt to provide the highest quality services possible within the budget constraints that confront us. The priorities outlined below are designed to keep us financially sound; keep 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.

**Finance:** We share the Council strategy of striving to present our capital and operating budgets in a detailed, clear, and easy to understand format. The FY15 budget strengthened Barnstable's Finance team by adding a Budget Analyst to the Finance Division. This position has been a part of a team in finance that provided greater assistance to departments in both the development of their annual budget submissions and monitoring of ongoing revenues and expenses. In FY16 we are adding financial transparency software. This product will provide information to help citizens understand how their tax dollars are being used, build trust and engage the public in the civic process. This funding will allow the town to implement a web-based service that the public can access which will allow them to see detailed revenue and expenditure information of the town.

**Public safety:** This is the first responsibility and function of government so citizens can be safe in our town wherever they live in our community. We share the Councils' goal to protect the health and safety of all town residents and visitors by providing a safe desirable community in which to live, work, and visit. Two new police officers are added to this budget. As mentioned we are funding a new patrol officer for the CIU

and we are adding a second officer to replace the officer being assigned to Consumer Affairs. \$14,000 will be provided for officer firearms certification; \$11,000 for overtime and \$3,000 for the shooting range rental fee. There is recurring funding of \$31,000 to support the Street Crimes Unit, \$45,000 for technology improvements, \$215,360 for vehicle replacement, \$38,000 for pistol replacements and \$41,000 for AED replacements.

We will continue, as recommended by the Town Council, *“our community approach to crime prevention and public safety”* with our Police Chief Paul MacDonald and the members of the Barnstable Police Department (BPD). The BPD will continue the Adopt-A-School program. The BPD’s Community Impact Unit has been successful with grant funding to add a mental health specialist to the team of officers on Main Street Hyannis. We applaud the daily patrol protection, the targeting of high crime areas and the community policing which keeps us all safe.

This budget also provides \$72,000 in training academy costs for seven (7) police officer recruits. Many fine police officers have retired this year and we shall miss their dedication and commitment to the public safety of our community. Chief MacDonald’s recruitment efforts have brought new talented men and women into the department. The bar of professionalism has been set high by the current and former officers. I have been impressed by the quality of the new recruits and expect they will carry on the professional standards existing on our police force.

**Employee safety:** Safety in the workplace is important to our workers. This budget includes \$15,000 in new safety training funds to be used across all departments. Human Resources will be evaluating ways to improve employee safety awareness throughout our organization.

**Public Works:** The Department of Public Works continues to be called upon to meet our many maintenance needs. A harsh winter added to those demands. Maintaining our current facilities, public buildings, roadways, and recreational areas, means not just fixing them up, but providing operating funds to prolong their useful life. Each year DPW is tasked with additional responsibilities and this budget provides a maintenance crew (\$85,455) which will assist with the growing needs of maintaining our fields and parks. This budget increases funds for vehicle replacement and covers our municipal increase (\$15,000) in solid waste disposal fees.

**Technology** needs will receive increased funding (\$52,000) to keep up with software support and licensing fee requirements. Our Information Technology (IT) Division also provides hardware and software support for all departments, with the exception of Police and Schools, and we have included \$105,000 to continue the replacement and upgrades of necessary hardware and software. \$45,000 will be provided to the police department on a recurring basis to meet their increasing technology requirements.

**The Community Services Department** serves many segments of our community. Sandy Neck users, recreation, seniors, youth, library users, golfers and boaters all fall under Community Services. Civic and business associations are our partners in providing a vibrant, livable community. The seasonal pay increases referenced earlier target many of the programs enjoyed by younger members of our population. The wages keep pace with state minimum wage increases and help us be competitive in the workplace. There is also

operating capital of \$62,000 for upgrading the equipment at our beaches and replacement of a vehicle at the Marine and Environmental Affairs Division.

**Public Education: 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 local school system's FY16 budget is \$64,250,000, which represents an increase of \$2,179,891, or 3.5%. We support the budget prepared and approved by the Barnstable School Committee and Superintendent of Schools Dr. Mary Czajkowski. The superintendent prepared the budget to meet the district's core values and the School Committee and District's Goals. The FY16 Goals and Objectives included: (1) to ensure that the budget provides for the achievement of all students, while maintaining fiscal responsibility; (2) to ensure that our facilities are adequate to meet the needs of our students; and (3) promote the academic achievement of all students by challenging each student to perform to his or her maximum ability level. The school budget's major priorities are funding fixed costs, the preschool program, developing the Massachusetts Tiered System of Supports (MTSS), and meeting the literacy needs of English Language Learners (ELL). The school district will be working with the National Center for Learning Disabilities to develop a multi-tiered system of supports known as MTSS. MTSS is an intervention and enrichment support program for all students.

The School Committee is stressing basic values of academic excellence, school safety, and well maintained school buildings throughout our school district and we support them in those efforts.

Enhancing Chapter 70 funding for education remains a Council and Town strategy. The Finance Director, School Superintendent, and Town Manager spoke at a legislative hearing examining Chapter 70 funding issues. We will continue to lobby the legislature to bring more state aid to our community.

Using the **Waterways Improvement Fund** we will continue funding to assist in the daily operations of all harbor-related activities. This will include pump out systems, assisting with mooring administration, ensuring the cleanliness of town owned properties at landings, bulkheads, and marinas, conducting on the water litter patrols, assisting with servicing private aids to navigation and being able to assist with marina operations.

There are funds to increase longer hours of operation at Craigville and Covell Beaches. The early access is popular with residents and both beaches will open at 7AM again this season.

Our environment is our economy and residents and visitors alike enjoy our natural resources. We have funded clean-up efforts at our ponds. The budget continues funding beach equipment replacement. The budget again provides for ramp attendants at Blish Point to assist boater access to Barnstable Harbor and Cape Cod Bay. The budget funds seasonal help for our recreational and commercial shellfish industry.

**Performance Management** is a budgeting tool favored by the Comprehensive Financial Advisory Committee. Through participation in the Municipal Performance Management Program (MPMP) at the UMass Boston Collins Center Barnstable have been developing performance measures in the Police and Public Works Departments with the help of an analyst this past year. The FY16 budget includes funds for a year-long contract to continue the MPMP.





### ***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. Over the past year, civic engagement continued to be an important priority. Barnstable Talks and Listens is our new 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 Compass, and stay connected with town government.

We have reached out to the Brazilian business community through the Brazil New England Chamber of Commerce and broadcast, in Portuguese, a live radio program titled, Getting to Know Your Town.

There is an Ombudsman between the business community and Regulatory Services. There is also a volunteer ombudsman at the Senior Center

### ***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.

The FY16 proposed budget for the **Airport Enterprise Fund** is increasing \$602,044 or 8.23%. Personnel costs are increasing a modest 0.5% which includes all contractual pay increases and one part-time position being eliminated. Benefits are increasing 4.5% due to an increase in health insurance costs. Operating expenses are increasing \$417,474 to support purchases in jet fuel for resale and electricity. Jet fuel sales are increasing requiring more funds to purchase inventory. Electricity is up significantly because of a change in the method of accounting for the renewable energy projects. Previously it was expected that the Airport would receive a credit against its electric bill. Instead they will receive payments for the energy the system produces. Capital outlay is up \$144,000 to support vehicle replacements and runway improvements. Revenue generated by the airport operations will cover the FY16 proposed operating budget increase. The Airport generates a significant amount of revenue from its jet fuels sales and this is reflected in the increased revenue in charges for services. FY16 revenue from fee, licenses and permits included the new revenue from the renewable energy projects. The enterprise fund will use \$489,650 in reserves and \$5,422,350 in borrowing authorizations for the FY16 capital improvement program.

The increase of \$53,105 in the **Water Pollution Control Enterprise Fund** budget is due to cost increases in personnel and employee benefits. These are partially offset by a reduction in debt service. Estimated revenue generated by the operations will provide for the increase in the budget. No reserves will be used to finance the FY16 operating budget. The enterprise fund will use \$284,500 of its reserves to fund its FY16 capital program.

The **Water Enterprise Fund** budget is increasing \$368,300 or 9.2%. Personnel costs are increasing \$10,981 due to contractual obligations. There are no changes to staffing levels. Operating expenses are increasing \$343,182 due to the operations contract with United Water and a new budget of \$160,000 to purchase water from the Town of Yarmouth in the event it is needed. Estimated revenue generated by the operations will provide for the increase in the budget. No reserves will be used to finance the FY16 operating budget. \$350,000 of reserves will be used to finance the FY16 capital program with the balance of the capital program financed with \$1,515,000 in borrowing authorizations.

The **Solid Waste Enterprise Fund** budget is increasing \$285,261 or 9.3%. Personnel costs are increasing \$27,138. This includes all contractual obligations. There are no changes to staffing levels. Operating expenses are increasing \$260,739 as a result of the increase in tipping costs. Capital outlay will receive an additional \$3,300 for equipment replacement. Transfers to the general fund for indirect support are decreasing \$9,512. Solid waste revenue and reserves will provide for the FY16 budget. \$1,090,911 of reserves will be used to balance the budget; \$480,000 for the capital program, \$325,411 for the transfer station and recycling center capping debt and \$285,500 for operations to mitigate fee increases.

The **Golf Course Enterprise Fund** is increasing \$206,249 or 6.8%. This includes one additional position for FY16. The Director of Golf Maintenance has been refilled after being vacant for a few years. Revenue for this operation is improving and operating expenses across the board are increasing slightly to maintain and enhance the courses' conditions. The capital program of \$314,000 will be financed with borrowing authorizations.

The **HYCC Enterprise Fund** is increasing \$13,211 or 0.4%. Additional funds are provided for seasonal worker's wage increases as well as enhancing the seasonal workforce. This cost is offset by a reduction in debt service of almost \$68,000. The operation will receive support from the General Fund in the amount of \$310,148 and will use \$125,000 of the Enterprise Fund's reserves to balance the budget.

The **Sandy Neck Enterprise Fund** is increasing \$30,522 or 3.6%. Factors contributing to the increase include an hourly wage increase for seasonal employees and additional funds to purchase inventory for resale. The budget also continues to fund a sand nourishment program, if needed, with \$50,000 provided in FY16. Current year revenue estimates will provide for the operating budget and \$50,000 of surplus will be used for the sand nourishment program.

The **Marina Enterprise Fund** budget is increasing \$189,018 or 27.6%. The significant increase is due to the replacement of the pilings in Barnstable Harbor. \$170,000 for this project was provided from the General Fund in FY15 and the FY16 Marina Enterprise Fund includes a provision to reimburse the General Fund for this loan. The reimbursement to the General Fund will come from the enterprise fund's reserve. Current year revenue will cover the rest of the operating budget. The capital program of \$1,008,000 will be financed with borrowing authorizations.

### ***Dedicated Staff and Government Partners***

We could not accomplish our financial/operational agenda without dedicated Town and District employees. Our employees have given their all again this year. We will host again the Massachusetts Municipal



Association/Suffolk University Certificate in Local Government Leadership and Management program this year to improve the skills of the next wave of public service professionals in Barnstable. 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, 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 FY16 we have again maintained our fiscal stability, spent within our means, and prudently planned for our financial future.

I want to thank the Town Council for all the support provided to our management team to accomplish the financial stability we enjoy. Our tasks remain balancing the needs in our community, setting realistic priorities, and providing an opportunity for a quality of life that is built on respect and opportunity for all.

## *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. Many settlers were lured by the oyster 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 Health Care 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 668,000 square feet and is a major regional shopping center.

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 which offers bus service and the Steamship Authority which provides passenger and freight services to the Islands of Nantucket and Martha’s Vineyard.

## ***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 Kings 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 custom house, 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 its summer residents, estimated at 6,000 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. They are now mainly found in restaurants in 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 also 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. Also, one of the premier private golf courses on Cape Cod, the Hyannisport Club, is located on Irving Avenue.

Marstons Mills was founded by the Marston Family in 1648. They built grist mills 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, Muddy 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 which 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 oyster men. 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.

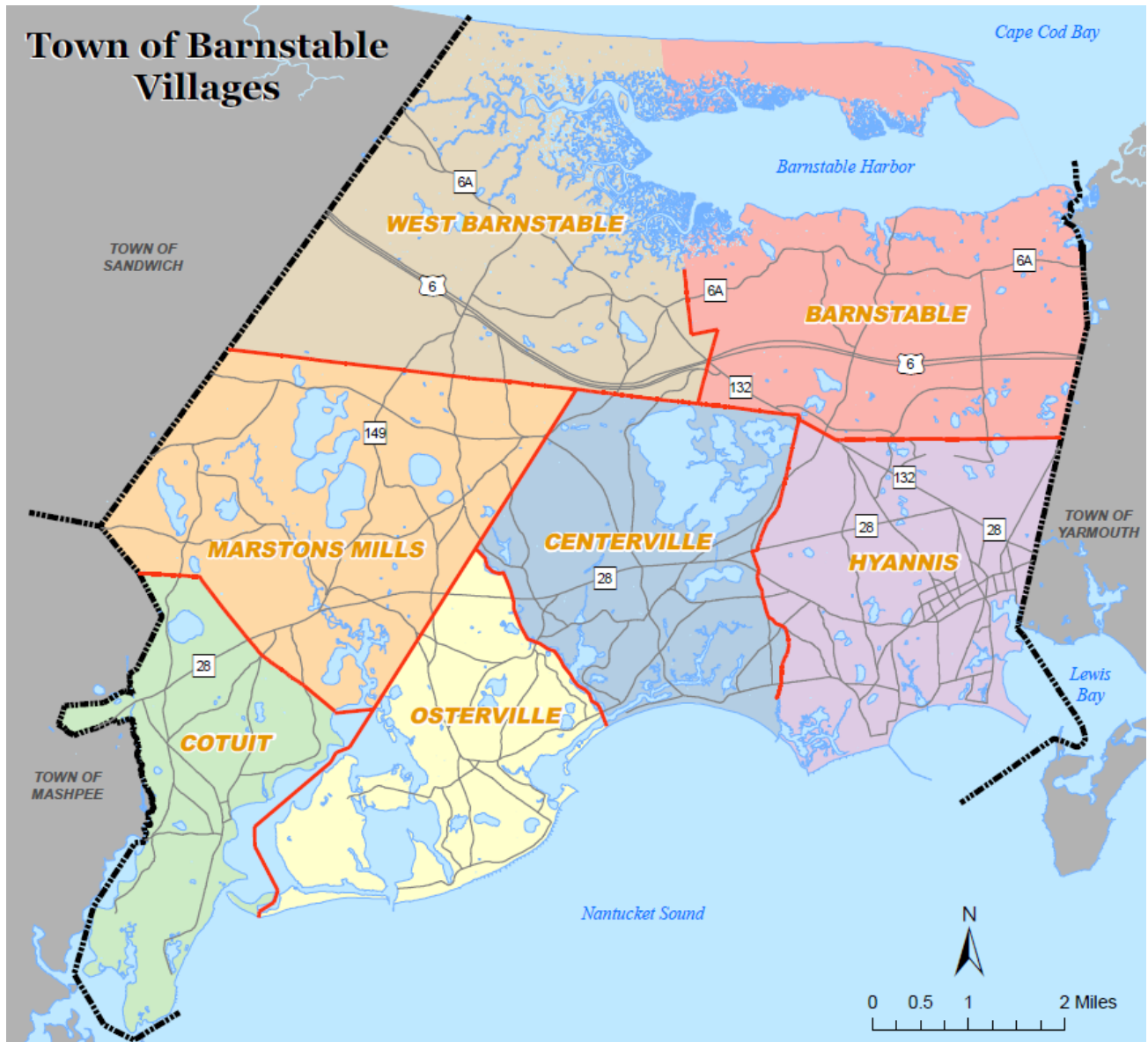
West Barnstable is a village in the northwest part Town. Once devoted to agricultural pursuits, West Barnstable now is largely residential. Natural features include the six-mile long Sandy Neck Barrier Beach which protects the extensive Great Marshes, the latter a source of salt hay that attracted the 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, Art, Drama & Dance.

Five separate Fire Districts provide fire protection 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, while water service is delivered by the Town. In the village of West Barnstable, the West Barnstable Fire District provides fire protection, 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. The districts are governed by a Prudential Committee or a Board of Fire Commissioners, or a Board of Water Commissioners separate from the Town structure.

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, they are governed by independent Boards of Trustees. 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.

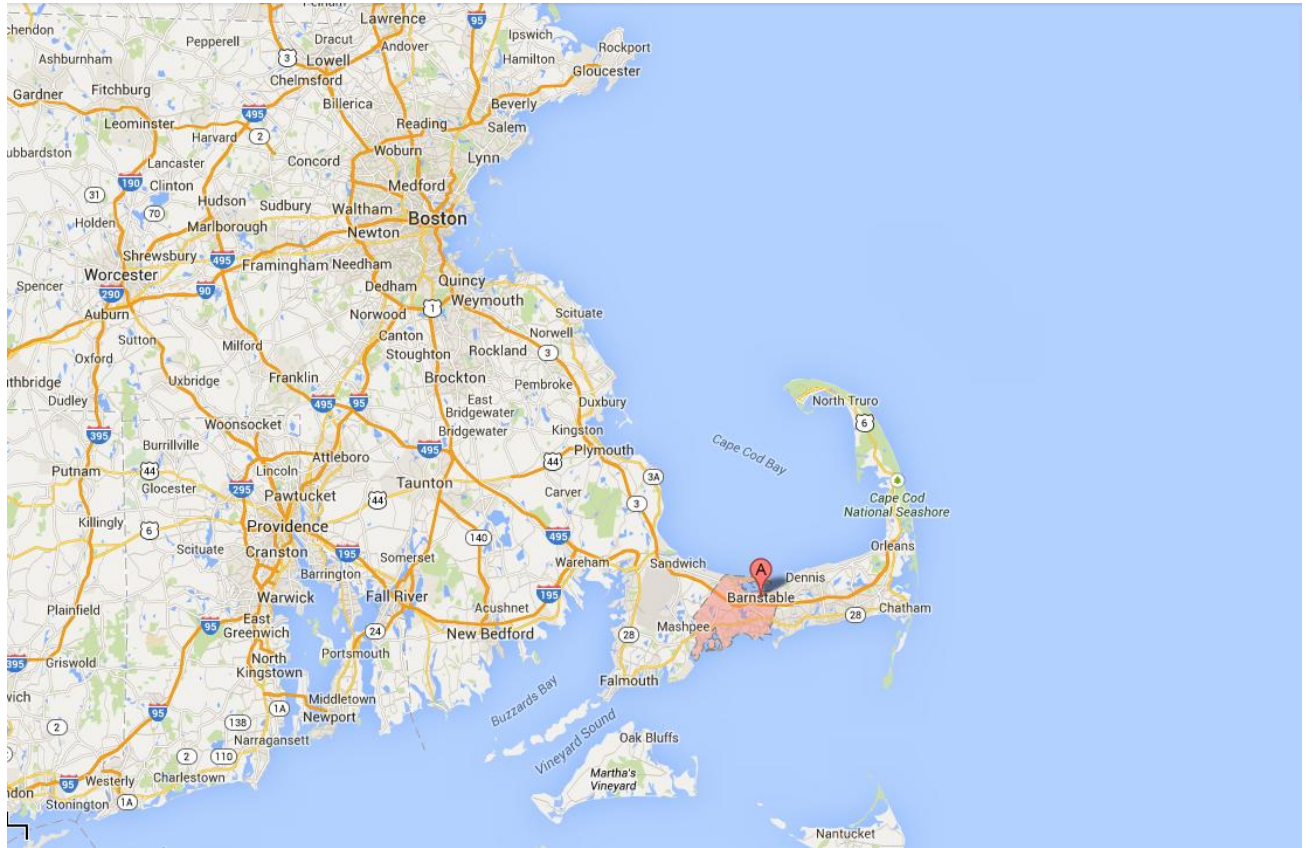
### *The Town Of Barnstable's Seven Villages*





# Geographic Location

## Regional Reference



## National Reference



## ***Governmental Structure***

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 FY16 remains unchanged from that of FY15. Exclusive of the School Department and Airport, there are six departments as follows; Administrative Services including two elected officials, Town Clerk and Town Collector; Community Services; Growth Management; Police; Public Works; and Regulatory Services. (See organization chart on page 30)

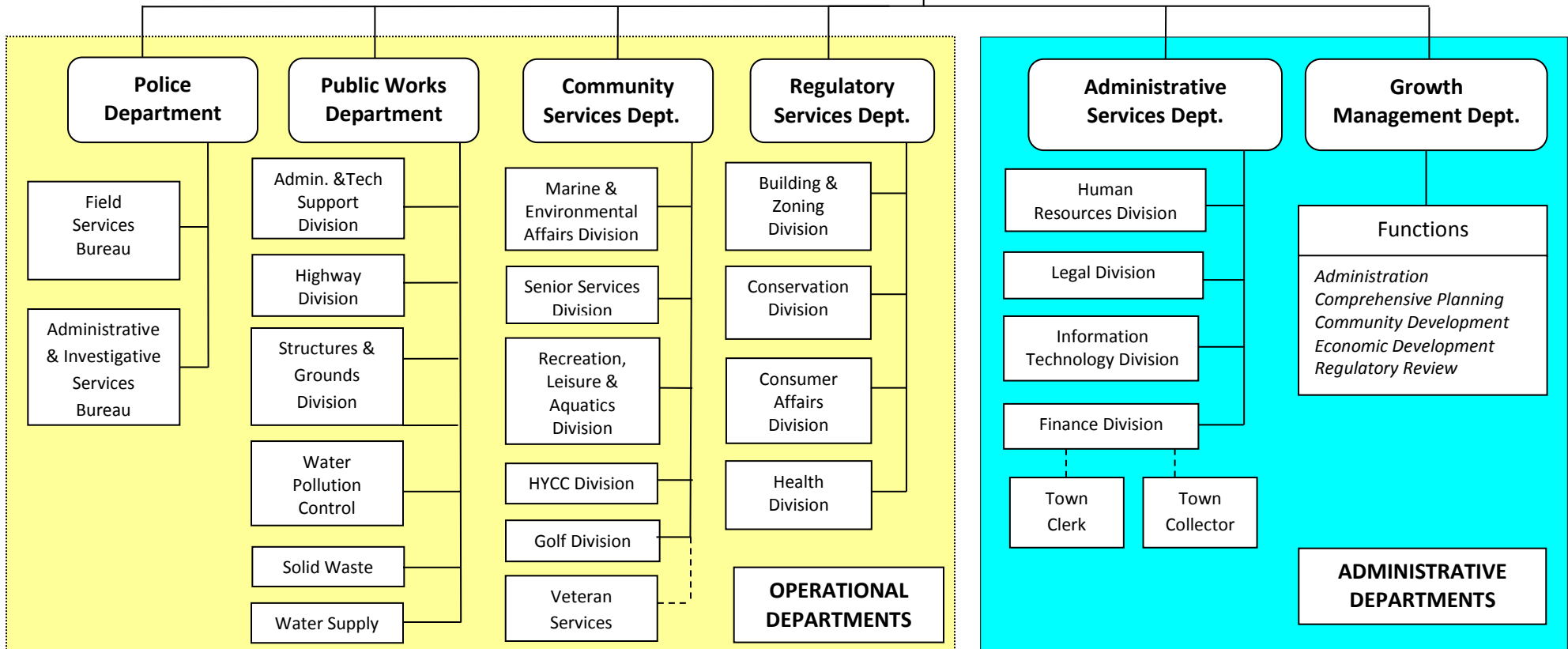
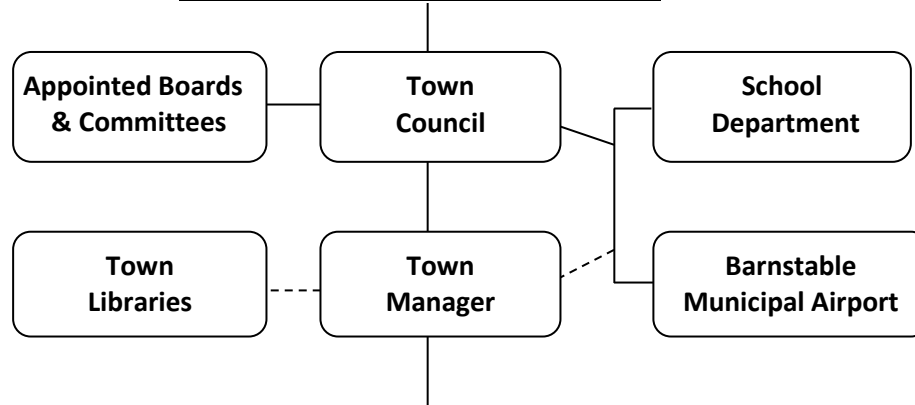
The School Department is governed by an elected School Committee consisting of five persons, and a Superintendent appointed by the School Committee. A seven member Airport Commission appointed by the Town Council governs Barnstable's Municipal Airport. An Airport Manager, appointed by the Airport Commission,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



# Town of Barnstable FY 2016 Organization Chart

**Citizens of Barnstable**

July 1, 2015



## ***ELECTED OFFICIALS***

### **BARNSTABLE TOWN COUNCIL**



**Seated:** Debra S. Dagwan, Precinct 8; Ann B. Canedy, Vice President, Precinct 1; Jessica Rapp Grassetti, President, Precinct 7; James M. Tinsley, Jr., Precinct 9; and Jennifer L. Cullum, Precinct 13. **Standing:** Paul Hebert, Precinct 3; William Crocker, Jr., Precinct 6; Eric Steinhilber, Precinct 2; James H. Crocker, Jr., Precinct 5; John T. Norman, Precinct 12; Sara Cushing, Precinct 10; Philip Wallace, Precinct 11; and Frederick Chirigotis, Precinct 4.

### **BARNSTABLE SCHOOL COMMITTEE**

Margeaux Weber, Chair  
Stephanie Ellis, Vice Chair  
Chris Joyce  
Francis McDonald  
R. Patrick Murphy

### **TOWN CLERK**

Ann M. Quirk, CMC

### **TOWN COLLECTOR**

Maureen Niemi

**TOWN ADMINISTRATION**

Thomas K. Lynch, Town Manager

Mark S. Ells, Assistant Town  
Manager

Mary A. Czajkowski, Ed. D.,  
Superintendent of Schools

Cynthia A. Lovell, Acting Town  
Council Administrator

Lynne M. Poyant, Director of  
Community Services Department

Jo Anne Miller Buntich, Director of  
Growth Management Department

Paul B. MacDonald, Chief of Police

Daniel W. Santos, Director of  
Public Works Department

Richard V. Scali, Director of  
Regulatory Services Department

Roland W. Breault, Manager –  
Barnstable Municipal Airport

**OTHER TOWN OFFICIALS**

Ruth J. Weil, Esq., Town Attorney

Mark A. Milne, C.P.A., Director of  
Finance

Robert L. O'Brien, Budget Director

Debra Blanchette, Treasurer

Jeffery Rudziak, Director of  
Assessing

William E. Cole, Director of  
Human Resources

Daniel J. Wood, Director of  
Information Technology

Edward F. Merigan, Veterans  
Agent

**AIRPORT COMMISSION**

Ronald D. Persuitte, Chairman

John T. Griffin, Jr., Vice Chairman

Robert L. O'Brien, Clerk

Stephen P. Cobb

Michael A. Dunning

Timothy R. Luzietti

Mary F. Smith

## Contact Information

Community Services	508-862-4956
Conservation	508-862-4093
Consumer Affairs	508-862-4672
By-Law Citation	508-862-4668
Licensing Authority	508-862-4674
Parking Clerk	508-862-4673
Weights & Measures	508-862-4671
Council on Aging/Senior Center	508-862-4750
Custodian/Town Hall	508-862-4650
DPW Administration	508-790-6400
Technical Support (Engineer)	508-790-6400
Highway	508-790-6330
Hyannis Water Dept	508-775-0063
Snow Removal	508-790-6331
Solid Waste	508-420-2258
Survey	508-790-6400
Structures & Grounds	508-790-6320
Water Pollution Control (Sewer)	508-790-6335
Finance	508-862-4654
Fire Department (Hyannis)	508-790-6328
Growth Management	508-862-4678
Guyer Barn	508-790-6370
Health Division	508-862-4644
Historical Commission	508-862-4786
Human Resources	508-862-4694
Information Technology	508-862-4624
Help Desk	508-862-4635

Sandy Neck Park Apr-Nov	508-362-8300
Planning Board	508-862-4786
Police Dept. Administration	508-775-0387
Old King's Highway	508-862-4786
Property Management	508-862-4675
Purchasing Agent	508-862-4741
Recreation	508-790-6345
Olde Barnstable Fairgrounds Golf	508-420-1141
Hyannis Golf	508-362-2606
Hyannis Youth & Community Center	508-790-6345
School Department	
Supt. Office	508-862-4953
Payroll	508-862-4653
BCHMCPS	508-790-6485
Hyannis West	508-790-6480
Barnstable United	508-420-2272
Barnstable High	508-790-6445
School Maintenance	508-790-6490
Barnstable West Barnstable	508-362-4949
Barnstable Intermediate	508-790-6460
Centerville	508-790-9890
West Villages	508-420-1100
System Operator	508-862-4000
Tax Collector	508-862-4054
Town Manager	508-862-4610
Town Council	508-862-4738
Treasurer	508-862-4653
Veteran's Services	508-778-8740
Zoning Board	508-862-4786

## *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	45,170
Households	19,729
Seasonal Residents	125,600 (estimated)
Population Distribution	19.86% - 19 and under; 4.24% - 20 – 24; 20.86% - 25 - 44; 33.21% - 45 – 64; 41.6% - Over 65
Median Age (in years)	47.9 (per Town Census)
Median Household Income	\$60,135 Per Capita Income \$35,723
Unemployment Rate	5.3%

### *Education and Culture*

Public Schools	6 Elementary Schools, 1 Middle School and 1 High School
Public School Enrollment	4,939 students estimated for 15-16 school year 4,933 students for 14-15 school year 4,900 students for 13-14 school year 4,941 students for 12-13 school year 4,144 students for 11-12 school year (does not include 806 attending the 4/5 Horace Mann Charter)
Barnstable Community Horace year	291 students Grades K-3 for 15-16 school year

**Demographics & Statistics**

Mann Charter Public School	<p>291 students Grades K-3 for 14-15 school year                  294 students Grades K-3 Horace Mann for 13-14 school year                  286 students Grades K-3 Horace Mann for 12-13 school year                  317 students Grades K-3 Horace Mann for 11-12 school year</p>
Higher Education	<p>Cape Cod Community College - 2 and 4 year degree programs; masters programs offered by major colleges through satellite locations on Cape Cod.</p>
Libraries	<p>Seven - one in each village</p>
Museums and Art Galleries	<p>Each of the seven villages has its own unique ambience, cultural history and vibrant arts community. In Barnstable Village, there is the Cape Cod Art Association, Coast Guard Heritage/Trayser Museum and Daniel Davis House and Museum. Centerville houses the Centerville Historical Museum. Cotuit features the Cotuit Center for the Arts, Cahoon Museum of American Art and The Historical Society of Santuit &amp; 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 showcases local artists from mid-April through mid-November. All of the villages are home to historical societies and numerous private art galleries.</p>
Community Centers (4)	<p>Centerville, Hyannis, Osterville, West Barnstable</p>

***Public Recreation***

Beaches	12 coastal and 6 freshwater
Boat Launch Landings	11 saltwater; 6 freshwater
Recreational Areas	70 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	2,494

***Property Information***

Number of Single Family Homes	20,802												
Median Home Values (FY 2014)	<table> <tr> <td>Barnstable Fire District</td> <td>\$441,000</td> </tr> <tr> <td>Centerville, Osterville, Marstons Mills Fire Dist.</td> <td>\$308,700</td> </tr> <tr> <td>Cotuit Fire District</td> <td>\$373,100</td> </tr> <tr> <td>Hyannis Fire District</td> <td>\$228,700</td> </tr> <tr> <td>West Barnstable Fire District</td> <td>\$380,800</td> </tr> <tr> <td>Town wide</td> <td>\$309,100</td> </tr> </table>	Barnstable Fire District	\$441,000	Centerville, Osterville, Marstons Mills Fire Dist.	\$308,700	Cotuit Fire District	\$373,100	Hyannis Fire District	\$228,700	West Barnstable Fire District	\$380,800	Town wide	\$309,100
Barnstable Fire District	\$441,000												
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Cotuit Fire District	\$373,100												
Hyannis Fire District	\$228,700												
West Barnstable Fire District	\$380,800												
Town wide	\$309,100												
Number of Businesses	2,700 firms (Estimated)												
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	\$12,702,783,525 (FY2015)												
Assessed Value Per Capita	\$281,222												

### ***Building Permits***

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

Calendar Year	Residential		Non-Residential		Totals	
	Number	Estimated Value	Number	Estimated Value	Number	Estimated Value
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
2009	1,932	\$45,701,693	312	\$20,225,510	2,244	\$65,927,203
2008	2,473	\$79,657,068	363	\$56,097,931	2,836	\$136,754,999
2007	849	\$65,792,535	179	\$16,227,006	1,028	\$82,019,541
2006	2,123	\$64,169,965	241	\$25,299,348	2,364	\$89,469,313
2005	1,691	\$88,461,068	190	\$39,695,632	1,881	\$128,156,700

### ***Top 10 Taxpayers in FY 2015***

Owner's Name	Property Type	Total Assessment	% of Assessed Valuation
Mayflower Cape Cod LLC	Shopping Mall	\$97,619,200	0.77%
NSTAR	Utility	\$96,277,150	0.76%
National Grid	Utility	\$36,136,260	0.28%
Individual	Various Residential	\$24,730,900	0.19%
Verizon	Utility	\$27,617,640	0.22%
Wianno Club	Various Residential	\$22,112,470	0.17%
Oyster Harbors Club, Inc.	Country Club/Land	\$24,160,770	0.19%
Festival of Hyannis	Shopping Mall	\$23,517,900	0.19%
OCW Retail Hyannis LLC	Shopping Mall	\$22,922,700	0.18%
Cape Harbor Associates	Shopping Mall	\$22,514,600	0.18%
Total Assessed Valuation		\$12,702,783,525	3.13%



**Employment**

Industry Sector	2010	2011	2012	2013	2014
Management Occupations	3,450	3,670	3,890	4,220	4,850
Business and Financial Operations Occupations	2,650	2,440	2,750	2,770	2,840
Computer and Mathematical Occupations	880	900	910	1,030	1,110
Architecture and Engineering Occupations	1,270	1,150	1,220	1,120	1,120
Life, Physical, and Social Science Occupations	1,290	1,300	1,450	1,310	1,290
Community and Social Services Occupations	2,250	2,100	2,160	2,030	1,980
Legal Occupations	300	250	260	390	330
Education, Training, and Library Occupations	5,930	5,710	5,910	6,210	6,340
Arts, Design, Entertainment, Sports, and Media Occupations	1,280	1,230	910	960	1,120
Healthcare Practitioner and Technical Occupations	6,470	6,560	6,690	6,770	7,000
Healthcare Support Occupations	3,740	3,610	3,750	3,910	3,560
Protective Service Occupations	2,150	2,130	2,070	1,950	1,960
Food Preparation and Serving Related Occupations	12,180	11,840	12,440	13,040	13,570
Building and Grounds Cleaning and Maintenance Occupations	4,400	4,210	4,280	4,880	5,210
Personal Care and Service Occupations	3,180	3,690	4,060	4,080	4,050
Sales and Related Occupations	11,920	12,100	12,340	12,980	13,010
Office and Administrative Support Occupations	15,270	15,880	15,250	14,790	14,680
Farming, Fishing, Forestry	90	140	130	160	100
Construction and Extraction Occupations	3,530	3,430	3,900	3,740	4,210
Installation, Maintenance, and Repair Occupations	3,670	3,680	3,710	3,560	3,390
Production Occupations	2,340	2,480	2,490	2,310	2,360
Transportation and Material Moving Occupations	5,100	5,200	4,900	4,890	4,930

Source: U.S. Department of Labor, Bureau of Labor Statistics, Metropolitan and No metropolitan Area Occupational Employment and Wage Estimates for the Barnstable Metropolitan Area (Barnstable County).

## Unemployment

Calendar Year	Town of Barnstable			Barnstable County	Massachusetts
	Labor Force	Employment	Unemployment Rate	Unemployment Rate	Unemployment Rate
2014	25,387	24,049	5.30%	6.30%	5.50%
2013	24,418	22,345	7.70%	8.30%	6.70%
2012	24,887	22,968	7.70%	8.40%	6.80%
2011	24,933	23,092	7.40%	8.80%	6.40%
2010	24,762	22,909	7.50%	8.50%	7.20%
2009	24,978	22,371	10.40%	12.20%	8.60%
2008	24,498	22,168	9.05%	11.40%	9.40%
2007	26,419	25,075	5.10%	5.80%	5.30%
2006	26,437	25,322	4.20%	4.80%	4.50%
2005	26,742	25,551	4.50%	5.00%	4.80%
2004	26,776	25,572	4.50%	4.90%	4.80%

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	# of Employees
Cape Cod Health care, Inc.	Hospital	2,548
Town of Barnstable	Municipal Government	1,207
Cape Cod Community College	Education	582
Cape Air/Nantucket Airline	Airline	306
Barnstable County	County Government	233
Macy's (2 stores)	Retail Sales – General	217
Cape Codder Resort & Spa	Hotel	215
Cape Cod Times	Newspaper	200
Stop & Shop – Hyannis	Grocers – Retail	198
Sears	Retail Store	173

**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
Legacy Carrier	1 (Seasonal – JetBlue - mid June to mid-September)
Fixed Base Operators (FBO’s)	3
Passengers per Calendar Year (CY)	87,649 Enplanements (FAA Certified for CY2013) 81,832 Enplanements (Reported for FY2014)
Airport Operations per Year (FY) Operations	100,059 Airport Operations (Reported for FY2014) Third busiest commercial airport within the Commonwealth of Massachusetts in terms of total enplanements and operations.
Assessor’s Property Valuation	(2015) \$129,351,600

**Special Characteristics**

Public Sewers	3,220 Residential customers: 1,102 commercial customers 16.6% of Town served - Hyannis, Barnstable Village and industrial areas.
Fire 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. Approximately 92% of the Town is served by water suppliers 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	671	265
Private	1,128	194
State	6	28
Total	1,805	487

**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**

	FY 2006		FY 2007		FY 2008		FY 2009		FY 2010		FY 2011		FY 2012		FY 2013		FY 2014		FY 2015	
Town Tax Rate	\$6.54	80%	\$5.57	78%	\$5.80	79%	\$6.12	77%	\$6.87	79%	\$7.28	78%	\$7.59	77%	\$7.89	79%	\$8.22	79%	\$8.40	79%
Hyannis FD	\$1.61	20%	\$1.54	22%	\$1.53	21%	\$1.78	23%	\$1.82	21%	\$2.04	22%	\$2.24	23%	\$2.14	21%	\$2.23	21%	\$2.27	21%
<b>Total</b>	<b>\$8.15</b>	<b>100%</b>	<b>\$7.11</b>	<b>100%</b>	<b>\$7.33</b>	<b>100%</b>	<b>\$7.90</b>	<b>100%</b>	<b>\$8.69</b>	<b>100%</b>	<b>\$9.32</b>	<b>100%</b>	<b>\$9.83</b>	<b>100%</b>	<b>\$10.45</b>	<b>100%</b>	<b>\$10.45</b>	<b>100%</b>	<b>\$10.67</b>	<b>100%</b>
Town Tax Rate	\$6.54	77%	\$5.57	73%	\$5.80	74%	\$6.12	72%	\$6.87	74%	\$7.28	76%	\$7.59	75%	\$7.89	75%	\$8.22	75%	\$8.22	75%
Barnstable FD	\$1.90	23%	\$2.10	27%	\$2.04	26%	\$2.37	28%	\$2.43	26%	\$2.31	24%	\$2.52	25%	\$2.57	25%	\$2.70	25%	\$2.81	25%
<b>Total</b>	<b>\$8.44</b>	<b>100%</b>	<b>\$7.67</b>	<b>100%</b>	<b>\$7.84</b>	<b>100%</b>	<b>\$8.49</b>	<b>100%</b>	<b>\$9.30</b>	<b>100%</b>	<b>\$9.59</b>	<b>100%</b>	<b>\$10.11</b>	<b>100%</b>	<b>\$10.92</b>	<b>100%</b>	<b>\$10.92</b>	<b>100%</b>	<b>\$11.03</b>	<b>100%</b>
Town Tax Rate	\$6.54	83%	\$5.57	81%	\$5.80	81%	\$6.12	81%	\$6.87	81%	\$7.28	81%	\$7.59	78%	\$7.89	80%	\$8.22	80%	\$8.22	79%
Cotuit FD	\$1.33	17%	\$1.34	19%	\$1.33	19%	\$1.43	19%	\$1.56	19%	\$1.68	19%	\$2.20	22%	\$1.75	20%	\$2.02	20%	\$2.22	21%
<b>Total</b>	<b>\$7.87</b>	<b>100%</b>	<b>\$6.91</b>	<b>100%</b>	<b>\$7.13</b>	<b>100%</b>	<b>\$7.55</b>	<b>100%</b>	<b>\$8.43</b>	<b>100%</b>	<b>\$8.96</b>	<b>100%</b>	<b>\$9.79</b>	<b>100%</b>	<b>\$10.24</b>	<b>100%</b>	<b>\$10.24</b>	<b>100%</b>	<b>\$10.44</b>	<b>100%</b>
Town Tax Rate	\$6.54	80%	\$5.57	73%	\$5.80	76%	\$6.12	74%	\$6.87	75%	\$7.28	76%	\$7.59	76%	\$7.89	76%	\$8.22	76%	\$8.22	76%
W. Barn. FD	\$1.60	20%	\$2.02	27%	\$1.86	24%	\$2.11	26%	\$2.28	25%	\$2.34	24%	\$2.37	24%	\$2.50	24%	\$2.59	24%	\$2.66	24%
<b>Total</b>	<b>\$8.14</b>	<b>100%</b>	<b>\$7.59</b>	<b>100%</b>	<b>\$7.66</b>	<b>100%</b>	<b>\$8.23</b>	<b>100%</b>	<b>\$9.15</b>	<b>100%</b>	<b>\$9.62</b>	<b>100%</b>	<b>\$9.96</b>	<b>100%</b>	<b>\$10.81</b>	<b>100%</b>	<b>\$10.81</b>	<b>100%</b>	<b>\$10.88</b>	<b>100%</b>
Town Tax Rate	\$6.54	86%	\$5.57	84%	\$5.80	85%	\$6.12	85%	\$6.87	85%	\$7.28	85%	\$7.59	84%	\$7.89	84%	\$8.22	84%	\$8.22	84%
COMM FD	\$1.06	14%	\$1.03	16%	\$1.03	15%	\$1.08	15%	\$1.26	15%	\$1.33	15%	\$1.43	16%	\$1.48	16%	\$1.51	16%	\$1.55	16%
<b>Total</b>	<b>\$7.60</b>	<b>100%</b>	<b>\$6.60</b>	<b>100%</b>	<b>\$6.83</b>	<b>100%</b>	<b>\$7.20</b>	<b>100%</b>	<b>\$8.13</b>	<b>100%</b>	<b>\$8.61</b>	<b>100%</b>	<b>\$9.02</b>	<b>100%</b>	<b>\$9.73</b>	<b>100%</b>	<b>\$9.73</b>	<b>100%</b>	<b>\$9.77</b>	<b>100%</b>
Town Tax Rate	\$6.54	81%	\$5.57	78%	\$5.80	79%	\$6.12	78%	\$6.87	79%	\$7.28	79%	\$7.59	78%	\$7.89	79%	\$8.22	79%	\$8.22	78%
Average FD Rate	\$1.50	19%	\$1.61	22%	\$1.56	21%	\$1.75	22%	\$1.87	21%	\$1.94	21%	\$2.15	22%	\$2.21	21%	\$2.21	21%	\$2.30	22%
<b>Average Total</b>	<b>\$8.04</b>	<b>100%</b>	<b>\$7.18</b>	<b>100%</b>	<b>\$7.36</b>	<b>100%</b>	<b>\$7.87</b>	<b>100%</b>	<b>\$8.74</b>	<b>100%</b>	<b>\$9.22</b>	<b>100%</b>	<b>\$9.74</b>	<b>100%</b>	<b>\$10.43</b>	<b>100%</b>	<b>\$10.43</b>	<b>100%</b>	<b>\$10.52</b>	<b>100%</b>

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 COMM District to a high of 25% for the Barnstable Fire District.

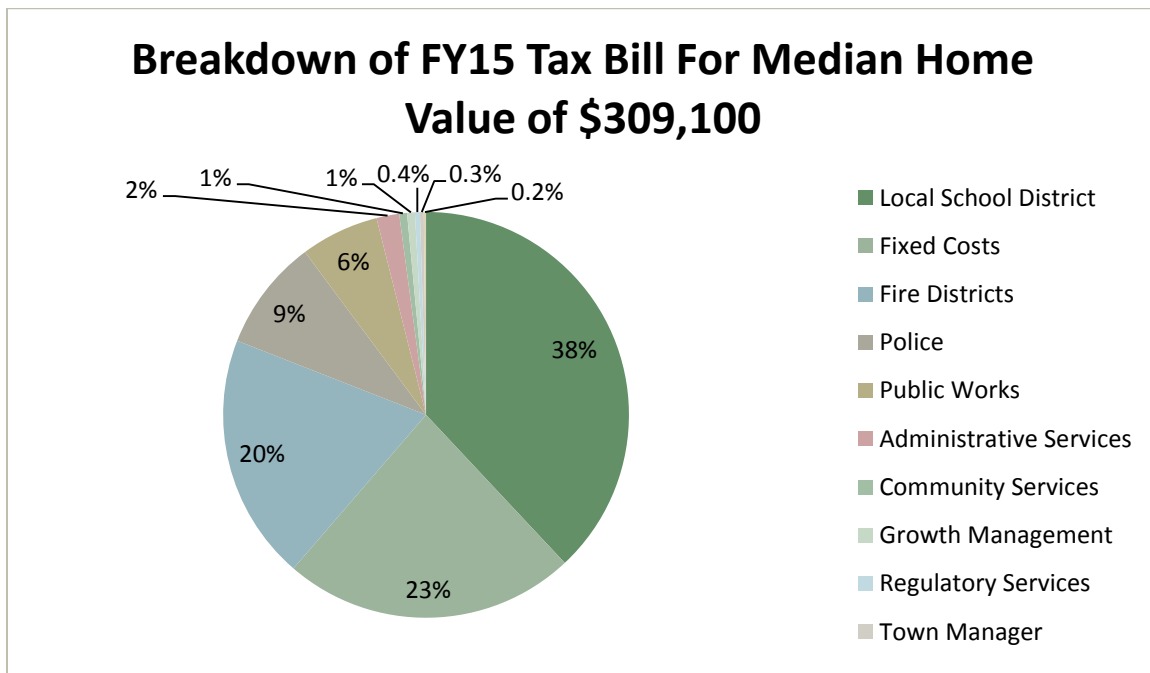
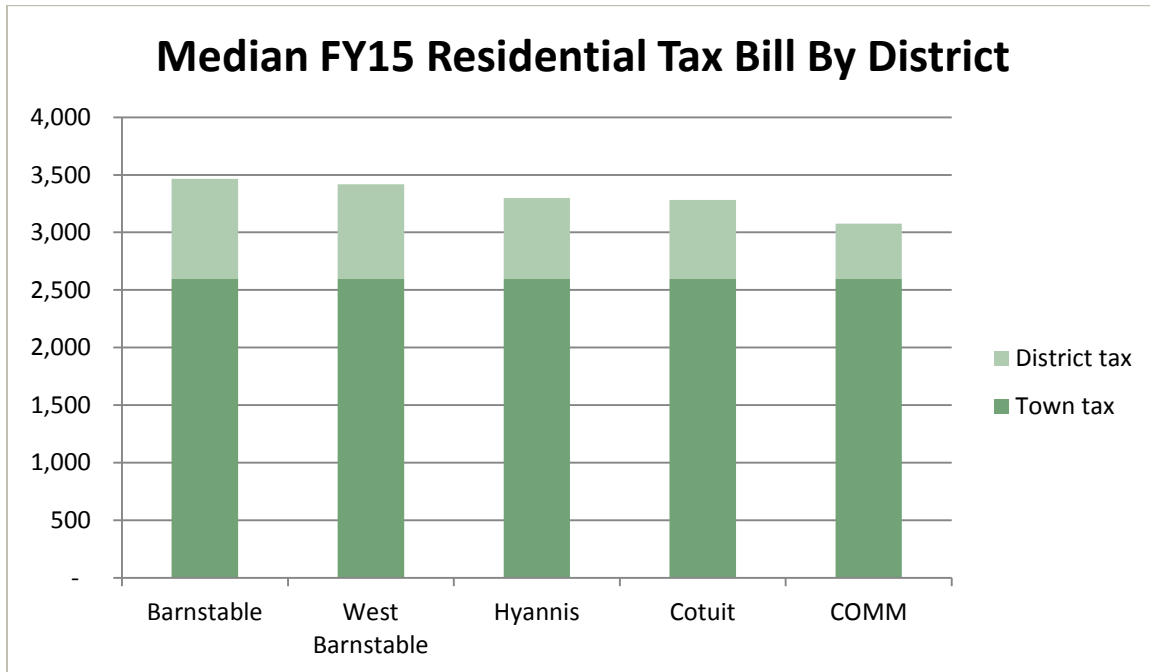
The Town maintains a property assessment database by fire district. The tax rates for the Town of Barnstable and the five fire districts are determined by dividing the town’s tax levy by the town’s total property value and the districts’ tax levy by the districts’ respective property value. The town’s 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 2011		FY 2012		FY 2013		FY 2014		FY 2015		Growth in Levy FY11 to FY15	
Town tax levy	\$ 94,579,102	81%	\$ 97,325,379	80%	\$ 100,386,021	81%	\$ 103,522,018	81%	\$ 106,676,485	80%	\$ 12,097,383	13%
Hyannis FD tax levy	7,363,834	6%	7,992,181	7%	7,211,891	6%	7,947,989	6%	8,109,789	6%	745,955	10%
Barnstable FD tax levy	2,713,369	2%	2,914,168	2%	2,999,273	2%	3,105,291	2%	3,273,149	2%	559,780	21%
Cotuit FD tax levy	2,222,660	2%	2,901,523	2%	2,255,973	2%	2,591,217	2%	2,886,739	2%	664,079	30%
W. Barnstable FD tax levy	1,345,754	1%	1,344,740	1%	1,394,021	1%	1,424,071	1%	1,468,780	1%	123,026	9%
COMM FD tax levy	9,099,538	8%	9,637,526	8%	9,831,754	8%	9,936,382	8%	10,296,979	8%	1,197,441	13%
Total FD tax levy	22,745,155	19%	24,790,138	20%	23,692,912	19%	25,004,950	19%	26,035,436	20%	3,290,281	14%
Grand total all tax levies	\$ 117,324,257	100%	\$ 122,115,517	100%	\$ 124,078,933	100%	\$ 128,526,968	100%	\$ 132,711,921	100%	\$ 15,387,664	13%

The town’s tax levy has increased \$12.1 million over the five year period of FY11 to FY15 or 13%. The fire districts’ tax levies have collectively increased \$3.3 million over the same time period or 14%.

The following graph illustrates the FY15 combined residential town and fire district tax bill on a property value of \$309,100 (the town’s median residential value) for each district. Residents living in the Barnstable Fire District have the largest tax bill and residents in the COMM Fire District have the smallest.



Using an average for the fire districts the largest component of the tax bill is for education representing 38%. Fixed costs are the second largest component at 23%. The third largest component is the fire district at 20% of the tax bill. These categories along with Police and Public Works account for 90% of the tax bill.

## **MISSION STATEMENT**

To protect the Town of Barnstable's unique character and quality of life, to enact policies that respond to the needs of our community and are consistent with the Town Council budget policy, and to openly involve all in town initiatives.

## ***Guiding Principles***

### **We believe...**

In our oath of office:

Would you all please raise your right hand, say I and state your name ... *do solemnly swear or affirm*

*That 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;*

*This is my solemn oath and obligation, so help me God.*

In involving residents in the decision-making process

In modeling ethical behavior

In protecting citizen rights

In protecting the health and safety of citizens

In being fiscally responsible

In being accountable

In being respectful of the people and the process

In giving the highest priority to the rules and laws that govern the office of the Town Council

In operating fairly, predictably and efficiently

In providing a consistent process

In operating creatively and with flexibility

In the manager's job to manage the staff

In preserving the integrity of the Town of Barnstable

In each council member's stake in the betterment of the community

In listening and respecting each other's contributions

In the right to disagree

In being accessible and keeping the process open

In decisions being made in the best interest of the whole Town of Barnstable

For each of the following priority areas, 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 illustrates the importance of both Quality of Life and Finance in fulfilling the eight additional priority issue areas in the Town of Barnstable Town Council’s strategic plan. At the center of the strategic plan is Quality of Life—as with a wheel, the center is the most important part of the wheel since it bears all the weight. Communication, Economic Development, Regulatory Process and Performance, Housing, Public Health and Safety, Environment and Natural Resources, Infrastructure, and Education are similar to the lug nuts that keep the wheel on a vehicle, or in this case, maintain Quality of Life at high level. In turn, all of the priority issue areas, including Quality of Life, are influenced by Finance, which is the tire. If Finance were to deflate, the entire wheel and all of the priority areas would be negatively impacted.

### **Quality of Life**

**Goal:** To promote and safeguard the public’s wellbeing by enacting policies to provide residents and visitors with the possibility of achieving a high standard of living.

**Strategies:**

Collaborate with business and human service agencies addressing substance abuse, homelessness and other human service issues



Support meaningful age and needs-appropriate health and recreation programs for all residents  
Support the Youth Service Programs in collaboration with other Divisions of Community Services  
Support the successful operation of the Senior Center

Continue to work with other towns and the county to maximize service delivery, including consolidation and regionalization where applicable, while collaborating with youth, human services, homelessness advocates, and recreation programs

### **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 the prioritized operating and capital needs of the town within the confines of available resources

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

Increase the education efforts in disseminating to the public, the municipal/school financial position with a detailed, clear, and easy to understand explanation of operational and capital budgets

Partner with the School Committee to increase and monitor lobbying efforts to change the Chapter 70 Funding Formula (that changed in FY2006), Lottery Aid and Municipal Aid

### **Communications**

**Goal:** Improve communication between the Town Council and Town Manager and his/her 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

Clarify communication protocols for times when the Town Manager is unavailable

Improve communications with internal and external (Barnstable citizens and other communities) audiences

Increase councilor involvement in Channel 18 news process and dissemination

Continue utilizing the Town website; Town newsletter; Citizen's Leadership Academy and the municipal television station (Channel 18), adding local newspaper and radio stations as outlets, for assuring the following:

- All boards and commissions are videotaped for quality transmission for viewing on Channel 18, to keep the public informed, and provide adequate staff support
- Reaching out to citizens in the seven villages to improve resident involvement in Town government; enhancing the responsiveness of the town to its citizens; improving the understanding of town services and the government structure, and to improve public confidence in the town
- Coordinate and consolidate information distribution with other town, county, and state officials and legislative delegations whenever possible
- Improve in the communication from Town committees and commissions through better use of the council liaison system

Utilize existing communication boards, and partner media outlets that are willing to make public service announcements or community groups to disseminate information to their members

Identify methods to communicate town information to non-English speaking community members

### **Economic Development**

**Goal:** Town Manager and Legislators to encourage and grow a vibrant economy and a strong labor force, promoting a diversity of businesses, both for-profit and non-profit, clean industry, and smart growth.

#### **Strategies:**

Town Manager to develop economic incentives and plans that will retain and/or expand existing businesses and attract new businesses and a skilled labor force to improve the economic base of our town

Town Manager and staff to implement monitoring, evaluation, and reporting mechanism to communicate progress to Town Council members

Continue to encourage connections between educational institutions and businesses in support of economic development

Continue to identify and encourage redevelopment of underutilized and/or blighted properties

Review and revise zoning and the permitting process

Develop and launch an electronic permitting (e-permitting) implementation plan, which includes training town staff to successfully utilize e-permitting systems, to make permitting more predictable, consistent, and efficient

Create a Welcoming Committee consisting of town management and Town Council members to provide information, guidance, and assistance on how to open a new business in Barnstable to businesses considering Barnstable as a town base. The committee should coordinate with the Barnstable Economic Development Commission to identify and engage potential businesses

Town Manager and staff, and the Barnstable Economic Development Commission, to implement marketing efforts for their initiatives

### **Regulatory Process and Performance**

**Goal:** To work with Town Manager and staff to ensure consistent, comprehensive, responsive, fair, and easily understood communication within town government and between the town and its residents, commissions, volunteers, and visitors to foster participation, ease-of-use, and positive results to meet community needs.

#### **Strategies:**

Seek feedback from users and the public to evaluate the permitting processes ease-of-use

Continue to review, consolidate, and re-codify all local laws, rules, regulations, and enforcement of all regulations, and permitting and zoning ordinances, with community input

Implement an electronic permitting process to make the permitting process more predictable, timely, and cost effective for all permits and especially for recurring and/or new citizen/community originated events

Evaluate progress on electronic permitting implementation

Continue to address and monitor town foreclosures

Urge all multi-member boards and commissions to develop and review their strategic plans annually to ensure that the Town Council priorities are incorporated with the Local Comprehensive Plan (LCP) into same consistent with applicable law

Initiate the review and update of the Barnstable LCP Action Plan

Evaluate the potential of using an Ombudsman to guide citizens through regulatory processes

Ensure accountability through quarterly reports from the Town Manager on ordinances and unsettled ordinances

Town Manager to ensure staff share information with the Cape Cod Commission to assist with long term planning and facilitate utilization of regional planning resources to expedite and lower the costs of local planning efforts

### **Environment and Natural Resources**

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

#### **Strategies:**

Support programs that emphasize environmental protection in keeping with the Regional Policy Plan to help ensure that growth and economic development successfully coexist with natural resources

Raise awareness of conservation areas and Town-owned open space, and establish management and maintenance plans

Support collaborative action to provide protection of our sole source aquifer and marine embayment areas to reduce nitrogen loading in all water bodies

Work in conjunction with federal, state, regional, and local agencies to protect critical environmental areas, including fragile coastlines

### **Public Health and Safety**

**Goal:** Protect the health and safety of all town residents and visitors by providing a safe and desirable community in which to live, work, and visit.

#### **Strategies:**

Continue the support of coordinated, village-based, and community-oriented police protection, and joint police/school/youth/seniors/disabled/homeless and other vulnerable populations' programs to alleviate crime, and proactively prevent crime in all seven villages

Coordinate water and wastewater planning and financing efforts to provide efficient operation and expansion of the wastewater treatment facility through collaboration with community and municipal partners consistent with the town's Wastewater Facilities Plan, and provide efficient operation of infrastructure of the drinking water supply division while providing education and training with citizen participation

Police Chief to present an annual report to the Town Council on the town Emergency

Preparedness Plan, hazardous material spills, infectious diseases, severe storms, homeland security, and emergency evacuation plans

### **Housing**

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

#### **Strategies:**

Continue supporting the efforts to inform developers of the available resources to initiate projects

Explore and promote housing solutions to help solve the problem of homelessness in Barnstable; include energy conservation and renewable energy standards in housing planning and in pre-permitting discussions with applicants; address the issues of the chronically homeless

Address recurring zoning issues identified by the Zoning Board of Appeals and determine how to best achieve housing goals through zoning

Town Manager and staff to enforce ordinances and improve the quality of town housing

### **Infrastructure**

**Goal:** Facilitate the maintenance, improvement, and best use of the town's infrastructure and capital assets.

**Strategies:**

Facilitate a comprehensive infrastructure improvement plan (that includes, but not limited to, the long-term financial aspects of 1) Roads; 2) Sewers; 3) Water; and 4) Municipal building facilities and historical properties)

Provide a reliable source of dedicated funds to maintain existing infrastructure, capital assets and aquatic resources and make improvements when necessary including exploration of local option taxes, local mitigation, state and federal grants, CPA funding for historic town-owned buildings, and stabilization funds

Advance education of the town-wide repairs of private roads policy and aggressively seek state and federal money to fund the repairs of private roads

Coordinate with the Town Manager to evaluate the current status of town assets from leasing, sales, and repairs

Work cooperatively with Town Manager and staff to review viable plans for effective and economical energy conservation programs, and solid waste and recycling programs

**Education**

**Goal:** To support the provision of quality education in partnership with the School Committee and state and federal governments.

**Strategies:**

Continue to work cooperatively with the School Committee to create 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 municipal grid

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

Commit town resources and staff to support legislation that will amend the Education Reform Act and the Chapter 70 Funding Formulas to provide more resources to the town

Continue to work cooperatively with the School Committee, municipal, and school administrations to develop plans for administrative and infrastructure consolidation, conducting periodic assessments of consolidated services

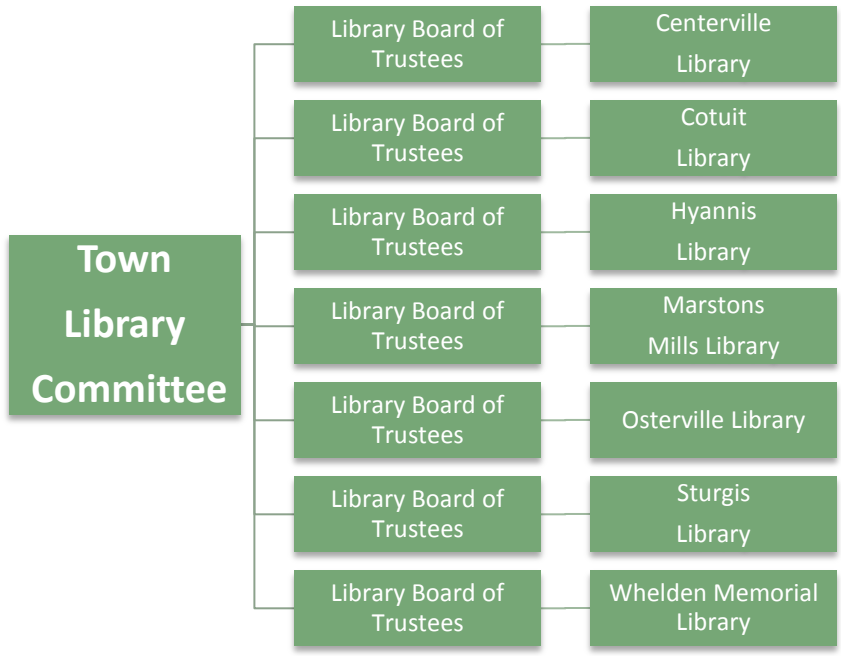
Support educational initiatives to create an optimum and diverse educational environment for all schools and students

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# Libraries

## Libraries Mission

The primary mission of the seven independent cooperating libraries in the Town of Barnstable is to promote lifelong learning 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 function as seven independent organizations each with its 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 the operations and management of the libraries.

## 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), has distinct specialties, but all have committed themselves to providing the following programs and services:

Promoting Lifelong Learning Enrichment

- **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 well as 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, 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, and 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 Southeastern Massachusetts Regional Library System, and the Massachusetts Virtual Library 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.

### **Fiscal Year 2016 Aggregate Goals for the Seven Libraries**

1. To 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.
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.
3. To increase public awareness of the vast array of materials and services available to Barnstable residents of all ages in their seven village libraries. The seven libraries will work together to promote library programs and services and to make new services available.



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.
5. To seek grant and other funding for new projects, special library materials, programs, and services.
6. To share staff and Board expertise in order to provide comprehensive public service and to streamline services among the seven libraries.

### Fiscal Year 2015 Funding Changes

The FY2015 grant for the seven village libraries was \$1,671,753, an increase of 2.5 over the FY2014 disbursement as voted by the Barnstable Town Council. The FY15 grant was disbursed as follows:

\$454,596.84 Hyannis Public Library
\$308,631.96 Centerville Library
\$237,909.84 Osterville Library
\$226,801.56 Sturgis Library
\$182,323.44 Marstons Mills Library
\$158,927.64 Cotuit Library
\$102,562.32 Whelden Memorial Library



The seven village libraries are requesting a total funding increase for FY2016 of 4% or \$66,870 made up of two decision packages. That would bring the total FY2016 funding request to \$1,738,623 which is the FY2016 Municipal Appropriation Requirement (MAR) of 2.5% mandated by the state in order to avoid the waiver application process plus 1.5% to assist the libraries with the cost of programming, an increasingly important part of their mission.

## Centerville Public Library



### ***Mission 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 Centerville Public 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 Centerville Public Library educates the community to understand, appreciate and financially support the Library's relevance.

### **Description of Services Provided**

1. One of the Town's most active libraries now enjoying an expanded and renovated facility that meets the needs of all patrons.
2. Many groups and organizations, including the Centerville Civic Association, Centerville Beautification Committee, Girl Scouts and Cape Cod Rowing use the Library facilities for meetings and programs.
3. The Library sponsors programs for adults that include author talks, dramatic and music presentations, and lecture series on a variety of topics including health, art, gardening and history.
4. The outstanding children's program includes two weekly story hours during the school year and year-round drop-in story time on Monday morning.

*Nurturing the Hearts and Minds of the Community*

### RECENT ACCOMPLISHMENTS

1. On July 18, 2014 the Library held a reception and dedication of the expanded and renovated building for donors, trustees, staff and friends. It was a wonderful way to celebrate a project that offers the community a facility they can enjoy and be proud of for years to come.
2. The expansion added much-needed space for the collection, now and going forward.
3. The existing areas of the Library were renovated to improve lighting, traffic flow, décor, fire safety, energy efficiency without losing the character patrons have come to enjoy.
4. Added a new reading room with a gas fireplace that provides a quiet spot for patrons.
5. Added full ADA accessibility, proper restrooms, an elevator, a conference room for private meeting needs, programming space that can be offered to the community and event space that may be a source of revenue.
6. Added a fire suppression system, expanded alarm system and a BDA radio signal booster to ensure that emergency personnel will be able to communicate with their headquarters.
7. Held First Aid and CPR training for Library staff and the public.
8. Held a Flu/Blood Pressure Clinic for the local community.
9. The project included resolving a serious moisture problem on the lower level.

After-school programs for children include Science classes and a Forensics group.

5. The Shell-vers, a group of Young Adults, works with the Youth Services Director on many projects and during several Library events.
6. The Library provides community service opportunities for people of all ages including local students and the developmentally challenged.
7. Fourteen computers are available for public internet and word-processing use. Wireless internet access is available throughout the building. In addition, a volunteer offers technology help five mornings a week.
8. A grant from the Kirkman Trust Fund allowed us to purchase a variety of e-books to be added to the CLAMS system. The trust also provides funding for electronic resources including Mango language study and access to Ancestry.com for genealogical research.
9. Used Bookstore provides an opportunity to find a great read at a bargain price while helping to support the Library's services.
10. Two book discussion groups, the Mid-Cape Chess Club, a knitting group, yoga classes, blood pressure screenings, flu clinics, career fairs and a weekly bridge group are a few of the many ways the Library is being used by the community.
11. Home-bound delivery is available for area residents.

### Fiscal Year 2016 Goals and Objectives

1. To continue to offer all residents of the community the resources they require for their educational, informational and recreational pursuits in a comfortable, helpful, and accessible environment.
2. To continue working with all public libraries in Barnstable in planning so as to provide a high level of service to all library patrons and members of the local community. To explore ways in which the seven libraries can cooperate to reduce costs.
3. To provide increased programming for all community residents in the new accessible space.

4. To explore ways in which we can collaborate with local schools and cultural groups to offer educational support.
5. To continue to find new and increased sources of revenue, including grants, to elevate the operating budget to a level that will allow us to provide appropriate service and staffing.
6. To continue to meet the needs of patrons for a variety of materials. To take advantage of additional shelf space by growing the collection.
7. To continue to address the goals in the Long Range Plan of Service and to update and reevaluate as necessary.
8. To continue raising money to cover the costs associated with the construction project.
9. To raise awareness in the community of our ability to accommodate people with physical and mental challenges.
10. To continue collaboration with the local schools to support one another in curriculum areas, collection development, and mentoring and community service.
11. To take advantage of the new Teen Space to address the needs of the Young Adults in our community through increased materials, programming and involvement.



**Dedication Ribbon Cutting**

### Summary of Centerville Library Funding Request

Expenditure Category	Actual FY 2014	Approved FY 2015	Projected FY 2016
Library Funding	\$244, 241	\$244,220	TBD
Town of Barnstable	\$298, 850	\$308,632	TBD
<b>Total</b>	<b>\$543,091</b>	<b>\$552,852</b>	<b>TBD</b>

### Permanent Positions (FTEs)

Positions	FY 2015 Actual	FY 2016 Proposed
Full time	4.0	4.0
Part Time	3.3	3.3
<b>Total FTE's</b>	<b>7.3</b>	<b>7.3</b>

### Performance/Workload Indicators

Workload Indicator	FY 2014 Actual	FY 2015 Estimated	FY 2016 Projected
Circulation	115,731	155,000	175,000
Items in Collection	57,362	59,000	60,000
Hours Open	1,932	2,000	2,200
Programs Offered	551	600	625
Volunteer Hours	7,000	9,600	9,600



## Cotuit Library



### ***Mission 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.

### **Description of Services Provided**

1. 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, informational, print, and audiovisual material; offering reference books and services; establishing free Internet and wireless access; and creating programs for children and adults. The Library supports the research of several local authors. The Library is also an important community center and a meeting place for a variety of volunteer organizations. The library is increasingly the space residents turn to for training in the usage of a variety of technologies, including e-readers, computers, tablets, and cell phones, all of which are used to access information.
2. The Cotuit Library focuses on:
  - Being a community commons, a place to meet and form community.
  - Offering popular titles and materials that focus on current topics
  - Helping children and adults build literacy skills, including digital literacy.
  - Assisting people of all ages to develop information literacy skills.

*Promoting Open and Equal Access to the Library's  
Resources And Services*

### RECENT ACCOMPLISHMENTS

1. Created a "Petting Zoo" to introduce patrons to the various e-reader devices.
2. Created Homebound Delivery Service for patrons who are unable to come to the library to get books etc.
3. Literacy outreach - created a program for mothers and children of Angel House in Hyannis.
4. Purchased a new Circulation Desk. Among many of its perks, it has enabled us a better interactive experience with our youngest patrons, children, the future's book lovers and our patrons in wheelchairs.
5. Staff Training Day -focused on team strengths as well as e-reader training.
6. Collaborating with the Barnstable Land Trust, offering them a space to give monthly talks and presentations.
7. Re-upholstered Armchairs in Kirkman Room.

- Special collections include: Fine Arts Collection; Peck Maritime Collection; Kirkman Collection of Fine Books.
- Special emphasis within the general collection: vintage mysteries, visual arts, classic science fiction.
- Meeting place for the community and for many community organizations including Cotuit Civic Association, Historical Society of Cotuit and Santuit, Cotuit Bird and Garden Club, and more.
- Computer training and e-reader classes.
- Meeting space for elected officials to meet constituents.
- Nine internet-ready public access computers; wireless access throughout the building.
- Active children's department with two story hours per week and many seasonal and summer reading activities.
- Outreach programs to the local Waldorf school and area preschools.
- Children's writing contest co-sponsored by Cotuit Kettleers baseball team and Summer Baseball Camps at the Cotuit Library Program.
- Ongoing and periodic Adult programs including two monthly book discussion groups, a handcrafts group, an exercise group which meets twice weekly, author talks and other guest speakers.
- Homebound delivery available.
- Literacy Program for children in partnership with the Companion Animal Program of Cape Cod.
- Volunteer opportunities for teens and adults.
- Ongoing book sale managed by the Friends of the Library.

### Fiscal Year 2016 Goals and Objectives

1. Provide the best possible comprehensive library services to the community.
2. Work with other Barnstable Libraries to refine our common goals and plans and to offer the best possible library services.
3. Serve as a village center and meeting place for other community organizations.
4. Reach out to other community organizations to build partnerships to enhance programming and services.
5. Provide increased levels of information literacy and technology training for patrons.

### Collaborative Efforts

1. Collaborated on a Town-wide summer reading program for children.
2. Participated in a group purchase of the databases.
3. Met regularly with other Barnstable library directors to explore new areas of collaboration and cost-savings.
4. Collaborated with Waldorf School and local Preschool for programming.
5. Held programs with better business bureau.
6. Collaborated with local homeless shelter to provide training on family literacy and digital literacy.
7. Working with the Senior Center to offer free digital literacy and technology programs.

### Ongoing Projects

1. Creating a laptop lab and education program targeted to digital literacy.
2. Reaching out to local organizations to provide embedded librarianship.
3. Making the entire interior of the library accessible for all patrons.
4. Increasing family literacy.
5. Increasing digital literacy.

### Summary of Cotuit Library Funding Request

Expenditure Category	Actual FY 2014	Approved FY 2015	Proposed FY 2016
Library Funding	160,813.62	165,492.12	TBD
Town of Barnstable	144,018.75	154,734.18	TBD
<b>Total</b>	<b>\$304,832.37</b>	<b>\$320,223.72</b>	<b>TBD</b>

### Permanent Positions (FTEs)

Positions	FY 2015 Actual	FY 2016 Proposed
Full time	3.0	3.0
Part Time	2.7	2.7
<b>Total FTE's</b>	<b>5.7</b>	<b>5.7</b>

### Performance/Workload Indicators

Workload Indicator	FY 2014 Actual	FY 2015 Estimated	FY 2016 Projected
Circulation	56,191	57,500	58,500
Items in Collection	60,174	65,000	65,000
Hours Open	2,025	2,025	2,025
Programs Offered	355	400	400
Volunteer Hours	1,220	1,500	1,600



## Hyannis Public Library



### ***Mission Statement***

The mission of the Hyannis Public Library is to be a place for the free expression of any idea; protect and preserve the spoken and printed word regardless of their medium; be a comprehensive source of knowledge regardless of the manner, method, or means which convey it; preserve and perpetuate literacy; perpetuate culture; and preserve and protect all forms of human expression and communication. The Hyannis Public Library provides materials and service to assist residents of the Town of Barnstable, village of Hyannis, and surrounding communities to receive information for their personal, educational, and professional needs. The Library serves as a learning and educational resource for all area residents.

### **Description of Services Provided**

1. The Library needs of the community addressed include: recreational, leisure, informational, educational, and social. Staff members work with the library's resources to provide access to information; meet user's needs, reach new users; make the public aware of library services and resources; provide interlibrary cooperation; preserve intellectual freedom; and help individuals find answers to problems.

*resources and services*

### RECENT ACCOMPLISHMENTS

1. Completed the restoration of the Hinckley Building and surrounding grounds in cooperation with the Barnstable Community Preservation Committee and private fund-raising efforts.
2. Welcomed 83,436 visitors to the library.
3. Provided public internet service to 185 computer users in a typical week.
4. Served 145 participants in the Children's Summer Reading Programming.
5. Added "Fun Family Fridays" summer series of free Children's Programming.
6. Presented "Talks and Tunes" Summer Series of free Adult Programming.
7. Hosted "Massachusetts Domestic Workers" photography installation sponsored by the Brazilian Immigrant Center.
8. Completed the final steps in making the Large Print collection accessible to the public in cooperation with the Centerville Troop 54 of The Boy Scouts of America.
9. Increased holdings and circulation of digital materials: eBooks, audio books, and music.
10. Continued staff training in current digital technologies and applications.
11. Advanced fundraising efforts with the popular Library Book Shop, a direct mail campaign, raffles, and a Local Bed & Breakfast Tour.
12. Continued to serve as a research and interlibrary loan center for the Sturgis Charter Public Schools.

2. The Library provides books, periodicals, music CDs, children's books and activities, entertainment and documentary DVDs, large print books, audio books on CD for public borrowing as well as a growing collection of online resources.
3. The Library supports and meets the unique needs of our community's special populations which include homeless singles and families, the under-employed, the mentally ill, and the developmentally delayed.
4. Outreach service is available for the unique needs of the homebound and institutionalized through the delivery of books by a network of volunteers and in cooperation with facilities in our area.
5. The educational needs of children, young adults and their families are served through borrowing; story-hours; story-telling projects; visits from teachers and classrooms of both public and private schools, including day-care facilities.
6. The Children's Librarian continues outreach service to schools for reading programs such as "Reading is Fundamental" and Story Time at the Cape Cod Mall sponsored by Regina Pizzeria.
7. The Library offers space and support for cultural awareness as a service to the parents, children and educational professionals within the Barnstable community.
8. The Hyannis Library serves as the site for tutoring sessions for public school students and adult learners.
9. The literacy goals of the community are supported with the library's services and resources for English Language Learning.
10. The Library serves as a research and interlibrary loan center for the Sturgis Charter Public School.
11. The name of our village is internationally recognized and the library frequently provides reference services to people across the nation and around the world. The Library has trained personnel available as reference researchers within the library, by telephone, and through email for non-circulation use of these reference materials.
12. The Library cooperates with the Hyannis Chamber of Commerce and the BID (Business Improvement District) to promote services that benefit business, citizens, and the library.

### Fiscal Year 2016 Goals and Objectives

1. Maximize private fund-raising efforts.
2. Explore restoration plans for Eagleston and Twombly wings of the library.
3. Host an OverDrive Digital Book Mobile visit to promote digital circulation.
4. Continue to develop as a community involvement center.
5. Reorganize and update the Verizon Family Literacy Center to accommodate better use of materials and equipment.
6. Augment digital holdings by offering free downloads of copy-protected movies, TV shows, and educational videos.
7. Revitalize the Friends of the Hyannis Public Library.
8. Expand Book Shop hours and viability.
9. Explore grant opportunities.



Santa's Visit to Hyannis Library in July

**Summary of Hyannis Library Funding Request**

Expenditure Category	Actual FY 2014	Approved FY 2015	Proposed FY 2016
Library Funding	82,750	100,000	TBD
Town of Barnstable	445,828	454,597	TBD
<b>Total</b>	<b>\$528,578</b>	<b>\$554,597</b>	<b>TBD</b>

**Permanent Positions (FTEs)**

Positions	Actual FY 2014	Approved FY 2015	Proposed FY 2016
Full Time Employees	7.0	7.0	7.0
Part Time Employees	1.7	1.7	1.7
<b>Total FTE's*</b>	<b>8.7*</b>	<b>8.7*</b>	<b>8.7*</b>

\*TOTAL INCLUDES SECURITY AND CUSTODIAN POSITION

**Performance/Workload Indicators**

Workload Indicator	FY 2014 Actual	FY 2015 Estimated	FY 2016 Projected
Circulation	118,181	120,500	122,500
Items in Collection	81,279	82,900	83,000
Hours Open	2,005	2,150	2,150
Programs Offered	355	375	375
Volunteer Hours	1,550	1,590	1,590



Hyannis Harbor Hawks Reading to Admirers in Library



## Marstons Mills Public Library



### ***Mission Statement***

The Mission 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. 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, databases and 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.

### ***Description of Services Provided***

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, 18% 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 718 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.

*Meeting the informational, educational recreational and cultural needs of the community*

### RECENT ACCOMPLISHMENTS

1. In response to patron needs, increased open hours from 43 hours per week to 48 hours per week.
2. Through the generosity of the Kirkman Trust Fund, the library upgraded old computers, and professionally networked its system.
3. The Marstons Mills Public Library website at [www.mmpl.org](http://www.mmpl.org) was updated and revamped to be a more appealing and user friendly site.
4. Concluded the second year activities for the LSTA grant from the Institute for Museum and Library Services and the Massachusetts Board of Library Commissioners to be used to expand and improve services to children ages 10-18.
5. Concluded a second LSTA grant from the Institute for Museum and Library Services and the Massachusetts Board of Library Commissioners for staff development for readers' advisory services. Invited staff, volunteers, and trustees for all Barnstable libraries to participate in the Readers' Advisory professional development workshops.
6. Hosted 11 author talks including Joseph Finder, Michael Blanding, Elizabeth Elo and others.
7. MMPL hosted two very successful book launches for two local authors with nationally published works.
8. Implemented our "Word-Craft" series of writing workshops, conducted by published authors.

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 fund-raisers 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, 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.
- Five internet-ready public access computers, two laptops and circulating e-readers, and wireless access throughout the building.
- 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 which support diverse cultures and languages.

### ***Additional Recent Accomplishments***

1. Implemented our "Word-Craft" series of writing workshops, conducted by published authors.
2. MMPL received a grant from Mass Humanities to provide Family Reading Program in Spring of 2015.
3. Expanded our Homebound Services Delivery.
4. Added a monthly Cozy Mystery group and a Masterpiece Book and Film Club to our established monthly classic books discussion group, evening book discussion group, tango classes at Liberty Hall, knitting, and short story discussion group.
5. Provided free computer classes each week for adult beginners and implemented Tech-Tuesday.
6. Collaborated with the Marstons Mills Village Association and the Liberty Hall Club to provide services and programs to support community information and recreational needs.
7. Acquired additional Kindles which are circulated to patrons.

### ***Fiscal Year 2016 Goals and Objectives***

1. To maintain current open hours (48 hours per week; open Monday- Friday at 9:00 am, Saturday at 10:00am).
2. To continue to partner with the Senior Service Corp and Elder Services to recruit volunteer support for circulation, the children's room, and events.
3. To improve the aesthetics of the library's Reading Room.
4. To investigate new funding sources with the goals of obtaining increased general operating support, establishing a Library endowment and increasing programming.
5. To meet the goals and implement the action items in our long range plan, and formulate our new long range (5 year) plan.
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.
7. To provide professional development opportunities to our staff and valued volunteers.
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.
9. To continue to provide outreach to schools and youth organizations in Marstons Mills and to collaborate with schools to provide programs and resources.
10. To increase collaborations and partnerships with area conservancy, literacy and human service agencies to provide both increased programming and access to those programs.
11. To work in conjunction 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.



Original Marstons Mills Library

### ***Summary of Marstons Mills Library Funding Request***

Expenditure Category	Actual FY 2014	Approved FY 2015	Requested FY 2016
Library Funding	58,237	76,549	TBD
Town of Barnstable	177,260	182,323	TBD
<b>Total</b>	<b>\$226,560</b>	<b>\$258,872</b>	<b>TBD</b>

### ***Permanent Positions (FTE's)***

Positions	Actual FY2014	Actual FY 2015	Proposed FY 2016
Full Time	1.00	1.00	1.00
Part Time	2.325	2.50	2.50
<b>Total FTE's</b>	<b>3.325</b>	<b>3.50</b>	<b>3.50</b>

### ***Performance/Workload Indicators***

Workload Indicator	FY 2014 Actual	FY 2015 Estimated	FY 2016 Projected
Circulation	59,879	60,200	60,500
Items in Collection	43,321	45,000	46,500
Hours Open	2,156	2,396	2,396
Programs Offered	286	300	320
Volunteer Hours	1,852	1,900	1,950



## Osterville Village Library



### ***Mission Statement***

For 133 years, the Osterville Village Library has served both as a resource for continuing 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 - the 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.

### **Description of Services Provided**

The Osterville Village Library is the only Barnstable Library that is open 7 days a week throughout the year and offers the following services:

- Collection Specialties: Travel, Cooking, Crafting, Art, Business & Finance, and British – movies, television and nonfiction; extensive Large Print Book and Audio Book collections; and a growing rare book collection.
- Two full time librarians, specializing in Children's and Adult Services and Reference.

*Promoting Open and Equal Access to the Library's  
Resources and Services*

### RECENT ACCOMPLISHMENTS

1. After a year-long search, the library hired a new Executive Director.
2. The library's part time custodian was transitioned to full time, which was necessary to properly maintain the new facility and grounds.
3. With a gift received from the Kirkman Trust Fund, the library upgraded an aged server, network and desktop devices, which also permitted expanded access to databases for patrons.
4. During the year, the library lobby became the home of an exquisite, back-lit display case which was donated by a local, well-known maker of fine cabinetry. It was joined by a rare Sailor's Valentine which was donated by a local resident and is prominently displayed.
5. The library's meeting room spaces were actively used for community meetings, State and Local agencies workshops and for private parties.
6. Several local artists, photographers and art students took advantage of the library's exhibit areas, gracing the walls with displays of oil paintings, watercolors and photography for our patrons' appreciation.
7. Sunday Music Hours were implemented periodically, throughout the year, as cultural entertainment for patrons: the music hours have provided much needed performance opportunities for local music students and performers and have provided opportunities to showcase the library's new player piano that was donated this year.

- Meeting place for community groups including: the Osterville Business Professionals Association, the Osterville Men's Club, the Osterville Garden Club, the Osterville Village Association, Business Network International and more.
- Meeting room facilities made available to elected officials, local businesses and nonprofit groups that can seat up to 100 people with state of the art audio-visual capabilities.
- Public access computers and computer training
- Children's programs to enhance learning and exposure to literature, history, arts and sciences
- Monthly book discussion groups
- Sunday music hours in the Carolyn Crossett Rowland Fireside Reading Room.
- Art shows by local artists and school groups.
- Volunteer opportunities.
- On-going book sales managed by the Friends of the Library.
- Public access computers and computer training.

### ***Additional Recent Accomplishments***

1. The Summer Concert Series on the Green, a long-standing library tradition, continues to draw large audiences of all ages and provides a great venue for family picnics.
2. With a focus on expanding teen services, the library created a teen book group "Fiction2Film" and teen drop-in hours to play games on Xbox One.
3. A new program series was established entitled "Discovering Cape Cod," which featured interesting Cape Codders and topics focusing on Cape Cod life and history.

4. During Summer Celebration Week, "Under the Tent", the library hosted a series of workshops including: spinning classes; a workshop on the importance of posture and balance as we age; blood pressure screenings; and skin analysis screening. The week also included the OVL Children's Fair, featuring balloon animals, face painting and games.
3. The library hosted the 6<sup>th</sup> annual summer reading program on the library green, while offering several arts and crafts programs in collaboration with the other Barnstable Youth Services Librarians.
4. Osterville Christmas Stroll weekend activities were expanded to include a Christmas Character Display on the Library green, a Blockbuster Book Sale, Christmas Dog Parade, and in addition to the traditional Friends' Tea, a Teddy Bear Tea for children, and a holiday sing-along.
5. Our library's publication, *The Osterville Village Guide*, was published for its third season and has become a successful mainstay, both in popularity and as a significant fundraiser for the library. Not only were 10,000 copies of *the Guide* read avidly by local Cape Codders and visitors, *the Guide* was also available on-line, and reached an audience exceeding 30,000 readers.
6. The Osterville Village Library sponsored over 580 programs and events throughout the year for adults, teens and children. In addition to our mainstream programs of lectures, music, crafts and story times, our calendar featured periodic special events. Back by popular demand this year was the second annual Stuffed Animal Sleepover, a whimsical event for children who leave their stuffed animals at the library for a pajama party, then learn about their toy's antics the next morning.
7. In addition to programs, the library sponsored several fundraising events: the library must raise 65% of our funding each year from private donations, events and other fundraising activities. This year's events included the 22<sup>nd</sup> consecutive year of the library's car raffle: a Mercedes-Benz CLA 250 graced the front lawn of the library and was won by a local Osterville shop owner who was in dire need to replace his vehicle which had passed the 300,000 mile marker earlier in the year.

### ***Fiscal Year 2016 Goals and Objectives***

1. 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;
2. 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.
3. Build partnerships with other community organizations to enhance and expand programs and services and strengthen community affiliations with the library.
4. Attract and retain new sources of funding, including grants, sponsorships and individual donations in order to maintain and expand library services.
5. Continuously evaluate our collection and its development policies for all areas of the library, making appropriate adjustments to support the evolving needs of the community.

### Summary of Osterville Village Library Funding Request

Expenditure Category	Actual FY 2014	Approved FY 2015	Projected FY 2016
Library Funding	434,280	390,785	TBD
Town of Barnstable	232,772	237,910	TBD
<b>Total</b>	<b>\$667,052</b>	<b>\$628,695</b>	<b>TBD</b>

### Permanent Positions (FTEs)

Positions	FY 2015 Actual	FY 2016 Proposed
Full Time	6.0	6.0
Part Time	3.5	3.5
<b>Total FTE's</b>	<b>9.5</b>	<b>9.5</b>

### Performance/Workload Indicators

Workload Indicator	FY 2014 Actual	FY 2015 Estimated	FY 2016 Projected
Circulation	106,396	107,000	107,500
Items in Collection	64,439	64,540	64,640
Hours Open	2,477	2,494	2,494
Programs Offered	581	600	620
Volunteer Hours	4,237	4,237	4,237

## Sturgis Library



### ***Mission 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. 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.

### **Description of Services Provided**

The Sturgis Library offers Barnstable and Cape Cod residents and visitors a comprehensive range of library services 6 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

*Providing Services and Resources to Meet the Needs of the  
Community*

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 by 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 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 sponsors 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.



### RECENT ACCOMPLISHMENTS

1. Sturgis Library participated in the 375<sup>th</sup> Anniversary of the Town of Barnstable with a series of events, a historical display, and other activities.
2. The Sturgis Library published a revised and updated edition of an important book of William Sturgis' lectures on the Northwest fur and China trades in early December of 2013. *A Most Remarkable Enterprise: Lectures on the Northwest Trade and Northwest Coast Indian Life* by Captain William Sturgis was edited by Mary Malloy and originally published in a very limited edition in 2000. Adult Services Librarian Antonia Stephens worked with Malloy and Rock Village Publishing to put together a quality softcover reprint of this unique book. Copies are for sale at the Library and online through our website.
3. Descendants of the Sturgis and Hooper families held a reunion at Sturgis Library and presented the Library with materials for its archives, including a photographic portrait of William Sturgis Bigelow, grandson of founder William Sturgis and a former Library Trustee. In addition, they presented the Library with a book about Bigelow's life as well as sea otter pelts that were collected as part of the Northwest fur trade.
4. Working with the Cape Cod Food Hub, Sturgis Library opened one of the first Seed Saving Libraries on Cape Cod. Community members can come and take seeds for their gardens, and in the fall they can donate saved seeds back to the seed library.
5. With the assistance of Howard Woollard, Antonia Stephens, Magda Brancato, Doug Mitchell, and Barnstable Market, the Sturgis \*little free\* Library was installed in Barnstable Village.

In addition to the Sturgis Library's busy schedule of events and activities, the library hosts meetings and events sponsored by other area organizations, including the Barnstable Historical Society, Civic Association, Friends of Barnstable Harbor, Coast Guard Heritage Museum, and other 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.

### Fiscal Year 2016 Goals and Objectives

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.
2. To act as a community gathering place and center for civic, cultural, and other events.
3. To identify and attract new sources of funding, including support from public and private grant funding agencies, foundations, businesses, and individuals.
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.
5. To offer diverse and comprehensive programs and services to adults, young adults, and children, including curriculum support and lifelong learning opportunities.

### Additional Recent Accomplishments

1. A portrait of William Sturgis' daughter Mary Sturgis Shaw was donated to the Library by descendant Parky Shaw.
2. The Sturgis Library website at [www.sturgislibrary.org](http://www.sturgislibrary.org) got a complete overhaul and has a new clean, user-friendly interface.
3. Sturgis Library participated in Library Snapshot Day 2014, a statewide event where libraries take photographs and gather information from library users about why the library is important to them. This year staff member Cathy Pastva created a keepsake book from the photos and quotes that were gathered on snapshot day.
4. Sturgis Library collaborated with Tales of Cape Cod to present an author talk and reception with Nantucket author Nathaniel Philbrick. The event was held at the Barnstable Comedy Club and was attended by 200 enthusiastic readers and history buffs.
5. Sturgis Library also collaborated with the Barnstable Historical Society on the annual Autumnfest event, a gala evening of food, drink, a silent auction, and camaraderie with friends and neighbors. Over 120 people attended the event, and proceeds supported both organizations.
6. The Library sponsored over 200 programs, exhibits, and events for adults, young adults, and children, including lectures, music and craft programs, art workshops, the Teen Artists Coalition, *History Along Route 6A*, and other well-attended programs and events. Together with the 6 other Barnstable village libraries, the Library participated in the annual collaborative Summer Reading Program.
7. In addition to programs, the Library sponsored several successful fundraising events, including a jewelry sale, an ornament sale, our annual Library Dinner at the Hyannis Yacht Club, an Antiques Show and Sale, and a Plant and Garden Sale. They also raise funds through the sale of used and new books, movies, music, gift items, and a Mini Thrift Shop. They must raise 60% of their funding each year from private donations, events, and other fundraising activities.

### Summary of Sturgis Library Funding Request

Expenditure Category	Actual FY 2014	Approved FY 2015	Proposed FY 2016
Library Funding	353,453	332,631	TBD
Town of Barnstable	221,585	227,123	TBD
<b>Total</b>	<b>\$575,038</b>	<b>\$541,523</b>	<b>TBD</b>



**Permanent Positions (FTE's)**

Positions	Actual FY 2015	Proposed FY 2016
Full Time	3.0	3.0
Part Time	3.5	4.0
<b>Total FTE's</b>	<b>6.5</b>	<b>7.0</b>

**Performance/Workload Indicators**

Workload Indicator	FY 2014 Actual	FY 2015 Estimated	FY 2016 Projected
Circulation	88,605	89,500	90,000
Items in Collection	57,515	59,000	64,640
Hours Open	2,039	2,090	2,095
Programs Offered	217	220	225
Volunteer Hours	1,942	2,500	2,750



**Library Teen Artists Coalition**

## Whelden Memorial Library



### **Mission Statement**

Our mission 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 West Barnstable and Cape Cod. Our Library serves the Village as a meeting place and a forum for civic and cultural events.

### **Description of Services Provided**

We house an extensive history of West Barnstable in a well indexed archival collection. This index is also available on-line. We hold an extensive collection of books and DVDs on the topic of beekeeping thanks to the Barnstable Beekeepers. Both our collections of unabridged audio books on CD and Overdrive downloadable audio books are becoming increasingly popular. We are expanding our DVD collection. Our fund-raising activities are diverse; they include auctions, annual appeals, suppers, wine and food tasting, book and gift sales, raffles, and participation in the West Barnstable Village Festival. We have an excellent Friends Group that is always supportive and dedicated. The Welden Memorial library:

- Holds an extensive collection of unabridged books on CD, participates in OverDrive through CLAMS, and houses an extensive historical collection of West Barnstable including photos as well as a Finnish section.

*Preserving and Promoting the Heritage of the Community*

### RECENT ACCOMPLISHMENTS

1. We have a full complement of Trustees on the Board.
2. We have taken measures to correct long standing drainage problems in our basement, enabling our Friends group to expand its' book sale.
3. We have successfully revised our by-laws.
4. Whelden sponsored a successful "Time and Talent Auction" as well as an Antique Show and Sale. We have also provided many other events, such as the "Whelden in Bloom" event which brought in needed revenue.
5. We provide an Election Day Snack Bar and Chowder lunch.
6. We made a more coordinated effort to share resources, staff and materials with the other Barnstable Libraries.
7. We saw increased use of Public Computers and continued to provide wireless access.
8. We have increased our programming with successful children's craft programs and more offerings for adult patrons.



- Maintains a great number of books and videos on Bee Keeping.
- Hosts numerous community groups including a book discussion group.
- Delivers books to homebound.
- Provides wireless access available twenty-four hours a day.
- Enjoys an active Friends Group which provides a profitable book sale, bazaars and other functions.

### Characteristics and Specializations

1. We house an extensive history of West Barnstable in a well indexed archival collection. This index is also available on-line.
2. We hold an extensive collection of books and DVDs on the topic of beekeeping thanks to the Barnstable Beekeepers.
3. Both our collections of unabridged audio books on CD and Overdrive downloadable audio books are becoming increasingly popular.
4. We are expanding our DVD collection. Our fund-raising activities are diverse; they include auctions, annual appeals, suppers, wine and food tasting, book and gift sales, raffles, and participation in the West Barnstable Village. We have a very active, supportive and dedicated Friends Group.
5. To continue with more extensive cooperative efforts with the other Libraries.
6. To increase programming for both adult and young patrons.
7. To further improve the existing condition of the Library's basement in order to expand the revenue brought in by our book sales.
8. To complete a plan of action for the library.
9. To examine and streamline organizational structure.

### Fiscal Year 2016 Goals and Objectives

1. To continue to expand our fund-raising efforts.

2. To continue with more extensive cooperative efforts with the other Barnstable Libraries.
3. To increase programming for both adult and young patrons.
4. To further improve the existing condition of the Library's basement in order to expand the revenue brought in by our book sales.
5. To complete a plan of action for the library.
6. To examine and streamline organizational structure of the library

### Summary of Whelden Memorial Library Funding Request

Expenditure Category	Actual FY 2014	Approved FY 2015	Proposed FY 2016
Library Funding	53,964	58,100	TBD
Town of Barnstable	99,950	102,716	TBD
<b>Total</b>	<b>\$153,914</b>	<b>\$160,816</b>	<b>TBD</b>

### Permanent Positions (FTEs)

Positions	Actual FY 2015	Proposed FY 2016
Full Time	1.0	1.0
Part Time	1.5	1.5
<b>Total FTE's</b>	<b>2.5</b>	<b>2.5</b>

### Performance/Workload Indicators

Workload Indicator	FY 2014 Actual	FY 2015 Estimated	FY 2016 Projected
Circulation	39,673	42,000	43,000
Items in Collection	39,353	39,000	40,000
Hours Open	1,585	1,664	1,664
Programs Offered	78	90	100
Volunteer Hours	21,000	21,000	21,000

## **Appendix A**

### **FY 2016 Budget Appropriation Orders**

#### **PART A CAPITAL PROGRAM BUDGET:**

**APPROPRIATION TRANSFER AND ORDER 2015-085****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 program for the Hyannis Water System as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$150,000** be transferred from the Water Supply Enterprise Fund Reserves, and that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$900,000**, 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.

**APPROPRIATION AND TRANSFER ORDER 2015-086****Water Supply Enterprise Fund Capital Improvement Plan (Majority vote)****ORDERED:**

That the sum of **\$200,000** be appropriated for the purpose of Pump Station and Treatment Plant Upgrades as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; 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.

**APPROPRIATION AND LOAN ORDER 2015-087****Water Supply Enterprise Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$615,000** be appropriated for the purpose of funding the painting and repairs to the water tank – Mary Dunn 2 – for the Hyannis Water System as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$615,000**, 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.



**APPROPRIATION AND LOAN ORDER 2015-088****Water Supply Enterprise Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$1,037,000** be appropriated for the purpose of funding the water main replacement on Barnstable Road for the Hyannis Water System as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,037,000**, 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.

**APPROPRIATION AND TRANSFER ORDER 2015-089****Water Pollution Control Enterprise Fund Capital Improvement Plan (majority vote)****ORDERED:**

That the sum of **\$84,500** be appropriated for the purpose of funding the design for relining sewers and laterals on South Street as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$84,500** 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.

**APPROPRIATION AND TRANSFER ORDER 2015-090****Water Pollution Control Enterprise Fund Capital Improvement Plan (majority vote)****ORDERED:**

That the sum of **\$200,000** be appropriated for the purpose of funding an evaluation of the sewer collection system as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$200,000** 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.

**APPROPRIATION AND LOAN ORDER 2015-091****Water Pollution Control Enterprise Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$1,000,000** be appropriated for the purpose of funding the rehabilitation of the clarifiers at the wastewater treatment plant as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; 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 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.

**APPROPRIATION AND TRANSFER ORDER 2015-092****Solid Waste Enterprise Fund Capital Improvement Plan (majority vote)****ORDERED:**

That the sum of **\$50,000** be appropriated for the purpose of funding the replacement of the truck scale as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$50,000** be transferred from the Solid Waste 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.

**APPROPRIATION AND TRANSFER ORDER 2015-093****Solid Waste Enterprise Fund Capital Improvement Plan (majority vote)****ORDERED:**

That the sum of **\$280,000** be appropriated for the purpose of funding the acquisition of a rubber tire wheel loader as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$280,000** be transferred from the Solid Waste 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.

**APPROPRIATION AND TRANSFER ORDER 2015-094****Solid Waste Enterprise Fund Capital Improvement Plan (majority vote)****ORDERED:**

That the sum of **\$50,000** be appropriated for the purpose of funding the acquisition of a roll-off trailer as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$50,000** be transferred from the Solid Waste 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.

**APPROPRIATION AND TRANSFER ORDER 2015-095****Solid Waste Enterprise Fund Capital Improvement Plan (majority vote)****ORDERED:**

That the sum of **\$100,000** be appropriated for the purpose of funding the acquisition of four new 5.5 yard compactor units for the recycling area as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$100,000** be transferred from the Solid Waste 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.

**APPROPRIATION AND TRANSFER ORDER 2015-096****Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$3,250,000** be appropriated for the purpose of funding the public roads improvement program as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$3,250,000** 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.

**APPROPRIATION AND TRANSFER ORDER 2015-097****Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$92,700** be appropriated for the purpose of funding the replacement of school zone traffic lights as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$92,700** 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.

**APPROPRIATION AND LOAN ORDER 2015-098****Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$400,000** be appropriated for the purpose of funding the guardrail and sidewalk improvement program as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$400,000**, 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.

**APPROPRIATION TRANSFER AND LOAN ORDER 2015-099****Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$289,000** be appropriated for the purpose of funding the Bay Street boat ramp and parking area improvements as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$142,000**, and that **\$9,638** be transferred from available funds under council order 2012-097, and that **\$21,990** be transferred from available funds under council order 2018-016, and that **\$23,095** be transferred from available funds under council order 2010-069, and that **\$92,277** be transferred from available funds under council order 2010-112, 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.



**APPROPRIATION AND LOAN ORDER 2015-100****Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$355,000** be appropriated for the purpose of funding the police facility improvements as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$355,000**, 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.

**APPROPRIATION AND LOAN ORDER 2015-101****Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$939,000** be appropriated for the purpose of funding the Town Hall improvements as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$939,000**, 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.

**APPROPRIATION TRANSFER AND LOAN ORDER 2015-102****Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$733,000** be appropriated for the purpose of funding the private roads repair improvements as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$518,000**, and that **\$215,000** be transferred from available funds under council order 2013-066, 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.

**APPROPRIATION AND TRANSFER ORDER 2015-103****Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$87,000** be appropriated for the purpose of funding design and permitting costs for the restoration of the JFK Memorial as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$87,000**, 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.

**APPROPRIATION AND TRANSFER ORDER 2015-104****Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$55,000** be appropriated for the purpose of adding private roads to the town's asset management system as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$55,000**, 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.

**APPROPRIATION AND LOAN ORDER 2015-105****Golf Course Enterprise Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$174,000** be appropriated for the purpose of funding facility improvements at the Olde Barnstable Fairgrounds Golf Course as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$174,000**, 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.

**APPROPRIATION AND LOAN ORDER 2015-106****Golf Course Enterprise Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$140,000** be appropriated for the purpose of funding facility improvements at the Hyannis Golf Course as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$140,000**, 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.

**APPROPRIATION AND LOAN ORDER 2015-107****Sandy Neck Enterprise Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$352,000** be appropriated for the purpose of funding a beach stabilization system as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$352,000**, 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.

**APPROPRIATION AND LOAN ORDER 2015-108****Marina Enterprise Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$280,000** be appropriated for the purpose of funding the maintenance dredging of Gateway Marina as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$280,000**, 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.

**APPROPRIATION AND LOAN ORDER 2015-109****Marina Enterprise Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$570,000** be appropriated for the purpose of funding the reconstruction of the Prince Cove Marina bulkhead as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$570,000**, 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.

**APPROPRIATION AND LOAN ORDER 2015-110****Marina Enterprise Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$158,000** be appropriated for the purpose of funding the study and preliminary design of the reconstruction of the Hyannis Harbor Bulkhead as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$158,000**, 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.

**APPROPRIATION TRANSFER AND LOAN ORDER 2015-111****Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$317,000** be appropriated for the purpose of funding the site improvements at Joshua's Pond as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$282,000** and that **\$35,000** be transferred from available funds under council order 2012-097, 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.

**APPROPRIATION AND LOAN ORDER 2015-112****Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$300,000** be appropriated for the purpose of funding the Hamblin Pond Alum treatment as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; 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 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.

**APPROPRIATION AND TRANSFER ORDER 2015-113****Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$100,000** be appropriated for the purpose of funding the Hydrilla control program as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$86,950** be transferred from available funds within the Capital Trust Fund and that **\$13,050** be transferred from available funds under council order 2014-103, 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.

**APPROPRIATION AND TRANSFER ORDER 2015-114****Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$50,000** be appropriated for the purpose of funding the permitting, demolition and disposal of three portable structures at the former Marstons Mills Elementary School as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$39,598** be transferred from available funds within the Capital Trust Fund and that **\$10,402** be transferred from available funds under council order 2013-113, 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.

**APPROPRIATION AND LOAN ORDER 2015-115****Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$3,720,000** be appropriated for the purpose of funding the Elementary School Modular Classroom Construction project as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$3,720,000**, 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.

**APPROPRIATION AND LOAN ORDER 2015-116****Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$3,353,000** be appropriated for the purpose of funding the Barnstable Intermediate School Façade & Roof Improvements as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$3,353,000**, 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.

**APPROPRIATION AND LOAN ORDER 2015-117****Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$260,000** be appropriated for the purpose of funding the design of the Barnstable Community Horace Mann Charter Public School facade improvements and roof replacement as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$260,000**, 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.

**APPROPRIATION AND TRANSFER ORDER 2015-118****Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$213,000** be appropriated for the purpose of funding the School Department internet and digital resources improvements as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$168,584** be transferred from available funds within the Capital Trust Fund and that **\$15,540** be transferred from available funds under council order 2012-097, and that **\$22,996** be transferred from available funds under council order 2013-104, and that **\$3,880** be transferred from available funds under council order 2014-099, 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.

**APPROPRIATION AND LOAN ORDER 2015-119****Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$350,000** be appropriated for the purpose of funding the High School and Intermediate School boiler replacements as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$350,000**, 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.

**APPROPRIATION AND LOAN ORDER 2015-120****Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$250,000** be appropriated for the purpose of funding the West Villages Elementary School air conditioning replacement as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; 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 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.

**APPROPRIATION AND TRANSFER ORDER 2015-121****Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$50,000** be appropriated for the purpose of funding the installation of a cogeneration plant at the Barnstable Intermediate School as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$50,000**, 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.

**APPROPRIATION AND LOAN ORDER 2015-122****Airport Enterprise Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$3,800,000** be appropriated for the purpose of funding the reconstruction of taxiway Charlie and a portion of taxiway Delta as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$3,800,000**, and that the 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.

**APPROPRIATION AND LOAN ORDER 2015-123****Airport Enterprise Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$1,075,000** be appropriated for the purpose of funding the replacement of snow removal equipment as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,075,000**, and that the 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.

**APPROPRIATION AND TRANSFER ORDER 2015-124****Airport Enterprise Fund Capital Improvement Plan (majority vote)****ORDERED:**

That the sum of **\$90,000** be appropriated for the purpose of funding the design and replacement of the airfield vault emergency generator and the removal of an underground storage tank as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$90,000** be transferred from the Airport Enterprise Fund Reserves, and that the 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.

**APPROPRIATION AND TRANSFER ORDER 2015-125****Airport Enterprise Fund Capital Improvement Plan (majority vote)****ORDERED:**

That the sum of **\$125,000** be appropriated for the purpose of funding drainage improvements at Hanger 2 as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$125,000** be transferred from the Airport Enterprise Fund Reserves, and that the 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.

**APPROPRIATION AND LOAN ORDER 2015-126****Airport Enterprise Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$660,000** be appropriated for the purpose of funding the design and construction of an airport access road on the east said along with security fencing as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$660,000**, and that the 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.

**APPROPRIATION AND TRANSFER ORDER 2015-127****Airport Enterprise Fund Capital Improvement Plan (Majority vote)****ORDERED:**

That the sum of **\$162,000** be appropriated for the purpose of funding the replacement of airfield equipment as outlined in the FY 2016 - FY 2020 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$162,000** be transferred from the Airport Enterprise Fund Reserves, and that the 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.

**PART B – OPERATING BUDGET:****APPROPRIATION ORDER 2015-154****Barnstable Municipal Airport Enterprise Fund****ORDERED:**

That the sum **\$7,915,852** be appropriated for the purpose of funding the Town's FY 2016 Airport Enterprise Fund budget, and to meet such appropriation that **\$7,915,852** be raised from current year revenues by the airport as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2015-155****School Department****ORDERED:**

That the sum **\$61,429,646** be appropriated for the purpose of funding the Town's FY 2016 Barnstable Public Schools budget, and that to meet this appropriation that **\$61,209,486** be raised from current year revenues and that **\$220,160** be transferred from the General Fund reserves as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2015-156****Police Department****ORDERED:**

That the sum of **\$13,192,241** to be appropriated for the purpose of funding the Town's FY 2016 Barnstable Police Department budget; and to meet such appropriation that **\$13,142,241** 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 2015-157****Growth Management Department****ORDERED:**

That the sum of **\$904,585** be raised and appropriated for the purpose of funding the Town's FY 2016 Growth Management Department budget as presented to the Town Council by the Town Manager.



**APPROPRIATION ORDER 2015-158****Community Services Department General Fund Budget****ORDERED:**

That the sum of **\$2,857,738** be appropriated for the purpose of funding the Town's FY 2016 Community Services Department General Fund budget, and to meet such appropriation, that **\$2,569,738** be raised from current year revenue, that **\$288,000** be transferred from the Mooring Fee Special Revenue Fund as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2015-159****Community Services Department Golf Course Enterprise Fund****ORDERED:**

That the sum of **\$3,117,308** to be appropriated for the purpose of funding the Town's FY 2016 Golf Course Enterprise Fund budget; and to meet such appropriation that **\$3,117,308** be raised from current year revenues by the golf course facilities as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2015-160****Community Services Department Hyannis Youth and Community Center Enterprise Fund****ORDERED:**

That the sum of **\$2,902,598** be appropriated for the purpose of funding the Town's FY 2016 Hyannis Youth and Community Center Enterprise Fund budget; and to meet such appropriation that **\$1,175,450** be raised from current year revenues by the Hyannis Youth and Community Center operations, and that **\$310,148** be raised from the general fund, and that **\$1,292,000** be transferred from the Capital Trust Fund, and that **\$125,000** be transferred from the Hyannis Youth and Community Center Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2015-161****Community Services Department Marina Enterprise Fund****ORDERED:**

That the sum of **\$873,731** be appropriated for the purpose of funding the Town's FY 2016 Marina Enterprise Fund budget; and to meet such appropriation that **\$618,500** be raised from current year revenues by the marina facilities, and that **\$61,231** be transferred from the Capital Trust Fund, and that **\$24,000** be transferred from the Bismore Park Special Revenue Fund, and that **\$170,000** be transferred from the Marina Enterprise Fund reserves as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2015-162****Community Services Department Sandy Neck Park Enterprise Fund****ORDERED:**

That the sum of **\$865,717** be appropriated for the purpose of funding the Town's FY 2016 Sandy Neck Park Enterprise Fund budget; and to meet such appropriation that **\$815,717** be raised from current year revenues by the Sandy Neck Park operations, and that **\$50,000** be transferred from the Sandy Neck reserves, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2015-163****Regulatory Services Department****ORDERED:**

That the sum of **\$2,632,848** be appropriated for the purpose of funding the Town's FY 2016 Regulatory Services Department budget, and to meet such appropriation, that **\$2,510,332** be raised from current year revenue, and that **\$45,000** be transferred from the Wetlands Protection Special Revenue Fund, and that **\$77,516** be transferred from the Bismore Park Special Revenue Fund, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2015-164****Department of Public Works General Fund Budget****ORDERED:**

That the sum of **\$8,782,377** be appropriated for the purpose of funding the Town's FY 2016 Department of Public Works General Fund budget, and to meet such appropriation, that **\$8,718,877** be raised from current year revenue, **\$43,500** be transferred from the Embarkation Fee Special Revenue Fund and **\$20,000** be transferred from the Bismore Park Special Revenue Fund, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2015-165****Department of Public Works Solid Waste Enterprise Fund****ORDERED:**

That the sum of **\$3,362,811** be appropriated for the purpose of funding the Town's FY 2016 Department of Public Works Solid Waste Enterprise Fund budget, and to meet such appropriation that **\$2,751,900** be raised from current year revenues by the solid waste facility, and that **\$610,911** be transferred from the solid waste enterprise fund reserves, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2015-166****Department of Public Works Water Pollution Control Enterprise Fund****ORDERED:**

That the sum of **\$4,463,158** to be appropriated for the purpose of funding the Town's FY 2016 Department of Public Works Water Pollution Control Enterprise Fund budget, and to meet such appropriation that **\$4,463,158** be raised from current year revenues by the water pollution control facility, as presented to the Town Council by the Town Manager

**APPROPRIATION ORDER 2015-167****Department of Public Works Water Supply Enterprise Fund****ORDERED:**

That the sum of **\$4,389,768** be appropriated for the purpose of funding the Town's FY 2016 Department of Public Works Water Supply Enterprise Fund budget, and to meet such appropriation that **\$4,389,768** be raised from current year revenues by the water supply operations, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2015-168****Town Council Department****ORDERED:**

That the sum of **\$250,759** be raised and appropriated for the purpose of funding the Town's FY 2016 Town Council budget as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2015-169****Town Manager Department****ORDERED:**

That the sum of **\$596,116** be raised and appropriated for the purpose of funding the Town's FY 2016 Town Manager budget as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2015-170****Administrative Services Department****ORDERED:**

That the sum of **\$5,739,396** be raised and appropriated for the purpose of funding the Town's FY 2016 Administrative Services Department budget as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2015-171****Employee Benefits & Insurance****ORDERED:**

That the sum of **\$21,439,410** be appropriated for the purpose of funding the Town's FY 2016 Employee Benefits & Insurance budgets, and to meet such appropriation, that **\$20,074,410** be raised from current year revenue, that **\$280,000** be transferred from the Pension Reserve Trust Fund, and that **\$1,085,000** be transferred from the general fund reserves, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2015-172****Debt Service****ORDERED:**

That the sum of **\$8,647,981** be appropriated for the purpose of funding the Town's FY 2016 General Fund Debt Service budget, and to meet such appropriation, that **\$8,531,944** be raised from current year revenue, and that **\$61,353** be transferred from the Embarkation Fee Special Revenue Fund, and that **\$54,684** be transferred from the Bismore Park Special Revenue Fund, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2015-173****Grants****ORDERED:**

That the sum of **\$1,838,250** be raised and appropriated for the purpose of funding the Town's FY 2016 Library and Tourism Grant budgets as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2015-174****Insurance, Assessments, Transfers and Other Fixed Costs****ORDERED:**

That the sum of **\$8,827,062** be raised and appropriated for the purpose of funding the Town's FY 2016 Insurance, Assessments, Transfers and Other Fixed Costs budgets 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	\$431,879
Solid Waste	\$293,877
Water Supply	\$125,383
Airport	\$764,483
Golf Course	\$250,000
Marinas	\$231,346
Sandy Neck	\$74,112

And further, that the sum of **\$2,743,000** be transferred from the General Fund reserves all for the purpose of funding the Town's FY 2016 General Fund budget as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2015-175****COMMUNITY PRESERVATION FUND ADMINISTRATION EXPENSES AND FY 2016 PROGRAM SET-ASIDES****ORDERED:**

That, pursuant to the provisions of G. L. c. 44B § 6, for the fiscal year ending June 30, 2016, the following sums of the annual revenues of the Community Preservation Fund be set aside for further appropriation and expenditure for the following purposes: **\$377,165** for open space and recreation; **\$377,165** for historic resources; **\$377,165** for community housing; **\$216,781** for a budget reserve, and that the sum of **\$150,000** be appropriated from the annual revenues of the Community Preservation Fund to be expended under the direction of the Town Manager, or the Community Preservation Committee with the prior approval of the Town Manager, for appraisal, title search, hazardous materials assessment, consulting services, and pre-development costs, and administrative expenses, and to assist in the development and performance of contracts for community preservation.

**APPROPRIATION ORDER 2015-176****APPROPRIATION ORDER FOR COMMUNITY PRESERVATION FUND FY 2016 DEBT SERVICE****ORDERED:**

That the Town Council hereby appropriate **\$2,380,269** for the purpose of paying the FY 2016 Community Preservation Fund debt service requirements, and to meet such appropriation, that **\$2,273,375** be provided from current year revenues of the Community Preservation Fund and that **\$106,894** be provided from the reserve for the historic preservation program within the Community Preservation Fund.

**2015-177 AUTHORIZING EXPENDITURE OF COMCAST LICENSING FEES FOR THE FUNDING OF THE PUBLIC, EDUCATIONAL AND GOVERNMENT (PEG) ACCESS CHANNELS75**

**RESOLVED:** That the town Council hereby authorizes the town manager to expend funds for the FY 2016 operation of Public, Educational and Government access channels from licensing fees provided in the cable licensing agreement with Comcast, as signed by the Town Manager on June 8, 2008.

## REVOLVING FUNDS AUTHORIZATION ORDER 2015-178

## ORDERED:

Pursuant to Chapter II, Article XVIII-A, Section 3 of the General Ordinances, the Town Council hereby authorizes the following revolving funds for FY 2016:

<b>Fund</b>	<b>Revenue Source</b>	<b>Dept. Officer Authorized To Expend Funds</b>	<b>Use of Fund</b>	<b>Total Expenditure Limit FY 2016</b>
Classroom Education Fund	Program registration fees	Senior Services Director	Salaries, benefits, expenses, contract services to operate program	\$65,000
Recreation Program Fund	Program registration fees	Leisure Services Director	Salaries, benefits, expenses, contract services to operate program	\$425,000
Shellfish Propagation Fund	Fees from permits	Natural Resources Director	Salaries, benefits, expenses, contract services, shellfish equipment to operate	\$160,000
Building Inspections Fund	Fees from permits for municipal & private projects	Building Commissioner	Salaries, benefits, expenses, contract services to operate program	\$150,000
Consumer Protection Fund	Fees from weights & measures	Director of Regulatory Services	Salaries, benefits, expenses, contract services to operate program	\$350,000
Geographic Information Technology Fund	Fees for GIS maps & reports	Information Technology Director	Salaries, benefits, expenses, contract services to operate program	\$10,000
Arts and Culture Program Fund	Shanty revenue, gifts & contributions for arts culture	Growth Management Director	Expenses related to arts and culture program	\$50,000
			<b>Total</b>	<b>\$1,210,000</b>

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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> .

**Appropriation**

An authorization granted by a town meeting, city council or other legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended. (See [Encumbrance](#), [Line-Item Transfer](#), [Free Cash](#)).

**Arbitrage**

As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. [Section 103](#) of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.

**Assessed valuation**

A value assigned to real estate or other property by a government as the basis for levying taxes. In Massachusetts, assessed valuation is based on the property's [full and fair cash value](#) as set by the Assessors. (See [Ad Valorem](#); [Full And Fair Cash Value](#)).

**Assessment date**

The date property tax liability is fixed. In Massachusetts, property taxes are assessed as of the January 1 prior to the fiscal year. Assessors determine the physical status of taxable [real](#) and [personal property](#), its ownership, [fair cash value](#) and usage classification as of that date. By local option ([MGL Ch. 59 §2A9a](#)), the physical status of real property on June 30 is deemed to be its condition on the previous January 1.

**Audit**

An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool for evaluating the fiscal performance of a community.

**Audit committee**

A committee appointed by the selectmen, mayor, or city council, with specific responsibility to review a community's independent audit of financial statements and to address all issues relating to it as well as those outlined in the accompanying [management letter](#).

**Audit management letter**

An independent auditor's written communication to government officials, separate from the community's audit. It generally identifies areas of deficiency, if any, and presents recommendations for improvements in accounting procedures, internal controls and other matters.

**Audit report**

Prepared by an independent auditor, an audit report includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions; (d) financial statements and schedules; and (e) statistical tables, supplementary comments, and recommendations. Almost always accompanied by a [management letter](#).

**Automated recapitulation**

An automated method that municipalities can use to submit data for the annual tax recapitulation process. [DLS](#) provides this Excel-based alternative to submitting data on paper forms. Municipal personnel enter required data in specially designed Excel spreadsheets and send the completed spreadsheets as computer files to DLS for uploading to a database.

**Available funds**

Balances in the various [fund](#) types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen [expenses](#), for [capital expenditures](#) or other onetime costs. Examples of available funds include [free cash](#), [stabilization fund](#), [overlay surplus](#), [water surplus](#), and enterprise retained earnings. (See reserves).

**Balance sheet**

A statement that discloses the assets, liabilities, reserves, and equities of a [fund](#) or governmental unit at a specified date.

**Balance budget**

A budget in which receipts are greater than (or equal to) expenditures. A requirement for all Massachusetts cities and Towns.

**Base aid**

A component of [Chapter 70](#) state aid to a municipality for education costs. Districts are guaranteed a certain base amount of aid that is increased annually by new increments in the following categories:

- [Minimum aid](#)
- [Foundation aid](#)
- [School Choice aid](#)

**Betterments (special assessments)**

Whenever part of a community benefits from a public improvement, or betterment (*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.

**Bond rating**

A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies such as Moody's and Standard and Poor's use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

**Bonds authorized and unissued**

Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by town meeting or the city council to be removed from community's books.

**Budget**

A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Level Funded Budget, [Performance Budget](#), [Program Budget](#), Zero Based Budget)

## Budget basis of accounting

The Town's general fund and enterprise fund budgets are prepared on a basis other than generally accepted accounting principles (GAAP basis). The actual results of operations are presented on a "budget (cash) basis" to provide a meaningful comparison of actual results with the budget.

## Budget calendar

The schedule of key dates or milestones which a government follows in the preparation and adoption of the budget.

## Budget message

A statement that, among other things, offers context by summarizing the main points of a [budget](#), explains priorities, describes underlying policies that drive funding decisions, and otherwise justifies the expenditure plan and provides a vision for the future.

## Business-type activities

One of two classes of activities reported in the [GASB 34](#) government-wide financial statements. These activities are financed in whole or in part by fees charged to users for goods or services. Some examples are enterprise (MGL [Chapter 44 §53F½](#)), [special revenue](#) (MGL [Ch. 41 §69B](#)) water, and municipal electric fund.

## Capital assets

All tangible property used in the operation of government which is not easily converted into [cash](#), and has an initial useful 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 [Fixed Asset](#)).

## Capital budget

An [appropriation](#) or spending plan that uses borrowing or direct outlay for [capital](#) or [fixed asset](#) improvements. Among other information, a capital budget should identify the method of financing for each recommended expenditure, i.e., tax levy, rates, and identify those items that were not recommended. (See Capital Asset, Fixed Asset).

## Capital expenditures /improvements

Items generally found in the capital budget such as construction or major repairs to municipal buildings. The fees for architects, engineers, lawyers, and other professional services, plus the cost of financing advance planning, may be included in addition to the cost of materials and installation/construction.

## Capital improvements program

A blueprint, for planning a community's [capital expenditures](#) that comprises an annual capital budget and a five-year capital program. It coordinates community planning, fiscal capacity and physical development. While all of the community's needs should be identified in the program, there is a set of criteria that prioritizes the expenditures.

## Capital outlay

The exchange of one asset ([cash](#)) for another (capital asset), with no ultimate effect on net assets. Also known as "pay as you go," it is the [appropriation](#) and use of available cash to fund a [capital improvement](#), as opposed to incurring debt to cover the cost.

<b>Capital outlay expenditure exclusion</b>	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 <a href="#">levy</a> only during the year in which the project is being funded and may increase the tax levy above the <a href="#">levy ceiling</a> .
<b>Capital projects fund</b>	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).
<b>Cash</b>	Currency, coin, checks and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.
<b>Cash basis of accounting</b>	An accounting method used that records and recognizes revenues when cash is received and expenses when cash is paid out of the Town treasury.
<b>Cashbook</b>	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 <a href="#">warrants</a> .
<b>Cash management</b>	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.
<b>Cash receipts</b>	Any money received by a municipality or its departments whether by <a href="#">cash</a> , check or electronic transfer.
<b>Categorical aid (see offset item)</b>	Type of state aid distributed to jurisdictions via the <a href="#">Cherry Sheet</a> . 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 <a href="#">appropriation</a> in the local budget.
<b>Categorical grant</b>	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.
<b>Cemetery perpetual care</b>	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.
<b>Certificate of Deposit (CD)</b>	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

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## 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.

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## 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.

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## 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.

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## 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.

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**Charges for services**

(Also called User Charges or Fees) The charges levied on the users of particular goods or services provided by local government requiring individuals to pay for the private benefits they receive. Such charges reduce the reliance on property tax funding.

**Charter school aid**

A component of Chapter 70 state aid provided to a municipality for public education. Beginning in fiscal year (FY) 99, no new charter aid will be included in Chapter 70 aid, and any Charter Aid distributed in FY98 and prior years has been included in FY99 base aid.

**Cherry sheets**

A form showing all state charges and reimbursements to the Town as certified by the state director of accounts. Years ago this document was printed on cherry colored paper.

**Cherry sheet assessments**

Estimates of annual charges to cover the cost of certain state and county programs.

**Cherry sheet offset items**

[Local aid](#) that may be spent without [appropriation](#) in the [budget](#), but which must be spent for specific municipal and regional school district programs. Current [offset items](#) include racial equality grants, school lunch grants, School Choice Receiving Tuition and public libraries grants. (See also [Offset Receipts](#)).

**Cherry sheet receipts**

Chapter 58, Section 25A of the Massachusetts General Laws provides that the Commissioner of Revenue estimate the state's funding of local reimbursement and assistance programs as authorized by law and appropriated by the legislature. Local assessors are required to use these figures when determining the local property tax rate.

**Classification of the tax rate**

Each year, the selectmen or city council vote whether to exercise certain tax rate options. Those options include choosing a residential factor to adopt (MGL Ch. 40 §56), and determining whether to offer an open space discount (Ch. 61, 61A and 61B), a residential exemption (Ch. 59, §5C), and/or a small commercial exemption (Ch. 59, §5I) to property owners.

**Collective bargaining**

The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union.

**Commercial, Industrial, Personal property (CIP)**

A group of three property types used to describe the effect of multiple tax rates. A municipality can take a number of actions to shift the levy burden associated with a single tax rate from Open Space and Residential categories to the CIP categories.

**Commitment**

An authorization to collect taxes, fees or other charges due a municipality. For example, the assessors' commitment of real estate taxes authorizes the collector to pursue and receive payment from property owners.

**Community Preservation Act**

Enacted as MGL [Ch. 44B](#) in 2000, the community preservation act permits cities and towns accepting its provisions to establish a restricted fund from which monies can only be appropriated for a) the acquisition, creation and preservation of open space; b) the



**(CPA)**

acquisition, preservation, rehabilitation, and restoration of historic resources; and c) the acquisition, creation and preservation of land for recreational use; d) the creation, preservation and support of community housing; and e) the rehabilitation and restoration of open space, land for recreational use and community housing that is acquired or created using monies from the fund. Acceptance requires town meeting or city council approval, together with referendum approval by majority vote. The local program is funded by a local surcharge up to 3 percent on real property tax bills and matching dollars from the state generated from registry of deeds fees. (See DOR [IGR 00-209](#) as amended by IGR 01-207 and IGR 02-208).

**Community  
preservation fund**

Formerly known as the “Landbank Fund” in Town, this was a voter approved surtax levied at 3 percent on all real estate taxes. The State had initially set up a \$15 million dollar matching fund and reimbursed Cape Cod Town’s 50 cents per dollar of surtax collected. This matching fund has been depleted as of FY04. The matching fund is now supported by a real estate transfer fee collected by the registry of deeds across the state. The revenue collected from this program can be used for land acquisitions for recreation and to preserve open space, historic preservation and affordable housing.

**Computer Assisted  
Mass Appraisal  
(CAMA)**

An automated system for maintaining property data, valuing property, notifying owners, and ensuring tax equity through uniform valuations.

**Conservation fund**

A city or town may appropriate money to a conservation fund, which money may be expended for lawful conservation purposes as described in MGL Ch. 40 §8C. The money may also be expended for damages arising from an eminent domain taking provided that the taking was approved by a two-thirds vote of city council or town meeting.

**Contingent  
appropriation**

An appropriation that authorizes spending for a particular purpose only if subsequently approved in a voter referendum. Under MGL Ch. 59 §21C (m), towns may make appropriations from the tax levy, available funds or borrowing, contingent upon the subsequent passage of a Proposition 2½ override or exclusion question for the same purpose. If initially approved at an annual town meeting, voter approval of the contingent appropriation must occur by September 15. Otherwise, the referendum vote must occur within 90 days after the town meeting dissolves. The question may be placed before the voters at more than one election, but if not approved by the applicable deadline, the appropriation is null and void. If contingent appropriations are funded through property taxes, DOR cannot approve the tax rate until the related override or exclusion question is resolved or the deadline passes, whichever occurs first.

**Contingent liabilities**

Items that may become liabilities as a result of conditions undetermined at a given date, such as guarantees, pending law suits, judgments under appeal, unsettled disputed claims, unfilled purchase orders, and uncompleted contracts.

**Cost-benefit analysis**

A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

**Cost Of Living Adjustment (COLA)**

Reference to language in municipal contracts that provide for annual or periodic increases in salaries and wages for employees over the course of the contract. The amount of an increase is most often negotiated based on a community's ability to pay, but is sometimes tied to the annual change in a specified index, i.e., consumer price index (CPI).

**Cost Center**

The lowest hierarchical level of allocating monies. Often referred to as a program, project or operation.

**Debt authorization**

Formal approval by a two-thirds vote of town meeting or city council to incur debt, in accordance with procedures stated in MGL [Ch. 44 §§1, 2, 3, 4a, 6-15](#).

**Debt burden**

The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of [assessed value](#), debt per capita, etc.). Sometimes debt burden refers to [debt service](#) costs as a percentage of the total annual budget.

**Debt Exclusion**

An action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax [levy](#), but outside the limits under [Proposition 2½](#). By approving a debt exclusion, a community calculates its annual levy limit under Proposition 2½, then adds the excluded [debt service](#) cost. The amount is added to the levy limit for the life of the debt only and may increase the levy above the [levy ceiling](#).

**Debt limit**

The maximum amount of debt that a municipality may authorize for qualified purposes under state law. Under MGL [Ch. 44 §10](#), debt limits are set at 5 percent of EQV for a city and 5 percent of [EQV](#) for a town. By petition to the Municipal Oversight Board, cities and towns can receive approval to increase their debt limit to 5 and 10 percent of EQV, respectively.

**Debt policy**

Part of an overall capital financing policy that provides evidence of a commitment to meet infrastructure needs through a planned program of future financing. Debt policies should be submitted to elected officials for consideration and approval.

**Debt service**

The repayment cost, usually stated in annual terms and based on an amortization schedule, of the [principal](#) and [interest](#) on any particular bond issue.

**Debt service fund**

Governmental fund type used to account for the accumulation or resources for, and the payment of, general [long-term debt](#) principal and interest. In Massachusetts, these are only allowed by special legislation.

**Debt statement**

Reference to a report, which local treasurers are required to file with the [DOR](#), showing authorized and issued debt, debt retired and interest paid by a community during the prior fiscal year, as well as authorized but unissued debt at year-end. Also known as the "Statement of Indebtedness."

**Deferred revenue**

Amounts that do not meet the criteria for revenue recognition. Also, earned amounts that are not yet available to liquidate liabilities of a current period.

**Deficit**

The excess of expenditures over revenues during an accounting period. Also refers to the excess of the liabilities of a fund over its assets.

**Demand letter**

Notice to a delinquent taxpayer of overdue taxes typically mailed soon after the thirty day, or otherwise determined, payment period has ended.

**Demand notice**

When a tax bill becomes past due, the collector sends a demand notice requesting payment. The collector is required to issue a demand before initiating a tax taking.

**Department**

A principal, functional, and administrative entity created by statute and the Town Manager to carry out specified public services.

**Department Of Revenue (DOR)**

State department responsible for collecting a wide variety of taxes, providing taxpayer support, and administering programs related to municipal finance through the Division of Local Services ([DLS](#)).

**Designated unreserved fund balance**

A limitation on the use of all or part of the expendable balance in a governmental fund.

**Division of Local Services (DLS)**

A division within the [DOR](#) (Department of Revenue) responsible for helping Massachusetts cities and towns achieve sound and efficient fiscal management through technical assistance, training, and oversight. DLS bureaus are responsible for ensuring the fairness and equity of local property taxation, the accuracy and quality of local accounting and treasury management, interpreting state laws that affect local governance, distributing local aid, maintaining a comprehensive databank on local finances, and auditing local school districts.

**Education Reform Act of 1993**

State law that authorized the seven-year, Ch. 70 funding program for education and that established spending targets for school districts as a means to remedy educational inequities. Scheduled to end by FY00, the program has been extended, pending agreement on further reforms.

**Emergency spending**

MGL [Chapter 44 §31](#) allows a community to spend in excess of appropriation in cases of major disasters that pose an immediate threat to the health or safety of persons or property, following the emergency declaration by council or selectmen and the approval of the Director of Accounts.

**Eminent domain**

The power of a government to take property for public purposes. Frequently used to obtain [real property](#) that cannot be purchased from owners in a voluntary transaction. Property owner receives fair compensation (market value at the time of the taking) as determined through court proceedings.

**Encumbrance**

A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that is chargeable to, but not yet paid from, a specific appropriation account.

**Enterprise Funds**

An enterprise fund, authorized by MGL [Ch. 44 §53F½](#), is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax [levy](#), if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs--are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "[surplus](#)" or [retained earnings](#) generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services. Barnstable has seven: water pollution, solid waste, golf course, airport, marinas, water and Sandy Neck Park. Both the costs and the revenues of the enterprise are segregated from other finances of the Town.

**Equalized Valuations (EQV)**

The determination of an estimate of the [full and fair cash value](#) of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some state aid accounts and for determining county assessments and other costs. The Commissioner of Revenue, in accordance with MGL [Ch. 58 §10C](#), is charged with the responsibility of biannually determining an equalized valuation for each city and town in the Commonwealth.

**Estimated receipts**

A term that typically refers to anticipated local revenues listed on page three of the Tax Recapitulation Sheet. Projects of local revenues are often based on the previous year's receipts and represent funding sources necessary to support a community's annual budget. ([See Local Receipts](#)).

**Excess levy capacity**

The difference between the [levy limit](#) and the amount of [real](#) and [personal property](#) taxes actually levied in a given year. Annually, the board of selectmen or city council must be informed of excess levy capacity and their acknowledgment must be submitted to [DOR](#) when setting the [tax rate](#).

**Exemptions**

A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include [veterans](#), [blind individuals](#), [surviving spouses](#), and [persons over 70 years of age](#).

**Expendable trust**

A fund, administered by the treasurer, from which both [principle](#) and [interest](#) can be expended for the purposes specified and agreed upon when the money was donated or transferred to the community. (See [Trust Fund](#); Non-Expendable Trust).

**Expenditure**

An outlay of money made by municipalities to provide the programs and services within their approved [budget](#).

**Expense**

An identified cost incurred to accomplish a particular goal.

**Fair market value**

Fair cash value has been defined by the Massachusetts Supreme Judicial Court as "fair market value, which is the price an owner willing but not under compulsion to sell ought to receive from one willing but not under compulsion to buy. It means the highest price that a normal purchaser not under peculiar compulsion will pay at the time, and cannot exceed the sum that the owner after reasonable effort could obtain for his property. A valuation limited to what the property is worth to the purchaser is not market value. The fair cash value is the value the property would have on January first of any taxable year in the hands of any owner, including the present owner" (Boston Gas Co. v. Assessors of Boston, 334 Mass. 549, 566 (1956)).

**Fiduciary funds**

Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include expendable trust, non-expendable trust, pension trust, and agency funds.

**Financial statement**

A presentation of the assets and liabilities of a community as of a particular date and most often prepared after the close of the fiscal year.

**Fiscal Year**

Since 1974, the Commonwealth and municipalities have operated on a budget cycle that begins July 1 and ends June 30. The designation of the fiscal year is that of the calendar year in which the fiscal year ends. For example, the 2000 fiscal year is July 1, 1999 to June 30, 2000. Since 1976, the federal government fiscal year has begun October 1 and ended September 30.

**Fixed assets**

Long-lived, tangible assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

**Fixed costs**

Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or [interest](#) on loans.

**Foundation budget**

The spending target imposed by the [Education Reform Act of 1993](#) for each school district as the level necessary to provide an adequate education for all students.

**Free Cash**

Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the [tax recapitulation sheet](#), and unspent amounts in [budget](#) line-items. Unpaid [property taxes](#) and certain [deficits](#) reduce the amount that can be certified as free cash. The calculation of free cash is based on the balance sheet as of June 30, which is submitted by the community's auditor, accountant, or comptroller. Important: free cash is not available for [appropriation](#) until certified by the Director of Accounts. (See [Available Funds](#))

**Full accrual**

A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

**Full and Fair Cash Value (FFCV)**

Fair cash value has been defined by the Massachusetts Supreme Judicial Court as "[fair market value](#)", which is the price an owner willing but not under compulsion to sell ought to receive from one willing but not under compulsion to buy. It means the highest price that a normal purchaser not under peculiar compulsion will pay at the time, and cannot exceed the sum that the owner after reasonable effort could obtain for his property. A valuation limited to what the property is worth to the purchaser is not market value. The fair cash value is the value the property would have on January first of any taxable year in the hands of any owner, including the present owner" (Boston Gas Co. v. Assessors of Boston, 334 Mass. 549, 566 (1956).

**Fund**

An accounting entity with a self balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

**Fund accounting**

Organizing the financial records of a municipality into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, [revenues](#), and [expenditures](#)) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the [general fund](#) and [enterprise funds](#). Communities whose accounting records are organized according to the [Uniform Municipal Accounting System \(UMAS\)](#) use multiple funds.

**Fund balance**

The difference between assets and liabilities reported in a governmental fund. Also known as fund equity. (See also [Unreserved Fund Balance](#))

**GASB 34**

A major pronouncement of the [Governmental Accounting Standards Board](#) that establishes new criteria on the form and content of governmental financial statements. [GASB 34](#) requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering services and value estimates on public infrastructure assets, such as bridges, road, sewers, etc. It also requires the presentation of a narrative statement analyzing the government's financial performance, trends and prospects for the future.

**GASB 45**

This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other post-employment benefits (See OPEB) in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

For additional information see Technical Assistance Best Practice: [Other Post-Employment Benefits](#)

**General fund**

The [fund](#) used to account for most financial resources and activities governed by the normal town meeting/city council [appropriation](#) process.

**General fund subsidy**

Most often used in the context of [enterprise funds](#). When the [revenue](#) generated by rates, or user fees, are insufficient to cover the cost to provide the particular service, general fund money is used to close the gap in the form of a subsidy. The subsidy may or may not be recovered by the [general fund](#) in subsequent years.

**General ledger**

The accountant's record of original entry, which is instrumental in forming a paper trail of all government financial activity.

**General obligation bonds**

[Bonds](#) issued by a municipality for purposes allowed by statute that are backed by the [full faith and credit](#) of its taxing authority.

**Generally Accepted Accounting Principles (GAAP)**

Uniform minimum standards and guidelines for financial accounting and reporting that serve to achieve some level of standardization

**Generally Accepted Auditing Standards (GAAS)**

Accounting standards that define the conventions, rules, and procedures necessary to make valid financial presentations. The Governmental Accounting Standards Board ([GASB](#)) provides specific interpretations of the [GAAP](#) for application in state and local governments. Criteria used by auditors to determine if financial statements are fairly presented.



**Generally Accepted Government Auditing Standards (GAGAS)**

These are auditing standards established by the U.S. General Accounting Office publication "Government Auditing Standards" (1988) also known as the "[Yellow Book](#)". GAGAS for financial statement audits incorporate the field work and reporting standards of [GAAS](#).

**Government accounting standards board (GASB)**

The ultimate authoritative on accounting and financial reporting standard-setting body for state and local governments.

**Governmental funds**

Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, capital projects funds, debt service funds, and permanent funds.

**Grant**

A contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal government. Grants are usually made for specific purposes.

**Grant Anticipation Notes (GAN)**

Short-term, interest-bearing notes issued by a government to raise capital to be repaid by grants proceeds, which are anticipated at a later date. GANS allow the recipient of the grant to begin carrying out the purpose of the grant immediately.

**Hotel/Motel Excise**

A local option since 1985 that allows a community to assess a tax on short-term room occupancy. The community may levy up to 4 percent of the charge for stays of less than 90 days at hotels, motels and lodging houses. The convention center legislation imposed an additional 2.75 percent charge in Boston, Cambridge, Chicopee, Springfield, West Springfield and Worcester.

**House 1 (Governor's 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.

**Land court**

Established in 1898, the Land Court has the exclusive jurisdiction to foreclose rights of redemption on a property in tax title.

## Legal Level of Budgetary Control

The level at which a government's management may not reallocate resources without approval from the legislative body

## Levy

The amount a community raises through the property tax. The [levy](#) can be any amount up to the [levy limit](#), which is re-established every year in accordance with [Proposition 2½ provisions](#).

## Levy ceiling

A levy ceiling is one of two types of [levy](#) (tax) restrictions imposed by MGL Ch. 59 §21C ([Proposition 2½](#)). It states that, in any year, the real and personal property taxes imposed may not exceed 2½ percent of the total [full and fair cash value](#) of all taxable property. Property taxes levied may exceed this limit only if the community passes a capital exclusion, a [debt exclusion](#), or a [special exclusion](#). (See [Levy Limit](#)).

## Levy limit

A levy limit is one of two types of [levy](#) (tax) restrictions imposed by MGL Ch. 59 §21C ([Proposition 2½](#)). It states that the real and personal property taxes imposed by a city or town may only grow each year by 2½ percent of the prior year's levy limit, plus [new growth](#) and any [overrides](#) or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, [debt exclusion](#), or [special exclusion](#). (See [Levy Ceiling](#)).

## Lien

A legal claim against real or personal property to protect the interest of a party (i.e., a city or town) to whom a debt is owed (i.e., taxes). In the case of real property, the lien in favor of a municipality automatically arises each January 1, but must be secured through other action. On other property, a lien must be recorded to become secure.

## Line item budget

A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

## Local aid

Revenue allocated by the Commonwealth to cities, towns, and regional school districts. Estimates of local aid are transmitted to cities, towns, and districts annually by the "[Cherry Sheets](#)." Most Cherry Sheet aid programs are considered [general fund](#) revenues and may be spent for any purpose, subject to [appropriation](#).

## Local receipts

Locally generated [revenues](#), other than real and personal property taxes. Examples include [motor vehicle excise](#), investment income, [hotel/motel tax](#), fees, rentals, and charges. Annual estimates of local receipts are shown on the [tax rate recapitulation sheet](#).

## Long-term debt

Community borrowing, or outstanding balance at any given time, involving loans with a [maturity date](#) of 12 months or more. (See Permanent Debt).

## Maintenance budget

A no-growth budget that continues appropriations for programs and services at their current year levels. The actual [appropriation](#) to maintain programs and services may still increase due to inflation or other factors.

**Market value**

Fair cash value has been defined by the Massachusetts Supreme Judicial Court as "fair market value, which is the price an owner willing but not under compulsion to sell ought to receive from one willing but not under compulsion to buy. It means the highest price that a normal purchaser not under peculiar compulsion will pay at the time, and cannot exceed the sum that the owner after reasonable effort could obtain for his property. A [valuation](#) limited to what the property is worth to the purchaser is not market value. The fair cash value is the value the property would have on January first of any taxable year in the hands of any owner, including the present owner" (Boston Gas Co. v. Assessors of Boston, 334 Mass. 549, 566 (1956)).

**Mass appraisal**

Use of standardized procedures for collecting data and appraising property to ensure that all properties within a municipality are valued uniformly and equitably.

**Massachusetts  
General Laws (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 Benefits (OPEB)

(Other Post Employment Benefits) Employees of state and local governments may be compensated in a variety of forms in exchange for service that will not be received until after their employment with the government ends. The most common type of these post employment benefits is a pension. Post employment benefits other than pensions generally take the form of health insurance and dental, vision, prescription, or other healthcare benefits provided to eligible retirees, including in some cases their beneficiaries. They may also include some type of life insurance. As a group, these are referred to as OPEB. (See GASB 45).

## Outside debt

Municipal borrowing for purposes enumerated in MGL [Ch. 44, §8](#), the debt incurred for which is not measured against the community's [debt limit](#) per [Ch. 10](#). Consequently, the borrowing is outside the debt limit and referred to as outside debt. (See Inside Debt).

## Overlapping debt

A community's proportionate share of the [debt](#) incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.

## Overlay reserve

An account established annually to [fund](#) anticipated property tax [abatements](#), exemptions and uncollected taxes in that year. The overlay reserve is not established by the normal [appropriation](#) process, but rather is raised on the [tax rate recapitulation](#) sheet.

## Overlay Deficit

A [deficit](#) that occurs when the amount of [overlay](#) raised in a given year is insufficient to cover abatements, statutory exemptions, and uncollected taxes for that year. Overlay deficits must be provided for in the next fiscal year.

**Overlay Surplus**

Any balance in the [overlay](#) account of a given year in excess of the amount remaining to be collected or abated can be transferred into this account. Within ten days of a written request by the chief executive officer of a city or town, the assessors must provide a certification of the excess amount of overlay available to transfer. Overlay surplus may be appropriated for any lawful purpose. At the end of each fiscal year, unused overlay surplus is "closed" to surplus revenue; in other words, it becomes a part of [free cash](#).

**Override**

A vote by a community at an election to permanently increase the levy limit. An override vote may increase the [levy limit](#) no higher than the [levy ceiling](#). The override question on the election ballot must state a purpose for the override and the dollar amount. (See [underide](#))

**Override capacity**

The difference between a community's [levy ceiling](#) and its [levy limit](#). It is the maximum amount by which a community may [override](#) its levy limit.

**Payments in lieu of taxes**

An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the payer agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.

**Performance audit**

Such [audits](#) examine the implicit assertion of management, that it is meeting its responsibilities efficiently and effectively. Performance audits typically focus on individual departments, agencies, activities, or functions within a government.

**Performance budget**

A budget that stresses output both in terms of economy and efficiency.

**Personal property tax**

Movable items not permanently affixed to, or part of the real estate. It is assessed separately from real estate to certain businesses, public utilities, and owners of homes that are not their primary residences.

**Personnel Costs**

The cost of salaries, wages and related employment benefits.

**Preliminary tax bill**

The tax bill for the first two quarters of the fiscal year sent, no later than July 1, by communities on a [quarterly tax billing](#) cycle. The tax due on a preliminary tax bill can be no greater than the amount due in the last two quarters of the previous fiscal year.

**Program**

A combination of activities to accomplish an end.

**Program budget**

A budget that relates [expenditures](#) to the programs they [fund](#). The emphasis of a program budget is on output.

**Property tax levy (see levy)**

The amount a community raises through the property tax. The [levy](#) can be any amount up to the [levy limit](#), which is re-established every year in accordance with [Proposition 2½](#) provisions.

**Proposition 2 1/2**

State law enacted in 1980 that regulates local property tax administration. Major provisions of this legislation are located in [MGL Ch 59 - Assessment of Local Taxes § 21C](#) and relate to the determination of a [levy limit](#) and [levy ceiling](#) for each town.

**Proprietary funds**

[Funds](#) that account for government's business-type activities (e.g., activities that receive a significant portion of their funding through user charges). The fund types included in proprietary funds are the [enterprise fund](#) and the [internal service fund](#). The internal service fund accounts for certain central services (e.g., data processing, printing, postage, motor pool) and then allocates the cost among departments or funds within the governmental unit.

**Public Employee****Retirement  
Administration  
(PERAC)**

The Public Employee Retirement Administration oversees and directs the state retirement system and administers benefits for members.

**Purchase order**

An official document or form authorizing the purchase of products and services. Outstanding purchase orders are called encumbrances.

**Quarterly tax bills**

Local option to issue two estimated (or three estimated when authorized by the General Court) property tax bills followed by two (or one, if three estimated) regular bills by prescribed dates.

**Real property**

Land, buildings and the rights and benefits inherent in owning them.

**Receipts reserved**

Proceeds that are earmarked by law and placed in separate accounts for [appropriation](#) for particular purposes. For example, parking meter proceeds may be appropriated to offset certain expenses for parking meters and the regulation of parking and other traffic activities.

**Recertification (see  
triennial  
certification)**

The Commissioner of Revenue, through the [Bureau of Local Assessment](#), is required to review local [assessed values](#) every three years and to certify that they represent [full and fair cash value \(FFCV\)](#). Refer to MGL [Ch. 40 §56](#) and [Ch. 59 §2A\(c\)](#).

**Requisition**

Form used by the requesting department when ordering products and services from external vendors. This document generates a Purchase Order.

**Reserve for  
abatements and  
exemptions (see  
overlay)**

An account established annually to fund anticipated property tax [abatements](#), exemptions and uncollected taxes in that year. The [overlay reserve](#) is not established by the normal [appropriation](#) process, but rather is raised on the [tax rate recapitulation sheet](#).



**Reserve Fund**

An amount set aside annually within the budget of a city (not to exceed 3 percent of the tax [levy](#) for the preceding year) or town (not to exceed 5 percent of the tax levy for the preceding year) to provide a funding source for extraordinary or unforeseen expenditures. In a town, the finance committee can authorize transfers from this fund for "extraordinary or unforeseen" expenditures. Other uses of the fund require budgetary transfers by town meeting. In a city, transfers from this fund may be voted by the city council upon recommendation of the mayor.

**Reserves**

Money accumulated for future expenditure. The General Fund savings account and the Stabilization Fund are general reserves that may be used for a wide variety of purposes. Some reserves are available only for restricted purposes, for example, the Pension and Insurance reserve.

**Rating agencies**

This term usually refers to Moody's Investors Service, Standard and Poor's Corporation, and Fitch ICBA, Inc. These are the three major agencies which issue credit ratings on municipal bonds.

**Registered bonds**

Bonds registered on the books of the issuer as to ownership; the transfer of ownership must also be recorded on the books of the issuer. Recent changes in federal tax laws mandate that all municipal bonds be registered if their tax exempt status is to be retained.

**Reserve for contingencies**

A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for. The Town Council has a 4 percent policy reserve that sets aside a portion of the certified General Fund savings account balance that is equal to 4 percent of the Town's General Fund budget, net of transfers.

**Residential exemption**

An option that allows a community to grant an [exemption](#) to owner occupied residential properties of up to 20 percent. The exemption shifts a portion of the tax burden, within the residential class, away from lower valued, single family homes to multi-family properties, apartment buildings and non-resident property owners. Boston, Cambridge and Somerville have been granted special legislation to increase the percentage shifted to 30 percent. The legislation is as follows:

Boston - [Chapter 403 of the Acts of 2003](#)

Cambridge - [Chapter 90 of the Acts of 2003](#)

Somerville - [Chapter 257 of the Acts of 2000](#)

**Retained earnings**

An equity account reflecting the accumulated earnings of an enterprise fund that may be used to fund [capital improvements](#), to reimburse the [general fund](#) for prior year subsidies, to reduce user charges and to provide for enterprise revenue deficits (operating loss).



**Revaluation**

The assessors of each community are responsible for developing a reasonable and realistic program to achieve the [fair cash valuation](#) of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information. Every three years, assessors must submit [property values](#) to the [DOR](#) for certification. Assessors must also maintain current values in the years between certifications so that each taxpayer in the community pays his or her share of the cost of local government in proportion to the value of his property. (See [Triennial Certification](#))

**Revenue Anticipation Note (RAN)**

A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANS are [full faith and credit obligations](#). (See [Tax Anticipation Notes](#), [Bond Anticipation Notes](#))

**Revenue deficit**

The amount by which actual [revenues](#) at year-end fall short of projected revenues and are insufficient to fund the amount appropriated. In such a case and unless otherwise funded, the revenue [deficit](#) must be raised in the following year's [tax rate](#).

**Revenues**

All monies received by a governmental unit from any source.

**Revolving fund**

Allows a community to raise [revenues](#) from a specific service and use those revenues without [appropriation](#) to support the service. For departmental revolving funds, MGL [Ch. 44 §53E½](#) stipulates that each fund must be re-authorized each year at annual town meeting or by city council action, and that a limit on the total amount that may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also charged for all associated fringe benefits.

**Sale of cemetery lots fund**

A fund established to account for proceeds of the sale of cemetery lots. The proceeds may only be appropriated to pay for the cost of the land, its care and improvement or the enlargement of the cemetery under provisions of MGL [Ch. 114 §15](#).

**Sale of real estate fund**

A [fund](#) established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through [tax title](#) foreclosure. MGL [Ch. 44 §63](#) states that such proceeds shall be applied first to the retirement of debt on the property sold. In the absence of such debt, funds may generally be used for purposes for which the city or town is authorized to borrow for a period of five years or more.

**School choice aid**

A component of [Chapter 70](#) state aid provided to a municipality for public education. If a district is spending below the [foundation budget](#) and it was a "sending" district under school choice in the prior fiscal year (FY), the district generally receives school choice aid in an amount equal to any increase in its prior year estimated gross school choice liability, when compared to the previous year.

**Short-term debt**

Outstanding balance, at any given time, on amounts borrowed with a [maturity date](#) of 12 months or less. (See [Note](#))

**Small commercial exemption**

A [property tax classification](#) option where a community may exempt up to 10 percent of the value of Class Three, Commercial [parcels](#). In effect, the option shifts the tax burden from parcels occupied by small businesses to those occupied by other commercial and industrial taxpayers. Eligible small businesses have an average annual employment of no more than ten persons. (See [Information Guideline Release 00-403](#))

**Special assessments  
(see betterments)**

Whenever part of a community benefits from a public improvement, or [betterment](#) (e.g., water, sewer, sidewalks, etc.), special property taxes may be assessed to the property owners of that area to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property [parcel](#) receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of up to 20 years. In this case, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the [tax bill](#) until the betterment has been paid.

**Special exclusion**

For a few limited capital purposes, a community may exceed its [levy limit](#) or [levy ceiling](#) without voter approval. Presently, there are two special expenditure exclusions: 1) water and sewer project debt service costs which reduce the water and sewer rates by the same amount; and 2) a program to assist homeowners to repair or replace faulty septic systems, remove underground fuel storage tanks, or remove dangerous levels of lead paint to meet public health and safety code requirements. In the second special exclusion, homeowners repay the municipality for the cost plus interest apportioned over a period of time, not to exceed 20 years (similar to [betterments](#)).

**Special purpose fund**

Money set aside by [appropriation](#) for specific purposes authorized by statute only. Money remains in the [fund](#) from year-to-year, but unlike special revenue fund balances, can be diverted to other uses by vote of the appropriating authority.

**Special revenue fund**

[Funds](#), established by statute only, containing [revenues](#) that are earmarked for and restricted to [expenditures](#) for specific purposes. Special revenue funds include [receipts reserved](#) for appropriation, [revolving funds](#), and grants from governmental entities and gifts from private individuals or organizations.

**Stabilization fund**

A fund designed to accumulate amounts for [capital](#) and other future spending purposes, although it may be appropriated for any lawful purpose (MGL [Ch. 40 §5B](#)). Communities may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed ten percent of the prior year's tax [levy](#). The total of all stabilization fund balances shall not exceed ten percent of the community's [equalized value](#), and any interest shall be added to and become a part of the funds. A two-thirds vote of town meeting or city council is required to establish, amend the purpose of, or appropriate money from the stabilization fund

**Submitted budget**

The proposed budget that has been approved by the Town Manager and forwarded to the Town Council for their approval. The Council must act upon the submitted budget within prescribed guidelines and limitations according to statute and the Town charter.

**Supplemental appropriations**

Appropriations made by the Town Council after an initial appropriation to cover expenditures beyond original estimates.

**Surplus revenue**

The amount by which [cash](#), accounts receivable, and other assets exceed liabilities and reserves.

**Tax Anticipation Note (TAN)**

A short-term note issued to provide cash to cover operating expenses in anticipation of tax proceeds.

**Tax rate**

The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable [real and personal property](#).

**Tax recapitulation sheet**

A document submitted by a city or town to the [DOR](#) in order to set a property [tax rate](#). The recap sheet shows all estimated [revenues](#) and actual [appropriations](#) that affect the property tax rate. The recap sheet should be submitted to the DOR by September 1 (in order to issue the first-half semiannual property tax bills before October 1) or by December 1 (in order to issue the third [quarterly property tax bills](#) before January 1).

**Tax title**

A collection procedure that secures a city or town's lien on [real property](#) and protects the municipality's right to payment of overdue property taxes. Otherwise, the [lien](#) expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city or town. After properly recording the instrument of taking, the collector transfers responsibility for collecting the overdue amounts to the treasurer. After six months, the treasurer may initiate foreclosure proceedings.

<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 (UMAS)</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 Principles (GAAP)</a> , offers increased consistency in reporting and record keeping, as well as enhanced comparability of data among cities and towns.
<b>Undesignated fund balance</b>	Monies in the various government funds as of June 30 that are neither <a href="#">encumbered</a> nor reserved, and are therefore available for <a href="#">expenditure</a> once certified as part of <a href="#">free cash</a> . (See Designated Fund Balance)
<b>Unfunded mandate</b>	A requirement imposed by law, regulation or order without underlying financial support, thereby resulting in direct or <a href="#">indirect costs</a> to the body made responsible for its implementation.
<b>Unfunded pension liability</b>	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.
<b>Override</b>	A vote by a community to permanently decrease the tax <a href="#">levy limit</a> . As such, it is the exact opposite of an <a href="#">override</a> .
<b>Unreserved fund balance</b>	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

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## ALL ISSUED DEBT OUTSTANDING AS OF JUNE 30, 2015

Purpose	Issue Date	Maturity Date	Original Amount	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Total	
				FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034		FY 2035
Sandy Neck Beach House II	06/14/11	06/15/26	81,000	7,219	7,069	6,919	6,719	6,519	6,319	6,119	5,919	5,719	5,550	10,375	-	-	-	-	-	-	-	-	89,281	
Sandy Neck Beach House I	06/14/11	06/15/31	966,491	71,406	70,206	69,006	72,406	70,606	68,806	72,006	70,006	68,006	71,319	69,394	72,331	70,081	67,681	70,281	67,681	-	-	-	1,256,838	
Sandy Neck Beach House III	06/14/11	06/15/31	217,509	16,856	16,556	16,256	15,856	15,456	15,056	14,656	14,256	13,856	13,519	13,169	12,794	17,419	16,819	16,219	15,619	-	-	-	278,875	
<b>Total Sandy Neck Enterprise Fund</b>				<b>95,481</b>	<b>93,831</b>	<b>92,181</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>	<b>84,500</b>	<b>86,500</b>	<b>83,300</b>	-	-	-	<b>1,624,994</b>	
CTF HYCC 1 Subseq Refunding Bonds	02/15/07	02/15/27	1,000,000	71,718	70,546	66,446	64,390	62,230	60,310	58,390	56,470	53,550	51,670	49,790	47,380	-	-	-	-	-	-	-	870,164	
CTF HYCC 2 Subseq Refunding Bonds	02/15/07	02/15/27	8,000,000	579,694	564,190	535,190	515,775	495,450	480,170	463,890	447,650	430,450	413,330	396,290	380,070	-	-	-	-	-	-	-	6,960,349	
CTF HYCC 3 Subseq Refunding Bonds	02/15/07	02/15/27	1,600,000	115,765	112,845	107,645	103,135	98,670	95,630	92,590	89,550	86,510	82,470	79,470	76,220	-	-	-	-	-	-	-	1,392,140	
CTF HYCC 4	06/15/08		6,765,000	524,105	508,895	496,220	480,165	466,645	453,125	439,605	425,663	410,298	395,975	381,653	366,909	352,165	-	-	-	-	-	-	6,785,121	
<b>Total HYCC Enterprise Fund</b>				<b>1,291,282</b>	<b>1,256,476</b>	<b>1,205,501</b>	<b>1,163,465</b>	<b>1,122,995</b>	<b>1,089,235</b>	<b>1,054,475</b>	<b>1,019,333</b>	<b>980,808</b>	<b>943,445</b>	<b>907,203</b>	<b>870,579</b>	<b>352,165</b>	-	-	-	-	-	-	<b>16,007,774</b>	
Land Acquisition - 2004-105 Bonehill	06/15/05	06/15/25	200,000	13,325	12,143	11,813	11,565	11,160	10,800	10,440	10,080	9,720	9,360	-	-	-	-	-	-	-	-	-	135,482	
Land Acquisition - 06-15-05 - 2004-106	06/15/05	06/15/25	180,000	12,617	12,432	10,832	10,845	11,440	11,040	10,640	10,240	9,840	9,440	4,160	-	-	-	-	-	-	-	-	111,051	
Land Acquisition - Hyannis Golf Subseq Refunding Bonds	06/15/05	06/15/25	5,500,000	349,629	338,981	328,741	321,835	308,540	301,580	286,500	277,620	266,700	255,320	-	-	-	-	-	-	-	-	-	3,725,916	
Land Acquisition - Archibald Subseq Refunding Bonds	02/15/07	02/15/26	500,000	35,486	34,490	32,490	31,410	30,330	29,370	28,410	26,450	25,530	24,610	23,690	-	-	-	-	-	-	-	-	398,779	
Town Hall Renovations	06/15/10	06/15/30	1,332,520	106,894	98,394	95,144	93,519	90,269	88,319	86,369	84,256	82,144	79,869	77,594	75,238	72,638	70,200	67,600	-	-	-	-	1,486,431	
Land Acquisition Refunded	06/14/11	16/15/22	7,065,000	931,310	893,510	856,160	817,960	684,120	624,480	526,240	-	-	-	-	-	-	-	-	-	-	-	-	7,296,360	
Advance Refund 6/15/2003 Land Acquisitions	04/18/12	09/15/22	964,600	125,234	116,834	113,034	109,709	106,859	104,009	100,684	96,492	-	-	-	-	-	-	-	-	-	-	-	1,132,323	
Advance Refund 6/15/2004 Landbank Acquisitions-	04/18/12	09/15/22	5,385,600	774,149	747,584	713,224	682,234	650,624	623,374	597,544	567,732	-	-	-	-	-	-	-	-	-	-	-	6,361,773	
Advance Refund 6/15/2004 Landbank Acquisitions	04/18/12	09/15/22	227,300	31,625	30,750	29,750	28,875	28,125	27,375	26,500	25,500	-	-	-	-	-	-	-	-	-	-	-	268,625	
<b>Total Community Preservation Fund</b>				<b>2,380,269</b>	<b>2,285,118</b>	<b>2,191,188</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>	<b>70,200</b>	<b>67,600</b>	-	-	-	-	<b>20,916,740</b>	
Title V - Phase I - 97-1131 Series 6-	07/25/02	08/01/20	197,403	13,529	12,944	12,359	11,774	11,209	10,468	-	-	-	-	-	-	-	-	-	-	-	-	-	101,095	
Title V - Phase I - 97-1131 Series 6	07/01/04	08/01/22	190,580	13,735	13,236	12,737	12,239	11,741	11,242	10,969	10,459	-	-	-	-	-	-	-	-	-	-	-	125,374	
Title V - Phase III - Pool 11 T5-97-1131-2	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	10,000	10,000	-	-	-	-	-	-	-	-	130,000	
Title V - Phase IV - Pool 11 T5-97-1131-3	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	10,000	10,000	-	-	-	-	-	-	-	-	130,000	
Title V - Phase V - Pool 12 97-1131-4D	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	10,000	10,000	10,000	-	-	-	-	-	-	-	140,000	
<b>Total Title V</b>				<b>57,264</b>	<b>56,180</b>	<b>55,096</b>	<b>54,013</b>	<b>52,950</b>	<b>51,710</b>	<b>40,969</b>	<b>40,459</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>10,000</b>	-	-	-	-	-	-	-	<b>626,469</b>	
MWPAT CWS-09-07	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	199,318	199,318	199,318	199,318	199,318	199,318	-	-	-	3,587,723	
Sewer CWS-09-07-A Series 16	06/13/12	07/15/32	5,348,080	321,797	322,139	322,489	322,846	323,212	323,585	323,966	324,355	324,754	325,161	325,576	326,001	326,434	326,878	327,331	327,793	328,267	328,749	-	6,493,928	
<b>Total Sewer Construction Trust Fund</b>				<b>521,115</b>	<b>521,456</b>	<b>521,807</b>	<b>522,164</b>	<b>522,531</b>	<b>522,903</b>	<b>523,284</b>	<b>523,673</b>	<b>524,072</b>	<b>524,479</b>	<b>524,894</b>	<b>525,319</b>	<b>525,752</b>	<b>526,196</b>	<b>526,649</b>	<b>527,112</b>	<b>328,267</b>	<b>328,749</b>	-	<b>10,081,651</b>	
<b>Total Enterprise Fund Bonds</b>				<b>7,531,703</b>	<b>7,371,998</b>	<b>6,902,255</b>	<b>6,777,377</b>	<b>6,212,956</b>	<b>5,899,308</b>	<b>5,654,854</b>	<b>5,033,803</b>	<b>4,137,676</b>	<b>3,969,172</b>	<b>3,369,707</b>	<b>3,282,352</b>	<b>2,026,909</b>	<b>1,201,498</b>	<b>1,154,549</b>	<b>1,003,840</b>	<b>500,081</b>	<b>500,202</b>	<b>21,200</b>	<b>20,600</b>	<b>87,557,407</b>
<b>Grand Total</b>				<b>16,154,684</b>	<b>15,419,163</b>	<b>14,650,774</b>	<b>14,240,566</b>	<b>9,896,474</b>	<b>8,345,127</b>	<b>7,616,948</b>	<b>6,829,124</b>	<b>5,458,890</b>	<b>4,721,864</b>	<b>4,064,268</b>	<b>3,762,413</b>	<b>2,396,809</b>	<b>1,526,041</b>	<b>1,454,899</b>	<b>1,188,340</b>	<b>639,181</b>	<b>625,552</b>	<b>143,100</b>	<b>139,050</b>	<b>151,456,016</b>

## The 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 program care is taken to ensure that the services provided and the capital investments made are necessary to maintain or improve the citizenry's quality of life. Every funding decision made takes this into consideration.

*Building the Budget*

## **Budget Schedule**

### ***September/October – The Ten Year Forecast***

The budget process begins with the preparation of the Ten-Year Financial Forecast. The forecast is designed to project the financial position of the Town for the subsequent ten 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***

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***

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 committee of Town and School officials reviews the requests and assigns a numerical ranking to each request using 11 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***

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.



### **Basis of Budgeting**

The budget presents General Fund and Enterprise Funds, which are required to be appropriated by the Town Council in accordance with the municipal finance laws of the Commonwealth of Massachusetts.

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.

Pursuant to Chapter 44, Section 32 of the Massachusetts General Laws, the Town adopts an annual 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

Proposed expenditure appropriations for all departments and operations of the town, except that of Public Schools, 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 FY16 budget is balanced using appropriated fund balance for one-time capital expenditures and non-recurring operating expenses.

	Estimated Current Year Receipts	Transfer From Surplus	Transfer From General Fund	Capital Trust Fund	Special Revenue Funds	Trust Funds	Closed Projects	Grants	Borrowing Auth.	Total Receipts	Total Appropriations
General Fund	\$144,287,565	\$4,048,160	\$0	\$0	\$640,053	\$280,000	\$0	\$0	\$0	\$149,255,778	\$149,255,778
Airport Enterprise Fund	7,915,852	-	-	-	-	-	-	-	-	7,915,852	7,915,852
Golf Enterprise Fund	3,117,308	-	125,598	-	-	-	-	-	-	3,242,906	3,242,906
Solid Waste Enterprise Fund	2,751,900	610,911	-	-	-	-	-	-	-	3,362,811	3,362,811
Water Pollution Control Enterprise Fun	4,463,158	-	-	-	-	-	-	-	-	4,463,158	4,463,158
Water Enterprise Fund	4,389,768	-	-	-	-	-	-	-	-	4,389,768	4,389,768
HYCC Enterprise Fund	1,175,450	125,000	592,820	1,292,000	-	-	-	-	-	3,185,270	3,185,270
Marina Enterprise Fund	1,626,500	170,000	-	61,231	24,000	-	-	-	-	1,881,731	1,881,731
Sandy Neck Enterprise Fund	815,717	50,000	-	-	-	-	-	-	-	865,717	865,717
Capital Program	-	1,604,150	-	3,829,832	-	-	494,868	5,422,350	16,065,000	27,416,200	27,416,200
Totals	\$170,543,218	\$6,608,220	\$718,418	\$5,183,063	\$664,053	\$280,000	\$494,868	\$5,422,350	\$16,065,000	\$205,979,190	\$205,979,190

A total of \$6,608,220 of reserves will be used to fund the operating and capital budgets. This represents 3.2% of the overall budget. \$5,004,070 will be used for operations; a majority of which will be for the FY15 snow removal costs, and \$1,604,150 for the capital program.

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

Upon adoption of the budget, staff updates the approved Operating and Capital Budgets, incorporating all changes from the proposed budget. The approved budget is published in late June. Pursuant to the Town Charter, Section 6-4, the Town Manager may make certain changes within the Operating Budget appropriation 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.

## ***Long-Term Budget Planning***

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

### ***New Property Tax Growth***

Additional taxes generated from new building growth are estimated to 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***

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. If the State were to fully fund this formula, the Town would receive an additional \$1 million per year based on its current foundation budget. Limited financial resources over the past few years have made it difficult for the State to honor this commitment. The Town is projecting that the state will phase this additional aid in over a five (5) year period as the economy improves.

### ***Unrestricted General Government Aid***

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***

The town currently receives about \$3.5 million annually from the Massachusetts School Building Authority (MSBA). The budget assumes this funding will continue as scheduled. In addition, school officials have submitted "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.

**Significant Budget Considerations**



### **Investment Income**

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**

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 also increase every year by any negotiated cost of living allowances.

### **Health Insurance**

The Town of Barnstable belongs to a joint purchasing group (Cape Cod Municipal Health Group) for procuring health insurance for its employees. The group implemented plan design changes in FY13 that may assist in mitigating the annual cost increases in premiums as the changes encourage the more effective use of health insurance. 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. Plan design changes are expected to be made again in FY17. For FY16, rates are projected to increase 10%.

### **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 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 2038 as allowed by State law. The system could go as far as 2040.

### **Other Post-Employment Benefits**

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 2014 by an estimated \$4 million and the Town's balance sheet liability grew to \$40 million. In essence, to fully fund health insurance for active and retired employees, the town

would have to budget \$4 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. Finally, House Bill 59; if passed will require the Town to pay for 50% of the health insurance costs for surviving spouses; a benefit that is not currently offered. This could add millions to the Town's unfunded OPEB liability. 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.

### **Utilities and Fuel**

The FY16 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 four new electric vehicles. 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 7 megawatt solar array at the Barnstable Municipal Airport. Collectively, these systems are expected to generate close to \$1 million in additional revenue annually. This new revenue source will be used to balance operating budgets as well as increase funding for the capital program.

### **Private Roads**

The Town has a significant inventory of private roads. Many of these roads are breaking down to the point where they need major repairs. Some of these roads can be considered public roads just by the very nature of their use; especially ones that connect one public way to another public way. 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. The FY16 capital program includes the improvements to four (4) private roads that are predominantly used by commuters.

### **Clean Water**

This challenge involves two major pieces: expanding and constructing sewer collection systems and upgrading and maintaining existing sewer collection systems. Protecting the town's water resources is one of the most immediate issues facing the community. The Town has resurrected a Citizen's Advisory Committee which is charged with reviewing scientific and technological data associated with protecting the town's water resources. In addition, the Town's Comprehensive Financial Advisory Committee (CFAC) has reported on a financing method for funding a comprehensive water resource protection program. In

summary, their report concluded that new revenue sources would need to be created as existing town resources were inadequate for addressing this program. Some of their recommendations could be implemented while others would require special or general legislation to be passed. The Town Council adopted several measures (not necessarily CFAC's recommendations) 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.

### **Water Supply**

The Department of Public Works and the Hyannis Water Board have developed a comprehensive capital improvement program for the water operations. A combination of rate increases and mitigation money will finance the capital plan. Absent of mitigation funds, it is estimated that a rate increase of 3% per year will provide a debt financed water line replacement program of \$1 million per year. A well exploration program is in place to enhance water resources and it is expected that major capital expenditures for the system will be made. Water rates will be expected to cover the cost of this capital program.

### **Capital Program**

The Town of Barnstable has an inventory of over \$400 million in fixed assets. This includes land, land improvements, buildings, equipment and machinery, furniture and fixtures, boats, vehicles, trailers, computers, roads, sidewalks, bridges, runways, marinas, parks, fresh water ponds and lakes, dredged waterways, beaches, water and sewer lines and other. This inventory of assets requires the town to invest considerable funds to replace or improve the assets over time. Town departments have identified in excess of \$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 10 years to fund all of the projects submitted for FY16.

### **Infrastructure Maintenance**

Town and school infrastructure is aging. Adequate funds need to be directed to the annual maintenance and improvement of these assets. When budgets are constricted, this is one of the first reductions made. The town must continue to find ways to augment currently allocated funds to the maintenance of infrastructure as well as identify opportunities to close facilities no longer needed. Most notably are the town's elementary school facilities which 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 07-08 school year. Cotuit, Marstons Mills and Osterville Elementary schools were closed after the 08-09 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**

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 challenge will be to implement this as part of the School Department's annual operating budget. The Information Technology Division within the municipal operations budget has a financial plan that includes \$105,000 annually for hardware and software upgrades and the Police Department receives \$32,000. The FY16 Capital Program provides additional resources for the School Department.

### **Special Education**

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 immensely 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 FY15, 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**

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 FY14 by nearly \$9 million and it is anticipated the FY15 and FY16 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 General Fund reserve, also known as free cash, is certified every year by the Massachusetts Department of Revenue. From this reserve, the Town Council's policy is to set aside an amount equal to 4% of the 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 \$13.4 million in the savings account is distributed in accordance with the revenue sharing agreement as follows:

Municipal savings	\$3.1 million
School savings	\$4.7 million
Town Council reserve	\$5.6 million
Total	\$13.4 million

### **Bond Ratings**

The Town continues to manage its financial affairs in a prudent manner. In FY15, 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 from Aa3 to Aa1. These excellent bond ratings should contribute to more favorable borrowing costs for the Town.

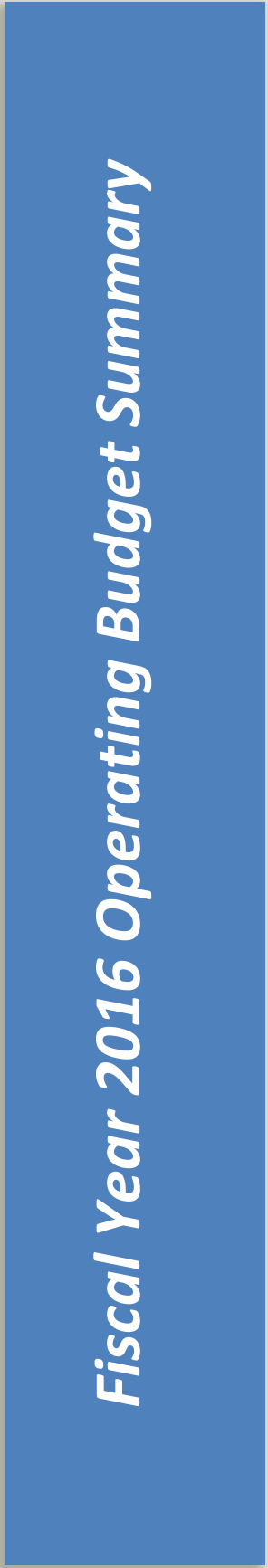
### **Borrowing Rates**

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 \$22.9 million in January 2015 resulted in a net interest cost of 1.79% 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.

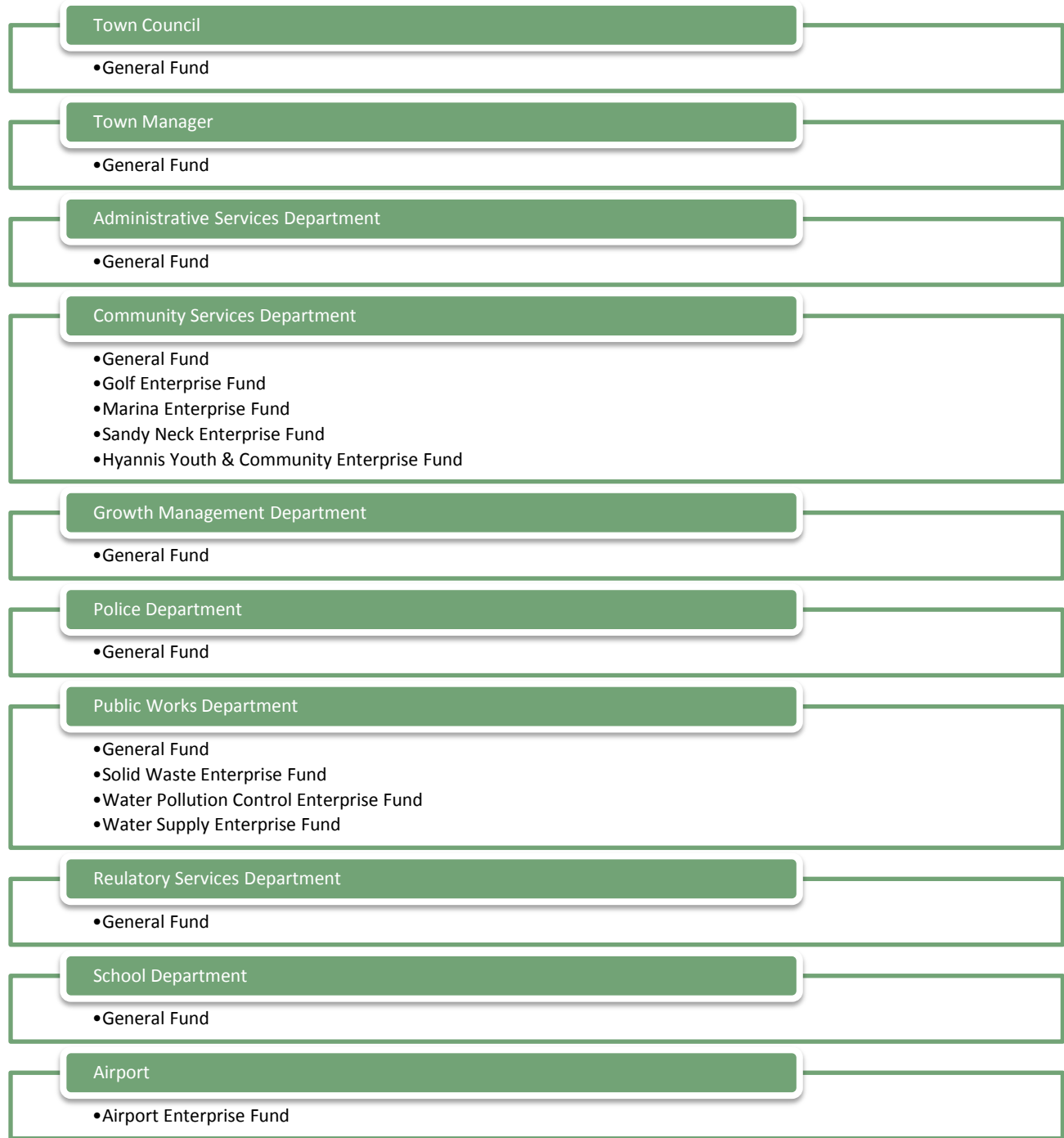
## Financial Fund Structure

The Town’s financial records are organized within several different fund types. Funds requiring the annual appropriation process include the General Fund and each of the eight 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 and is part of the annual budget process. 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. 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) Gifts Other Designated Revenue - Cable provider license fee</p>
<p><b>Capital Project Funds</b> These funds are used to track the annual capital improvement program</p>	<p>Municipal Capital Projects School Capital Projects 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 Golf Solid Waste Water Pollution Control Water Supply Marinas Sandy Neck Park Hyannis Youth &amp; Community Center</p>
<p><b>Trust &amp; Agency Funds</b></p>	<p>Permanent Funds Fiduciary Funds</p>



## ***Department and Financial Fund Relationship – All Funds Requiring Annual Appropriation***



## *All Appropriated Funds Budget Summary*

Fund	FY14 Actual	Budget		\$ Change	% Change
		FY 2015	FY 2016		
General Fund	\$138,773,084	\$144,338,860	\$149,255,778	\$4,916,918	3.41%
Airport Enterprise	7,594,405	7,313,808	7,915,852	602,044	8.23%
Water Pollution Control Enterprise	4,024,979	4,410,053	4,463,158	53,105	1.20%
Water Supply Enterprise	3,588,061	4,021,468	4,389,768	368,300	9.16%
Solid Waste Enterprise	2,989,538	3,077,550	3,362,811	285,261	9.27%
Golf Enterprise	2,872,371	3,036,657	3,242,906	206,249	6.79%
HYCC Enterprise	2,979,209	3,172,059	3,185,270	13,211	0.42%
Marina Enterprise	626,500	684,713	873,731	189,018	27.61%
Sandy Neck Enterprise	730,358	835,195	865,717	30,522	3.65%
<b>Total All Budgeted Funds</b>	<b>\$164,178,504</b>	<b>\$170,890,363</b>	<b>\$177,554,990</b>	<b>\$6,664,627</b>	<b>3.90%</b>

Full-time Equivalent Employees

1254.39	1282.66	1290.76	8.10
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The total proposed FY16 operating budgets for the Town of Barnstable's appropriated funds is \$177,554,990. This is an increase over the FY15 budget of \$6,664,627 or 3.9%. In addition to the General Fund, this figure includes the Town's eight Enterprise Fund operations. These funds comprise the Town's annually appropriated funds. The budget increase includes 8.1 new full-time equivalent positions; 6.4 in the General Fund and 0.7 for all of the Enterprise Funds. The General Fund accounts for revenues and expenditures necessary to provide general governmental 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 is the fund that receives all property tax revenue except for property tax surcharges for the Community Preservation Act. 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 cover all operational and capital costs unless a general fund subsidy is provided.

The General Fund budget is increasing \$4,916,918 in FY16. Municipal operations are increasing \$2,157,566. This includes the snow removal deficit incurred in FY15 that must be added to the FY16 budget. Excluding the FY15 snow removal deficit the municipal budgets will increase \$1,465,633 or 4.4%. The local school operations are increasing \$2,179,891 and fixed costs are decreasing \$212,621. Major factors contributing to the increase in the overall budget are contractual labor obligations, an increase of 3.8 full-time equivalents in the local school operations, the addition of two (2) sworn officers in the Police Department, wage increases for seasonal employees to bring them up to the new minimum wage rates, a new field maintenance crew for the Public Works Department, an increase in operating capital for the municipal operations, a large snow removal cost incurred in FY15 that must be budgeted in FY16 and increases in employee benefits.



The increase in the Airport Enterprise Fund budget is principally due to contractual labor obligations; employee benefit costs increases, electricity cost increases and an increase in the amount budgeted for jet fuel purchase as sales volumes are on the rise.

The increase in the Water Pollution Control Enterprise Fund budget is due to the increase in personnel costs including labor contracts and employee benefits.

The Water Enterprise Fund budget is changing primarily due to an increase in the management contract for operating the system and additional funds to purchase water from the Town of Yarmouth if needed.

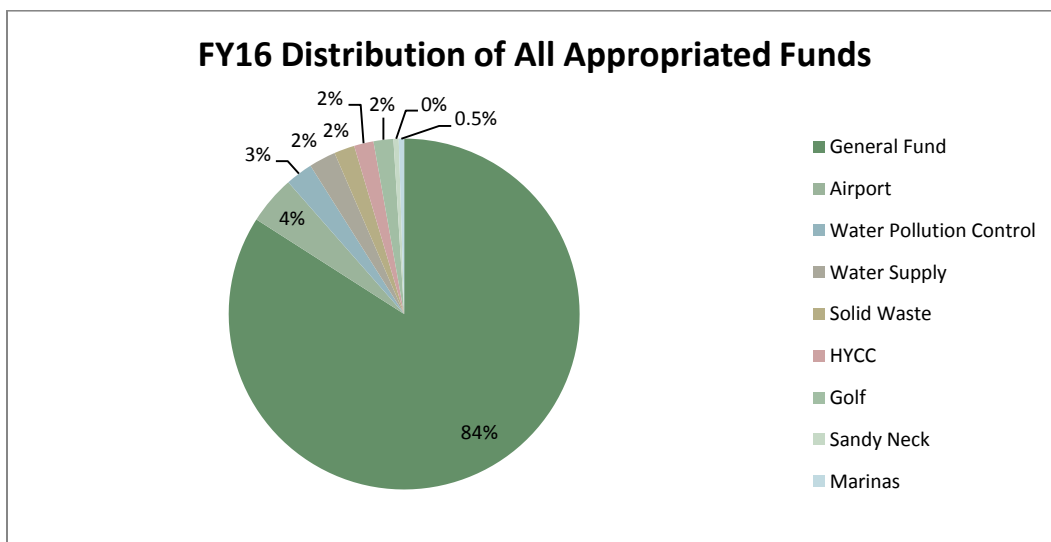
The Solid Waste Enterprise Fund budget is increasing mainly due a new contract for the disposal of trash that went into effect on January 1, 2015. FY16 will include twelve (12) months at the new tipping fee compared to FY15 which included six (6) months at the new rate.

The HYCC Enterprise Fund is increasing due to seasonal wage increases and additional funds for expanding the seasonal workforce.

The increase in the Golf Course Enterprise Fund is primarily due to one additional full-time employee and additional operating expenses for the maintenance of the two courses.

The Sandy Neck Enterprise Fund is increasing due to contractual labor obligations, seasonal employee wage increases, additional funds for the purchase of merchandise for resale, and additional funds for tools and equipment.

The Marina Enterprise Fund is increasing due to increases in labor costs and benefits and a reimbursement to the General Fund for replacing the piles in Barnstable Harbor in FY15.



The General Fund comprises 84% of all spending for the funds requiring annual appropriation. The Airport is the largest enterprise fund and comprises 4% of all spending.

### Position Summary for All Appropriated Funds

DEPARTMENT	FY 07 FTE's	FY 08 FTE's	FY 09 FTE's	FY 10 FTE's	FY 11 FTE's	FY 12 FTE's	FY 13 FTE's	FY 14 FTE's	FY 15 FTE's	FY 16 FTE's	Chg
<b>Town Council</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>1.40</b>	<b>(0.60)</b>
<b>Town Manager</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>-</b>
<b>Administrative Services</b>	<b>75.50</b>	<b>75.25</b>	<b>73.25</b>	<b>70.90</b>	<b>70.80</b>	<b>70.80</b>	<b>70.80</b>	<b>71.00</b>	<b>70.35</b>	<b>70.35</b>	<b>-</b>
Finance	37.00	37.00	37.00	36.75	36.75	36.75	36.75	36.75	38.10	38.10	-
Town Collector	7.00	7.00	6.00	5.00	5.00	5.00	5.00	5.00	4.00	4.00	-
Town Clerk	5.50	5.50	5.50	5.50	5.50	5.50	5.50	5.50	5.50	5.50	-
Legal	4.75	4.75	4.75	4.65	4.55	4.55	4.55	4.75	4.75	4.75	-
Human Resources	8.25	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	-
Information Technology	13.00	13.00	12.00	11.00	11.00	11.00	11.00	11.00	10.00	10.00	-
<b>Community Services</b>	<b>50.37</b>	<b>51.37</b>	<b>52.79</b>	<b>56.53</b>	<b>54.66</b>	<b>53.20</b>	<b>53.15</b>	<b>53.95</b>	<b>55.90</b>	<b>57.30</b>	<b>1.40</b>
Recreation	9.71	9.71	11.13	7.35	7.35	8.30	7.70	7.70	7.42	7.42	-
Golf Enterprise Fund	18.00	19.00	19.00	18.35	15.85	15.85	15.75	15.75	15.75	16.75	1.00
Senior Services	8.21	8.21	8.21	8.21	7.61	6.35	6.35	6.35	6.33	6.53	0.20
Marine & Environmental Affairs	10.30	10.30	10.30	10.20	10.20	9.65	9.65	10.45	10.70	10.70	-
Marina Enterprise Fund	1.40	1.40	1.40	1.45	1.45	1.45	1.45	1.45	1.45	1.65	0.20
Sandy Neck Enterprise Fund	2.75	2.75	2.75	2.70	2.70	2.70	2.75	2.75	3.75	3.75	-
HYCC Enterprise Fund	0.00	0.00	0.00	8.27	9.50	8.90	9.50	9.50	10.50	10.50	-
<b>Growth Management</b>	<b>15.55</b>	<b>14.15</b>	<b>14.15</b>	<b>13.00</b>	<b>12.35</b>	<b>11.50</b>	<b>11.50</b>	<b>12.00</b>	<b>11.50</b>	<b>11.50</b>	<b>-</b>
Administration	0.00	0.00	0.00	0.00	2.50	2.50	2.50	3.00	2.50	2.50	-
Regulatory Review	8.50	7.00	7.00	7.00	3.35	3.00	3.50	3.50	3.50	3.50	-
Comprehensive Planning	3.50	3.50	3.50	2.50	2.00	1.50	1.00	1.00	1.00	1.00	-
Economic Development	0.65	0.65	0.65	0.65	1.65	1.65	1.65	2.15	2.15	2.15	-
Community Development	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	-
Property Management	0.90	1.00	1.00	0.85	0.85	0.85	0.85	0.35	0.35	0.35	-
Traffic & Parking Management	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	-
<b>Police</b>	<b>139.48</b>	<b>139.48</b>	<b>137.48</b>	<b>126.26</b>	<b>126.26</b>	<b>124.26</b>	<b>125.76</b>	<b>125.76</b>	<b>130.76</b>	<b>132.76</b>	<b>2.00</b>
Administrative & Investigative Services	37.58	37.58	37.58	35.50	34.00	33.50	35.00	34.00	35.00	35.00	-
Field Services	101.90	101.90	99.90	90.76	92.26	90.76	90.76	91.76	95.76	97.76	2.00

DEPARTMENT	FY 07 FTE's	FY 08 FTE's	FY 09 FTE's	FY 10 FTE's	FY 11 FTE's	FY 12 FTE's	FY 13 FTE's	FY 14 FTE's	FY 15 FTE's	FY 16 FTE's	Chg
<b>Public Works</b>	<b>119.50</b>	<b>119.50</b>	<b>120.50</b>	<b>115.50</b>	<b>115.50</b>	<b>115.75</b>	<b>116.35</b>	<b>116.35</b>	<b>118.33</b>	<b>120.33</b>	<b>2.00</b>
Administration & Tech Support	15.00	15.00	16.00	16.00	15.50	15.50	12.95	12.95	12.93	12.93	-
Highway	39.50	39.50	39.50	35.50	35.50	35.50	35.50	35.50	37.50	37.50	-
Structures & Grounds	34.80	34.80	34.80	33.80	33.80	33.80	34.10	34.10	34.10	35.10	1.00
Solid Waste Enterprise Fund	15.10	15.10	15.10	15.10	15.10	15.10	15.75	15.75	15.75	16.75	1.00
Water Pollution Control Enterprise Fund	14.10	14.10	14.10	14.10	14.10	14.10	15.15	15.15	15.15	15.15	-
Water Supply Enterprise Fund	1.00	1.00	1.00	1.00	1.50	1.75	2.90	2.90	2.90	2.90	-
<b>Regulatory Services</b>	<b>31.66</b>	<b>31.66</b>	<b>34.65</b>	<b>33.15</b>	<b>31.25</b>	<b>32.40</b>	<b>33.60</b>	<b>34.10</b>	<b>33.48</b>	<b>33.48</b>	<b>-</b>
Building & Zoning	12.50	12.50	12.50	11.50	12.15	12.50	12.50	12.50	12.00	12.00	-
Conservation	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	-
Consumer Affairs	6.00	6.00	6.50	6.50	3.95	4.50	5.20	5.20	5.10	5.10	-
Health	9.16	9.16	11.65	11.15	11.15	11.40	11.90	12.40	12.38	12.38	-
<b>Airport Enterprise Fund</b>	<b>26.40</b>	<b>26.40</b>	<b>26.40</b>	<b>26.40</b>	<b>25.00</b>	<b>24.60</b>	<b>25.30</b>	<b>25.50</b>	<b>25.50</b>	<b>25.00</b>	<b>(0.50)</b>
<b>SUBTOTAL GENERAL FUND</b>	<b>386.71</b>	<b>385.06</b>	<b>386.47</b>	<b>360.87</b>	<b>357.12</b>	<b>354.56</b>	<b>354.41</b>	<b>356.41</b>	<b>361.56</b>	<b>364.16</b>	<b>2.60</b>
<b>SUBTOTAL ENTERPRISE FUNDS</b>	<b>78.75</b>	<b>79.75</b>	<b>79.75</b>	<b>87.37</b>	<b>85.20</b>	<b>84.45</b>	<b>88.55</b>	<b>88.75</b>	<b>90.75</b>	<b>92.45</b>	<b>1.70</b>
<b>TOTAL MUNICIPAL OPERATIONS</b>	<b>465.46</b>	<b>464.81</b>	<b>466.22</b>	<b>448.24</b>	<b>442.32</b>	<b>439.01</b>	<b>442.96</b>	<b>445.16</b>	<b>452.31</b>	<b>456.61</b>	<b>4.30</b>
<b>Schools</b>	<b>911.30</b>	<b>903.54</b>	<b>891.38</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>3.80</b>
Administration (restated for school consolidation)	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	7.00	6.80	(0.20)
Instructional Services	774.05	763.16	751.00	686.20	686.20	686.03	638.90	634.60	654.72	679.40	24.68
Health Services	14.00	16.50	16.50	16.50	16.50	14.90	14.93	13.93	13.93	15.00	1.07
Transportation	24.00	23.00	23.00	21.00	21.00	21.00	24.00	24.00	24.00	26.00	2.00
Food Services	15.25	14.38	14.38	13.38	13.38	15.00	13.00	13.00	13.00	1.00	(12.00)
Athletics	2.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	-
Other Student Services	6.00	6.00	6.00	6.60	7.60	7.60	48.46	46.46	46.46	37.60	(8.86)
Maintenance of Plant	62.00	63.50	63.50	51.90	51.90	52.50	59.24	59.24	59.24	53.95	(5.29)
Network & Technology	8.00	8.00	8.00	7.00	7.00	7.00	8.00	9.00	9.00	11.40	2.40
<b>TOTAL ALL DEPARTMENTS</b>	<b>1376.76</b>	<b>1368.35</b>	<b>1357.60</b>	<b>1259.82</b>	<b>1254.90</b>	<b>1252.04</b>	<b>1258.49</b>	<b>1254.39</b>	<b>1282.66</b>	<b>1290.76</b>	<b>8.10</b>

Total full-time equivalents are increasing by 7.1 positions; 3.8 in the School operations and 3.3 for the Municipal operations. The School Department is adding over 20 positions to address the MTSS schedules and other programming changes. This is offset by reductions to positions in other areas most notably Food Service which is now contracted out.

## ***Change in Fund Balance – All Appropriated Funds***

Fund	Beginning	FY 2016		Ending	Dollar Change	Percentage Change
	Fund Balance	Resources	Expenditures	Fund Balance		
General Fund	\$19,346,286	\$145,207,618	\$149,255,778	\$15,298,126	(\$4,048,160)	-20.9%
Airport Enterprise Fund	75,727,221	13,338,202	13,827,852	75,237,571	(489,650)	-0.6%
Golf Enterprise Fund	10,696,132	3,556,906	3,556,906	10,696,132	-	0.0%
Solid Waste Enterprise Fund	4,819,725	2,751,900	3,842,811	3,728,814	(1,090,911)	-22.6%
Water Pollution Control Enterprise Fund	46,844,820	5,463,158	5,747,658	46,560,320	(284,500)	-0.6%
Water Enterprise Fund	16,075,535	5,904,768	6,254,768	15,725,535	(350,000)	-2.2%
Marina Enterprise Fund	4,724,802	1,711,731	1,881,731	4,554,802	(170,000)	-3.6%
Sandy Neck Enterprise Fund	890,091	815,717	865,717	840,091	(50,000)	-5.6%
HYCC Enterprise Fund	10,541,315	3,060,270	3,185,270	10,416,315	(125,000)	-1.2%
Totals	<u>\$189,665,927</u>	<u>\$181,810,270</u>	<u>\$188,418,490</u>	<u>\$183,057,706</u>	<u>(\$6,608,220)</u>	<u>-3.5%</u>

In the General Fund a total of \$4,048,160 of fund balance, or surplus, will be used to fund the operating budget. This will still leave a healthy fund balance of over \$15 million which represents over 10% of General Fund expenditures. Additionally, the FY15 budget is trending very favorably and is expected to generate in excess of \$2 million of surplus which will increase fund balance at the close out of the fiscal year. The surplus will be used to finance the following costs:

- \$2,711,000 for FY15 snow removal costs that exceeded the FY15 budget
- \$32,000 in overlay deficits for tax refunds issued on the FY09 and FY10 tax levy years
- \$585,000 for health insurance mitigation for employees
- \$200,000 for retiree sick leave buyback
- \$300,000 for the Town's self-insured unemployment expense
- \$220,160 for the local school's operating budget

With the exception of the \$220,160 used for the local school operations, these costs are not expected to be repeated with any certainty. Snow removal costs are dependent upon the weather and FY15 was an extraordinary, recording-breaking year for the Town. There are no more outstanding Appellate Tax Board cases for the FY09 and FY10 tax levy years. FY16 is the final year of a three year agreement to use reserves to mitigate increases in co-pays and deductibles for employee health insurance. The Police Department has several superior officers retiring in FY16 who will receive a sick leave buyback payment in accordance with the labor contract and the Town has always used reserves to fund its self-insured unemployment insurance program.

The airport will use \$489,650 of its fund balance, or reserves, to pay for a portion of the FY16 capital program. No reserves are used for recurring operating costs. Additionally, the airport's FY15 budget is trending favorably and most of the reserves used to balance the FY16 budget should be replenished at the close out of FY15.

The Solid Waste Enterprise Fund will use \$1,090,911 of its reserves to balance its FY16 operating budget and capital program. \$480,000 is being used to finance the capital program and \$610,911 is used to balance the operating budget. The amount used for the operating budget will cover the debt service on the landfill capping loan (\$325,000) and \$285,911 is used for fee mitigation. The residential transfer station stickers were increased in FY15 from \$160 to \$210 to offset a portion of the increased costs in tipping fees. Another rate hike is anticipated for FY17 and a modest amount of surplus will be used in FY16 to avoid another rate hike for a year. The surplus includes an amount that has been set aside to pay for the landfill capping loan which expires in FY19.

The Water Pollution Control Enterprise Fund will use \$284,500 of reserves to finance the FY16 capital program. These are one-time expenses and the amount is immaterial in relation to the reserve balance.

The Water Enterprise Fund will use \$350,000 of reserves to balance its FY16 capital program. The FY15 budget is tracking favorably and an amount greater than this is expected to be generated in surplus which will increase the fund's reserve balance at the close of FY15.

The Sandy Neck Enterprise Fund will use \$50,000 of surplus for a sand nourishment program, but only if needed. This is a placeholder in case the soft solution proposed in its FY16 capital program does not get implemented and the beach incurs storm damage similar to last year.

Finally, the HYCC will use \$125,000 of surplus to balance its FY16 operating budget. FY16 revenue estimates are projected to be less than what the facility needs to operate. This has been an on-going challenge and the FY17 General Fund budget will need to increase its support for this operation if the revenues generated do not improve.

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 five year summary of the certified amounts for the General Fund and each enterprise fund as illustrated below.

	<u>July 1, 2010</u>	<u>July 1, 2011</u>	<u>July 1, 2012</u>	<u>July 1, 2013</u>	<u>July 1, 2014</u>
General Fund	\$10,746,572	\$12,320,186	\$17,272,393	\$10,602,665	\$13,370,039
Water Pollution	4,442,790	2,749,077	6,997,924	12,070,153	14,838,692
Solid Waste	2,390,996	3,460,970	3,854,114	3,428,957	4,010,757
Airport	5,321,792	6,520,729	3,211,359	2,996,203	2,563,977
Water Supply	598,879	312,442	1,944,267	2,347,933	1,827,720
Marinas	297,445	327,309	422,111	570,096	714,427
Sandy Neck	377,556	500,177	645,858	611,448	569,512
Golf	23,355	70,879	414,712	387,901	500,742
HYCC	125,728	130,526	141,734	222,277	313,525
Total	<u>\$24,325,113</u>	<u>\$26,392,295</u>	<u>\$34,904,472</u>	<u>\$33,237,633</u>	<u>\$38,709,391</u>

## Consolidated Resource/Appropriation Summary

	GENERAL FUND FY 16 BUDGET	AIRPORT FUND FY 16 BUDGET	GOLF FUND FY 16 BUDGET	SOLID WASTE FUND FY 16 BUDGET	SEWER FUND FY 16 BUDGET	WATER SUPPLY FUND FY 16 BUDGET	MARINA FUND FY 16 BUDGET
<b>RESOURCES:</b>							
Property Taxes	\$ 110,479,501						
Other Taxes	8,257,864						
Intergovernmental	17,291,502	\$ 5,509,950					
Fines & Penalties	1,300,000				\$ 50,000	\$ 50,000	
Fees, Licenses, Permits	3,099,600	1,052,227				45,500	\$ 593,600
Charges for Services	1,750,000	6,725,125	\$ 3,112,180	\$ 2,653,900	4,315,000	3,978,000	7,200
Interest and Other	1,449,747	50,900	5,128	98,000	100,000	156,268	17,700
Interfund Transfers	3,329,404		125,598				85,231
Borrowing Authorizations			314,000		1,000,000	2,552,000	1,008,000
<b>TOTAL RESOURCES</b>	<b>146,957,618</b>	<b>13,338,202</b>	<b>3,556,906</b>	<b>2,751,900</b>	<b>5,465,000</b>	<b>6,781,768</b>	<b>1,711,731</b>
<b>OPERATING EXPENDITURES:</b>							
Town Council	250,759						
Town Manager	596,116						
Administrative Services	5,739,396						
Growth Management	904,585						
Police	13,192,241						
Regulatory Services	2,632,848						
Public Works	11,493,377			2,669,816	3,020,521	2,859,385	
Community Services	2,857,738		2,448,208				414,485
Education	71,204,182						
Airport Operations		7,384,593					
<b>Subtotal Operations</b>	<b>108,871,242</b>	<b>7,384,593</b>	<b>2,448,208</b>	<b>2,669,816</b>	<b>3,020,521</b>	<b>2,859,385</b>	<b>414,485</b>
<b>OTHER REQUIREMENTS:</b>							
Debt Service	8,647,981	53,600	419,100	400,500	1,012,600	1,245,000	227,900
Employee Benefits	21,439,410						
Property, Casualty & Liability Ins.	1,580,000						
State, County & Local Assessments	2,521,142						
Library & Tourism Grants	1,838,250						
Other Fixed Costs	204,000						
Reserve For Abatements & Exemptions	1,750,000						
Capital Program		5,912,000	314,000	480,000	1,284,500	2,902,000	1,008,000
<b>Subtotal Other Requirements</b>	<b>37,980,783</b>	<b>5,965,600</b>	<b>733,100</b>	<b>880,500</b>	<b>2,297,100</b>	<b>4,147,000</b>	<b>1,235,900</b>
<b>Interfund Transfers</b>	<b>4,153,753</b>	<b>477,659</b>	<b>375,598</b>	<b>292,495</b>	<b>431,879</b>	<b>125,383</b>	<b>231,346</b>
<b>Grand Total Expenditures</b>	<b>151,005,778</b>	<b>13,827,852</b>	<b>3,556,906</b>	<b>3,842,811</b>	<b>5,749,500</b>	<b>7,131,768</b>	<b>1,881,731</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>(4,048,160)</b>	<b>(489,650)</b>	<b>-</b>	<b>(1,090,911)</b>	<b>(284,500)</b>	<b>(350,000)</b>	<b>(170,000)</b>
<b>Beginning Fund Balance</b>	<b>19,346,286</b>	<b>75,727,221</b>	<b>10,696,132</b>	<b>4,819,725</b>	<b>46,844,820</b>	<b>16,075,535</b>	<b>4,724,802</b>
<b>Ending Fund Balance</b>	<b>\$ 15,298,127</b>	<b>\$ 75,237,571</b>	<b>\$ 10,696,132</b>	<b>\$ 3,728,814</b>	<b>\$ 46,560,320</b>	<b>\$ 15,725,535</b>	<b>\$ 4,554,802</b>

## Consolidated Resource/Appropriation Summary

	SANDY NECK FUND FY 16 BUDGET	HYCC FUND FY 16 BUDGET	CAPITAL PROJECTS FUND	TOTAL FY 16 BUDGET	TOTAL FY 15 BUDGET	CHANGE FY15 - 16
<b>RESOURCES:</b>						
Property Taxes				\$ 110,479,501	\$ 106,676,485	\$ 3,803,016
Other Taxes				8,257,864	7,287,967	969,897
Intergovernmental			\$ 2,000,000	24,801,452	19,989,427	4,812,025
Fines & Penalties				1,400,000	1,288,500	111,500
Fees, Licenses, Permits	\$ 511,347	299,000		5,601,274	5,051,754	549,520
Charges for Services	227,370	735,450		23,504,225	22,607,288	896,937
Interest and Other	77,000	141,000		2,095,743	1,643,050	452,693
Interfund Transfers		1,884,820	3,829,832	9,254,885	10,386,624	(1,131,739)
Borrowing Authorizations	352,000		10,839,000	16,065,000	6,819,500	9,245,500
<b>TOTAL RESOURCES</b>	<b>1,167,717</b>	<b>3,060,270</b>	<b>16,668,832</b>	<b>201,459,944</b>	<b>181,750,595</b>	<b>19,709,349</b>
<b>OPERATING EXPENDITURES:</b>						
Town Council				250,759	281,251	(30,492)
Town Manager				596,116	579,800	16,316
Administrative Services				5,739,396	5,490,179	249,218
Growth Management				904,585	859,897	44,688
Police				13,192,241	12,441,808	750,433
Regulatory Services				2,632,848	2,536,326	96,522
Public Works				20,043,099	18,266,856	1,776,242
Community Services	696,124	1,611,198		8,027,752	7,636,968	390,784
Education				71,204,182	68,232,209	2,971,973
Airport Operations				7,384,593	7,313,808	70,785
<b>Subtotal Operations</b>	<b>696,124</b>	<b>1,611,198</b>	<b>-</b>	<b>129,975,571</b>	<b>123,639,102</b>	<b>6,336,469</b>
<b>OTHER REQUIREMENTS:</b>						
Debt Service	95,481	1,291,400		13,393,562	13,690,086	(296,524)
Employee Benefits				21,439,410	20,916,506	522,904
Property, Casualty & Liability Ins.				1,580,000	1,570,000	10,000
State, County & Local Assessments				2,521,142	2,499,989	21,153
Library & Tourism Grants				1,838,250	1,794,753	43,497
Other Fixed Costs				204,000	176,924	27,076
Reserve For Abatements & Exemptions				1,750,000	1,869,334	(119,334)
Capital Program	352,000		17,163,700	29,416,200	16,661,735	12,754,465
<b>Subtotal Other Requirements</b>	<b>447,481</b>	<b>1,291,400</b>	<b>17,163,700</b>	<b>72,142,564</b>	<b>59,179,327</b>	<b>12,963,237</b>
<b>Interfund Transfers</b>	<b>74,112</b>	<b>282,672</b>	<b>-</b>	<b>6,444,897</b>	<b>6,976,744</b>	<b>(531,847)</b>
<b>Grand Total Expenditures</b>	<b>1,217,717</b>	<b>3,185,270</b>	<b>17,163,700</b>	<b>208,563,032</b>	<b>189,795,173</b>	<b>18,767,859</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>(50,000)</b>	<b>(125,000)</b>	<b>(494,868)</b>	<b>(7,103,088)</b>	<b>(8,044,578)</b>	<b>941,490</b>
<b>Beginning Fund Balance</b>	<b>890,091</b>	<b>10,541,315</b>	<b>10,351,734</b>	<b>200,017,661</b>	<b>208,061,239</b>	<b>(8,043,578)</b>
<b>Ending Fund Balance</b>	<b>\$ 840,091</b>	<b>\$ 10,416,315</b>	<b>\$ 9,856,866</b>	<b>\$ 192,914,573</b>	<b>\$ 200,016,661</b>	<b>\$ (7,102,088)</b>

In addition to the \$6,608,220 of surplus used in the General Fund and Enterprise Funds a total of \$494,868 of capital project funds left over from completed projects will be reprogrammed to fund the FY16 capital program. This results in fund balance declining \$7,103,088 as illustrated above.

## General Fund Budget Summary

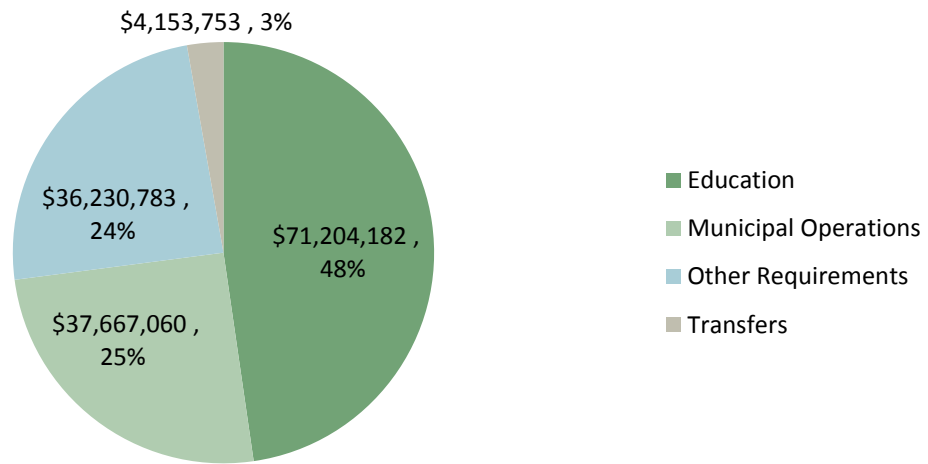
<u>Expenditure Category</u>	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Municipal Operations	\$ 33,515,686	\$ 35,509,494	\$ 35,698,963	\$ 37,667,060	\$ 2,157,566	6.08%
School Operations	66,564,449	68,232,209	67,901,642	71,204,182	2,971,973	4.36%
Fixed Costs Excluding Transfers	33,454,700	35,637,225	35,414,017	36,230,783	593,558	1.67%
Transfers	5,238,250	4,959,932	4,959,932	4,153,753	(806,179)	-16.25%
<b>Total Appropriation</b>	<b>138,773,084</b>	<b>144,338,860</b>	<b>143,974,554</b>	<b>149,255,778</b>	<b>4,916,918</b>	<b>3.41%</b>
<b>Full-time Equivalent Employees</b>	<b>1156.14</b>	<b>1191.91</b>		<b>1198.31</b>	<b>6.40</b>	
<b>Source of Funding</b>						
Taxes	111,353,971	112,095,117	113,085,320	116,987,365	4,892,248	4.36%
Intergovernmental	18,261,926	17,744,627	17,744,896	17,291,502	(453,125)	-2.55%
Fines & Penalties	1,499,805	1,158,500	1,333,641	1,300,000	141,500	12.21%
Fees, Licenses, Permits	3,456,373	2,993,355	3,370,244	3,099,600	106,245	3.55%
Charges for Services	1,827,184	1,740,160	1,843,648	1,750,000	9,840	0.57%
Interest and Other	2,078,807	1,012,650	1,914,210	1,449,747	437,097	43.16%
Special Revenue Funds	649,247	610,376	610,376	640,053	29,677	4.86%
Enterprise Funds	2,171,377	2,371,386	2,371,386	2,409,351	37,965	1.60%
Trust Funds	300,000	290,000	290,000	280,000	(10,000)	-3.45%
<b>Total Sources</b>	<b>141,598,690</b>	<b>140,016,171</b>	<b>142,563,720</b>	<b>145,207,618</b>	<b>\$ 5,191,447</b>	<b>3.71%</b>
<b>Excess (Deficiency)</b>	<b>2,825,605</b>	<b>(4,322,689)</b>	<b>(1,410,834)</b>	<b>(4,048,160)</b>	<b>\$ (274,529)</b>	<b>-6.35%</b>
<b>Beginning Fund Balance</b>	<b>17,931,515</b>	<b>\$ 20,757,120</b>	<b>\$ 20,757,120</b>	<b>\$ 19,346,286</b>		
<b>Ending Fund Balance (cash basis)</b>	<b>\$ 20,757,120</b>	<b>\$ 16,434,431</b>	<b>\$ 19,346,286</b>	<b>\$ 15,298,126</b>		

The total General Fund budget for FY16 is increasing \$4,916,918 over the FY15 amount, or 3.4%. New positions equaling 6.4 full-time equivalents are included in the budget. The Municipal Operations budget increase of \$2,157,566 includes a \$692,000 increase in the amount spent on snow removal by Public Works over the previous year; a significant portion of the budget increase. Removing this expense from the Municipal Operations budget results in a 4.4% budget increase; an amount similar to the School Operations. The School Operations includes the local school district, the Regional School District assessment, Commonwealth Charter School assessments and School Choice assessments. The local school system budget is increasing 3.5% or \$2,179,891.

Total resources used to balance the budget are increasing \$5,191,447 which results in a reduction of \$274,529 in reserves used to balance the budget. A majority on the increase in resources (94%) are from taxes which includes property, motor vehicle and boat excise and hotel/motel excise tax.

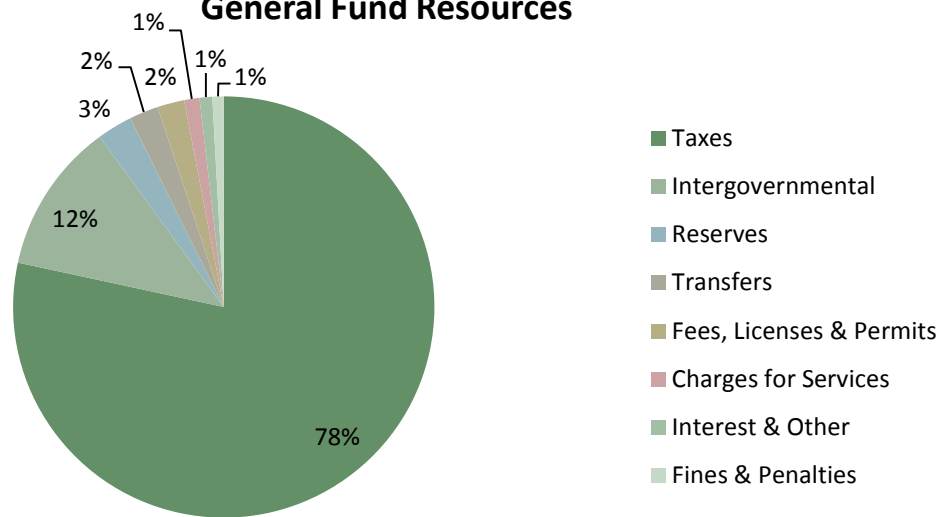


### Distribution of General Fund Expenditures By Major Area



Education is the largest cost area for the General Fund accounting for 48% of all expenditures. 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 as well as local hotel/motel rooms tax. These funding sources provide 78% of the funding for all of the general fund operations. Intergovernmental revenue provides 12% of the funding with local receipts making up the balance of 10%.

***School Operations Changes:***

Category	Amount	FTE	Description
Contractual Salary Obligations	\$1,135,176		Costs associated with employee collective bargaining agreements.
Kindergarten Grant	160,466		Projected elimination of state funding that has been used to employ part-time Teacher Assistants in Kindergarten classrooms. This allocation will move all Kindergarten Assistants from the grant budget into the general fund.
MTSS Schedule	241,090	3.90	Funds allocated to the hiring and reorganization of specialist teachers in the K-5 grades, enabling concentrated blocks of instruction and the delivery of enhanced Tier 1 & 2 intervention supports.
Preschool Programming	218,908	3.90	Funds allocated for the additional staff members needed due to the expansion of the Early Learning Center.
Programming Changes	174,880	4.40	Funding allocated for departmental programming changes and increasing needs at different grade levels.
Reduction in Positions	(508,764)	(8.40)	Salary reductions are due to changes in class schedules, student course selections, and faculty retirements.
Instructional Equipment & Text	400,700		Includes funding for the purchasing of new instructional and athletic equipment, curriculum materials, and the replacement of outdated textbooks.
BCHMCPS	113,726		Includes funding for the Kindergarten Grant elimination and annual increase from FY15 to FY16.
Operating capital	23,520		Funding allocated for the traffic and parking upgrades at WVES in order to keep our faculty and students safe.
Non-salary Program Reductions	(52,545)		Reductions in Maintenance and System Administration programs which are not needed at this time.
Fixed Costs Increases	272,734		Costs associated with transportation, technology, and utility obligations. Includes funds for known current obligations and projected future expenses.
<b>Increase in Local School Budget</b>	<b>\$2,179,891</b>	<b>3.80</b>	
School assessments	792,082		Increases in Charter School and Regional School Assessments.
<b>Total Increase in Education</b>	<b>\$2,971,973</b>		

**Municipal Operations Changes:**

Category	Amount	FTE	Description
Contractual Salary Obligations	\$1,004,375		Costs associated with employee collective bargaining agreements.
Seasonal and hourly staff	209,380		Costs associated with the state minimum wage increases that went into effect January 1, 2015 and January 1, 2016.
Athletic field maintenance crew	85,455	1.00	A new Working Foreman supported by two seasonal laborers to increase the maintenance of municipal athletic fields. \$10,000 included for materials and supplies.
Vehicle and equipment replacements	81,360		Increased costs For Police and Public Works vehicles and equipment replacements.
Technology costs	78,250		Costs associated with support and licensing for various software utilized by the Town including new ePermitting software and a new Financial Transparency program.
Training academy	72,128		Costs associated with hiring 7 new recruits to replace sworn officers who have retired.
Consumer Affairs police officer	62,000	1.00	To replace existing officer who will support the Consumer Affairs Division's Licensing and Parking programs full-time.
Community Impact Unit police officer	62,000	1.00	One new sworn officer to complement the existing 3 members of the Community Impact Unit.
Vehicle maintenance	16,800		Costs associated with maintaining Public Works vehicle and equipment.
Employee safety	15,000		Costs associated with workplace safety evaluations and safety training.
Solid waste disposal	15,000		Costs associated with disposing municipal trash at new disposal contract rates.
Police firearms certification	14,300		Costs associated with overtime and facility rental for firearms certification.
Town Council expense allowance	13,000		Costs associated with new expense allowance approved.
Senior Center Staffing	11,277	0.20	An increase of 8 hours per week for an Outreach Worker at the Senior Center.
Arts program	10,000		Funds to enhance Growth Management's Arts Program
Sewer fees	3,000		Costs associated with sewer fee rate increases.
Assistant Harbormaster training funds	(7,700)		Costs included in the FY15 budget that will not be repeated.

**Municipal Operations Changes Continued:**

Natural gas	(9,000)		Reduction due to new contract rate.
Renewable energy	(12,000)		Savings from Senior Center renewable energy project
Senior service assessment	(25,000)		Costs included in the FY15 budget that will not be repeated.
Town Council staffing	(43,492)	(0.60)	Reduction of one position to 16 hours per week and the downgrade of the remaining full-time position.
Defunding for closed shooting range	(54,000)		Costs included in the FY15 budget that will not be repeated.
Fuel contracts	(136,500)		Costs savings on new 12 month contracts for gasoline and diesel fuel.
<b>Increase in Municipal Operations</b>	<b>\$1,465,633</b>	<b>2.60</b>	
Increase in Snow removal deficit (DPW)	691,933		Costs associated with the FY15 snow removal.
<b>Increase in Municipal operations</b>	<b>\$2,157,566</b>	<b>2.60</b>	

**Fixed Costs Changes**

Category	Amount	FTE	Description
Employee benefits	\$522,904		Costs increases mainly due to retirement and health insurance.
Reduction in debt service	(30,426)		Costs savings as retired bonds exceed the cost of new issues.
Grants	43,497		Increase in grants for libraries and tourism.
Property & casualty insurance	10,000		Increase costs associated with premiums
Assessments & other fixed costs	47,581		Increase costs associated State, County & local assessments
Transfers	(806,179)		Reduction in net transfer to the Capital Trust Fund and amounts used for the supplemental FY15 capital program.
<b>Decrease in Fixed Costs &amp; Transfers</b>	<b>(\$212,623)</b>		

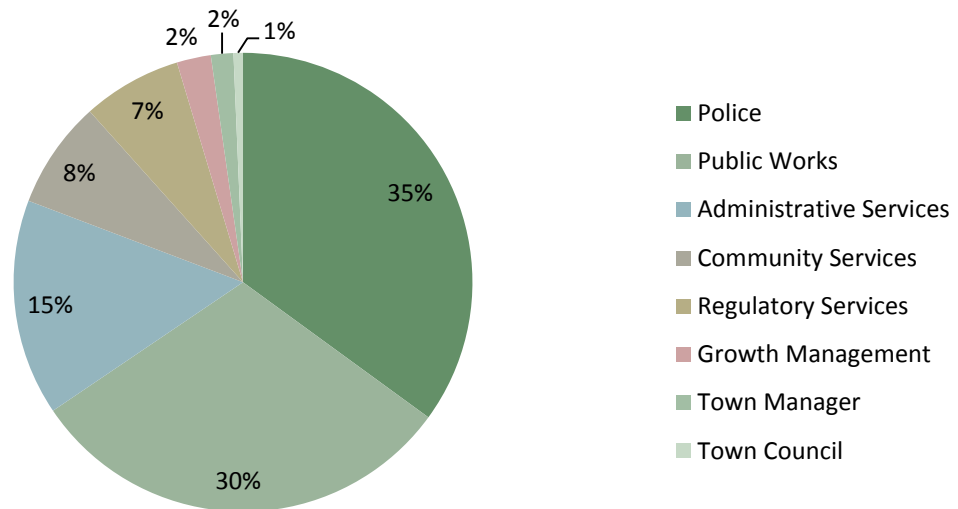
<b>Increase in General Fund Budget</b>	<b>\$4,916,918</b>
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## *General Fund Expenditure Summary*

	ACTUAL	APPROVED	PROJECTED	PROPOSED	CHANGE FY15 - 16	
	FY 2014	FY 2015	FY 2015	FY 2016	\$	%
<b>Municipal Operations:</b>						
Police Department	\$ 11,645,813	\$ 12,441,808	\$ 12,399,166	\$ 13,192,241	\$ 750,433	6.03%
Public Works Department	9,858,305	10,575,029	10,904,978	11,493,377	918,348	8.68%
Administrative Services Department	5,254,413	5,490,179	5,491,503	5,739,396	249,218	4.54%
Community Services Department	2,568,789	2,745,204	2,684,428	2,857,738	112,534	4.10%
Regulatory Services Department	2,405,385	2,536,326	2,489,101	2,632,848	96,522	3.81%
Growth Management Department	956,942	859,897	857,111	904,585	44,688	5.20%
Town Manager	555,587	579,800	590,430	596,116	16,316	2.81%
Town Council	270,452	281,251	282,247	250,759	(30,492)	-10.84%
<b>Total Municipal Operations</b>	<b>33,515,686</b>	<b>35,509,494</b>	<b>35,698,963</b>	<b>37,667,060</b>	<b>2,157,566</b>	<b>6.08%</b>
<b>Education:</b>						
Local School System	60,797,528	62,070,109	61,745,792	64,250,000	2,179,891	3.51%
Regional School District	2,810,364	2,830,850	2,830,850	3,195,407	364,557	12.88%
Commonwealth Charter Schools	2,277,229	2,644,118	2,640,000	2,863,624	219,506	8.30%
School Choice	679,328	687,132	685,000	895,151	208,019	30.27%
<b>Total Education</b>	<b>66,564,449</b>	<b>68,232,209</b>	<b>67,901,642</b>	<b>71,204,182</b>	<b>2,971,973</b>	<b>4.36%</b>
<b>Fixed Costs:</b>						
Employee Benefits	18,864,474	20,916,506	20,750,655	21,439,410	522,904	2.50%
Debt Service	8,830,555	8,678,407	8,670,000	8,647,981	(30,426)	-0.35%
State & County Assessments	2,389,262	2,499,989	2,482,970	2,521,142	21,153	0.85%
Grants	1,773,948	1,794,753	1,794,753	1,838,250	43,497	2.42%
Property & Liability Insurance	1,439,324	1,570,000	1,539,715	1,580,000	10,000	0.64%
Celebrations, Rent & Other	157,137	176,924	175,924	172,000	(4,924)	-2.78%
Abatements & Exemptions Deficits	-	646	-	32,000	31,354	4853.56%
<b>Total Other Requirements</b>	<b>33,454,700</b>	<b>35,637,225</b>	<b>35,414,017</b>	<b>36,230,783</b>	<b>593,558</b>	<b>1.67%</b>
<b>Total General Fund Before Transfers</b>	<b>133,534,834</b>	<b>139,378,928</b>	<b>139,014,622</b>	<b>145,102,025</b>	<b>5,723,097</b>	<b>4.11%</b>
Transfers to Other Funds	5,238,250	4,959,932	4,959,932	4,153,753	(806,179)	-16.25%
<b>Grand Total General Fund</b>	<b>\$ 138,773,084</b>	<b>\$ 144,338,860</b>	<b>\$ 143,974,554</b>	<b>\$ 149,255,778</b>	<b>\$ 4,916,918</b>	<b>3.41%</b>

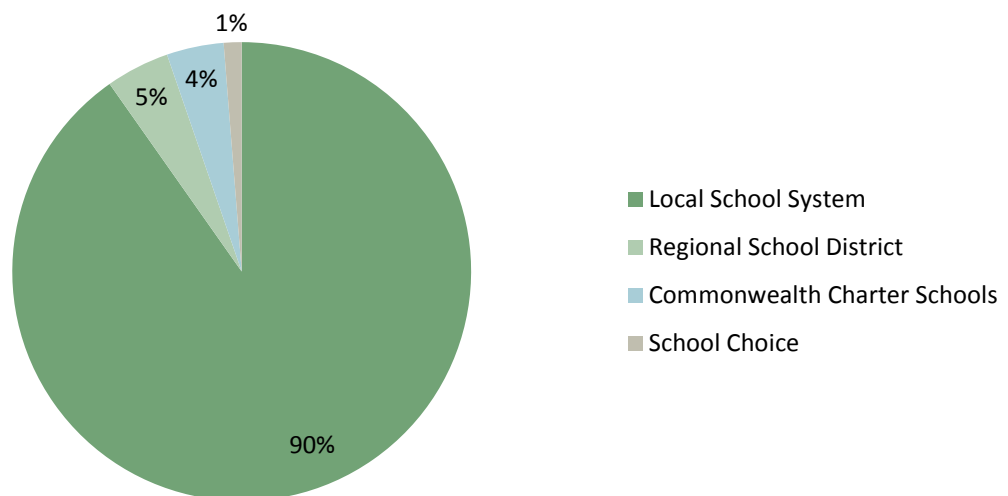
The municipal operations budget is increasing \$2,157,566 or 6.1%. This includes a \$692,000 increase in the snow removal deficit from the prior year. This is included in the Public Works budget above. Excluding the snow removal deficit from recurring operations results in an increase of \$1,465,663, or 4.4%. Total spending on education is increasing \$2,971,973 or 4.4%. Local school operations are increasing \$2,179,891 while assessments from other districts are increasing \$792,082 collectively. Fixed costs are increasing 1.7% or \$593,558 with a majority of the increase attributed to employee benefits. Transfers to other funds are declining by over \$800,000 as the FY15 budget included several transfers from reserves for grant matches and capital improvements that are not repeated in the FY16 budget.

### Distribution of Municipal Operations Budget

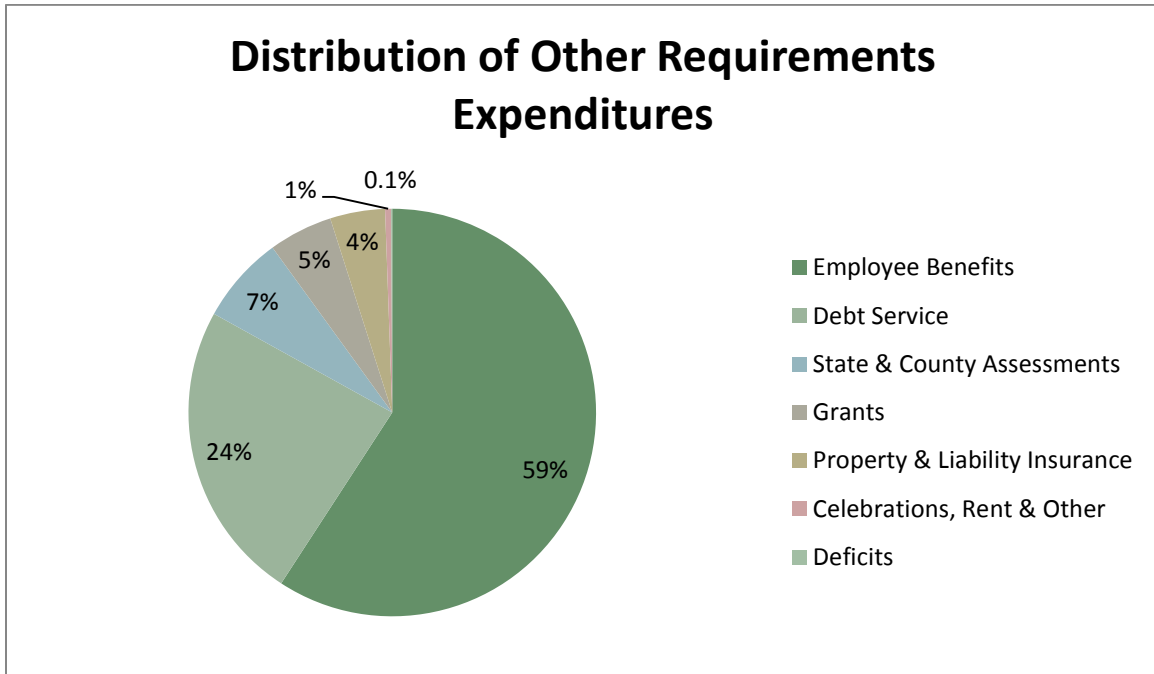


The two largest municipal operations; Police and Public Works, comprise 65% of all municipal spending. Administrative Services is the next largest area representing 15% and includes the Finance, Legal, Human Resources and Information Technology divisions.

### Distribution of All Education Expenditures



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



A majority of these expenditures are for debt service and employee benefits. They comprise 83% of all expenditures in this category.

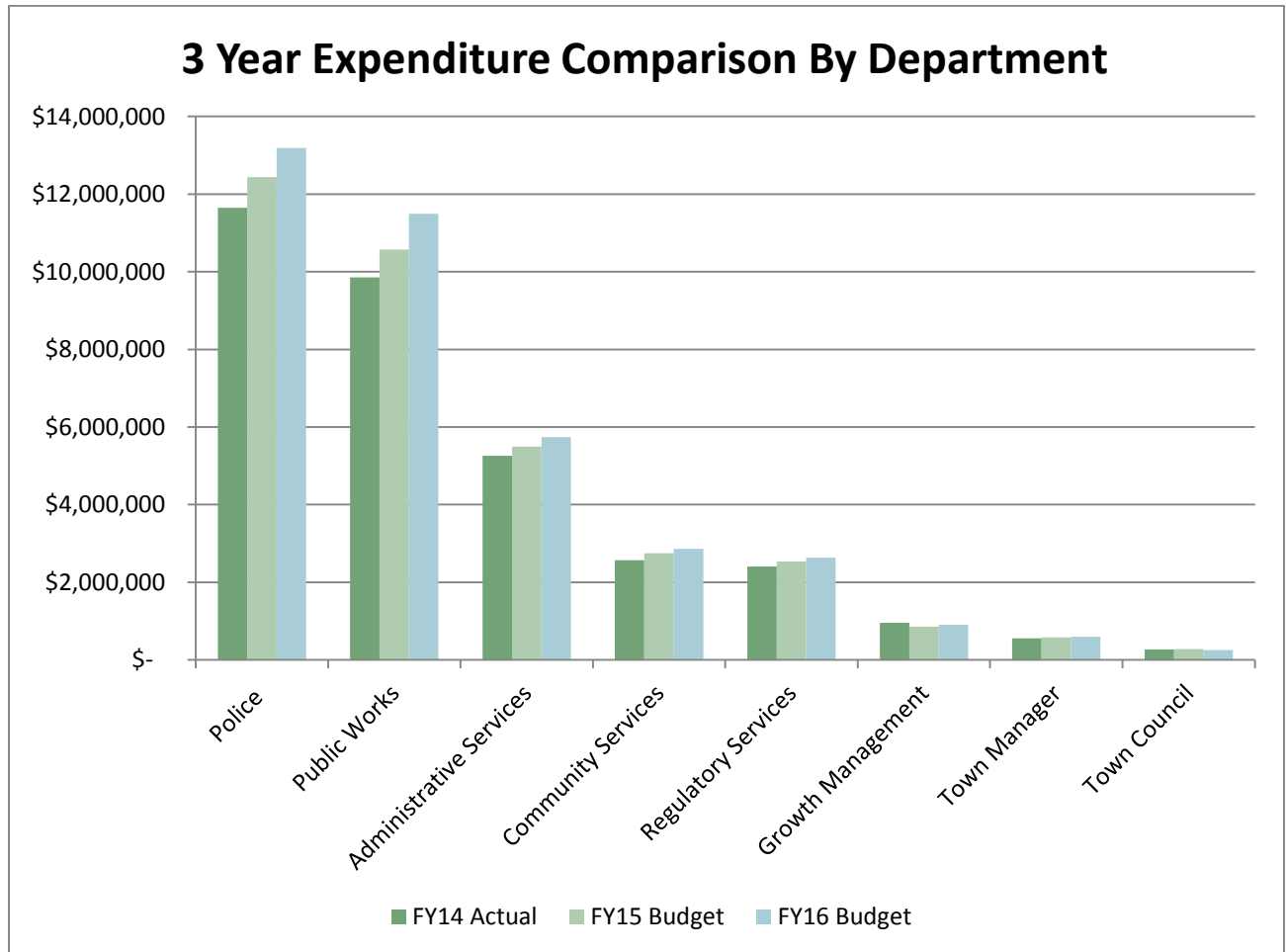
## *Municipal Budget and Funding Source Summary*

<u>Municipal Department</u>	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Police	\$ 11,645,813	\$ 12,441,808	\$ 12,399,166	\$ 13,192,241	\$ 750,433	6.03%
Public Works	9,858,305	10,575,029	10,904,978	11,493,377	918,348	8.68%
Administrative Services	5,254,413	5,490,179	5,491,503	5,739,396	249,218	4.54%
Community Services	2,568,789	2,745,204	2,684,428	2,857,738	112,534	4.10%
Regulatory Services	2,405,385	2,536,326	2,489,101	2,632,848	96,522	3.81%
Growth Management	956,942	859,897	857,111	904,585	44,688	5.20%
Town Manager	555,587	579,800	590,430	596,116	16,316	2.81%
Town Council	270,452	281,251	282,247	250,759	(30,492)	-10.84%
<b>Total Appropriated Expenditures</b>	<b>33,515,686</b>	<b>35,509,494</b>	<b>35,698,963</b>	<b>37,667,060</b>	<b>2,157,566</b>	<b>6.08%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	2,213		2,288			
Medicare	312,687		314,297			
Health Insurance	2,033,580		2,119,749			
County Retirement	4,530,518		5,007,937			
<b>Total Employee Benefits (1)</b>	<b>6,878,998</b>		<b>7,444,270</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 40,394,684</b>		<b>\$ 43,143,234</b>			
<b>Full-time Equivalent Employees</b>	<b>347.86</b>	<b>352.06</b>		<b>354.66</b>	<b>2.60</b>	
<b>Source of Funding</b>						
Taxes	\$ 22,364,152	\$ 25,278,471	\$ 24,032,885	\$ 25,976,741	\$ 698,270	2.76%
Intergovernmental	315,611	304,896	304,896	313,805	8,909	2.92%
Fines, Forfeitures, Penalties	1,499,805	1,158,500	1,333,641	1,300,000	141,500	12.21%
Fees, Licenses, Permits	3,031,373	2,568,355	2,945,244	2,734,600	166,245	6.47%
Charges for Services	1,827,184	1,740,160	1,843,648	1,750,000	9,840	0.57%
Interest and Other	1,826,752	1,012,650	1,792,188	1,449,600	436,950	43.15%
Special Revenue Funds	501,916	491,294	491,294	524,016	32,722	6.66%
Enterprise Funds	803,210	936,101	936,101	907,298	(28,803)	-3.08%
Reserves	1,345,683	2,019,067	2,019,067	2,711,000	691,933	34.27%
<b>Total Sources</b>	<b>33,515,686</b>	<b>35,509,494</b>	<b>35,698,963</b>	<b>37,667,060</b>	<b>2,157,566</b>	<b>6.08%</b>

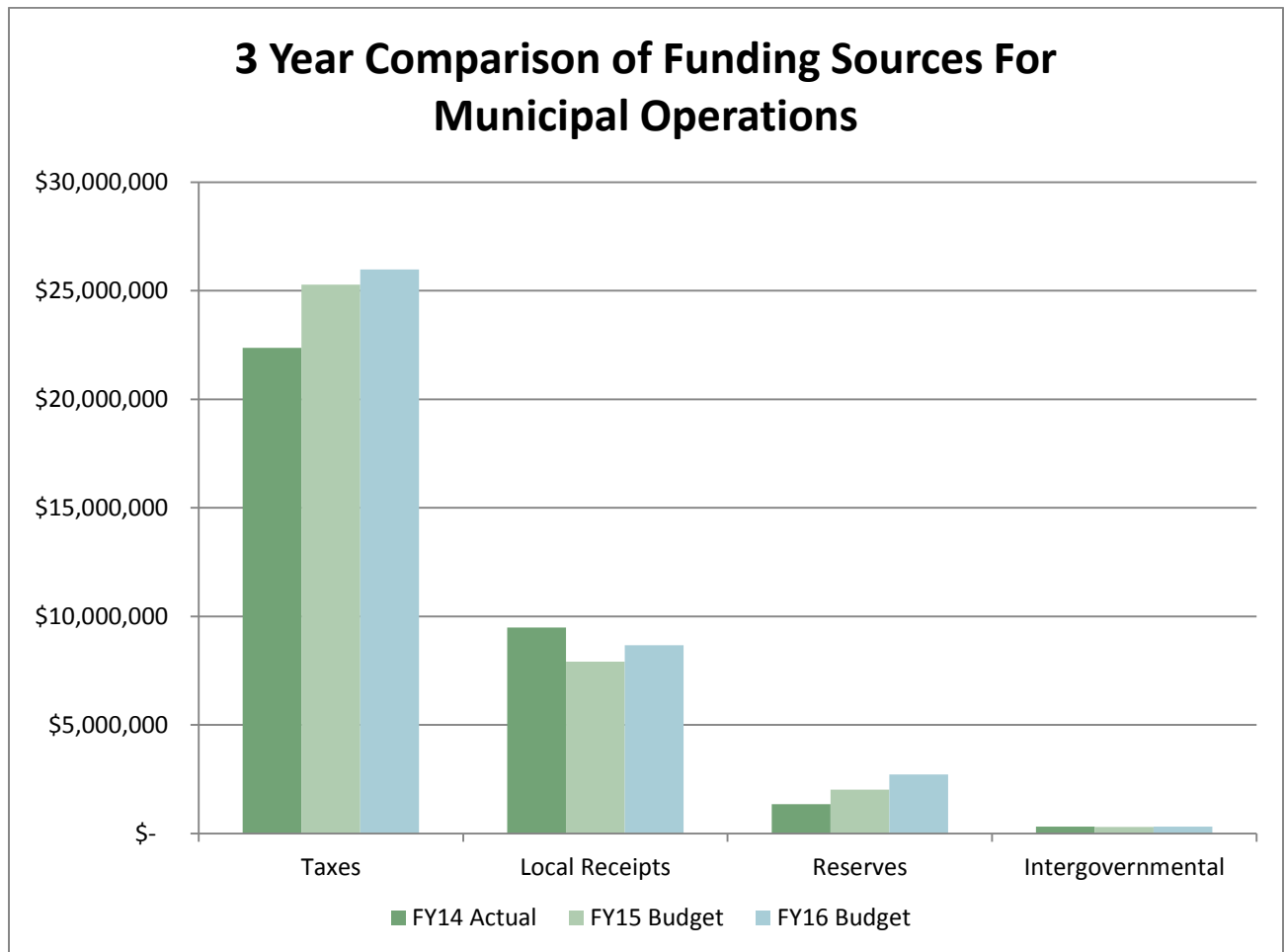
The largest budget increase is in the Public Works Department. Of the \$918,000 budget increase, \$692,000 is attributable to the snow removal costs incurred in FY15 which is included in the FY16 budget. Communities are allowed to deficit spend for this purpose in the current year and must raise any deficit in the subsequent year. The FY15 deficit is \$2.7 million which is \$692,000 more than the FY14 deficit. The Police Department is the next largest budget increase at \$750,000. Collectively, these two departments comprise 77% of the municipal budget increase. The FY16 proposed budget includes 3.2 new full-time equivalents (FTE's); 2.0 in the Police Department, 1.0 in Public Works, and 0.2 in Community Services Department, offset by a reduction of 0.6 in the Town Council for a net increase of 2.6 FTE's.



The increase in the budget will be provided an increase in tax support of \$698,000, an increase in reserves of \$692,000, and an increase in other local receipts of \$767,000.



The Police and Public Works Departments have experienced the largest budget increases over the past three years in terms of dollar and percentage increase. Two severe winters in a row for FY14 and FY15 resulted in spending deficits for snow removal in excess of \$2 million each year. The deficits are included in the FY15 and FY16 Public Works Department budget. In the Police Department, the Town has added seven (7) new sworn officer positions to the General Fund budget. Five (5) in FY15 and two (2) are proposed for FY16.



Taxes and reserves have been used to fund the increase in the municipal department operating budgets for the past couple of years. Reserves have been used to cover the increased snow removal expenditures in the Public Works Department. Conservative budget estimates for in local receipts in FY15 and FY16 has also created more dependency on taxes to fund these operations. The conservative estimates should allow the Town to generate surplus and replenish the reserves used to cover snow removal costs.

## *Education Expenditures and Funding Source Summary*

Expenditure Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Local School System	\$ 58,362,909	\$ 59,674,317	\$ 59,350,000	\$ 61,778,876	\$ 2,104,559	3.53%
Horace Mann Charter School	2,434,619	2,395,792	2,395,792	2,471,124	75,332	3.14%
Regional School District Assessment	2,810,364	2,830,850	2,830,850	3,195,407	364,557	12.88%
Commonwealth Charter School Assessment	2,277,229	2,644,118	2,640,000	2,863,624	219,506	8.30%
School Choice Assessment	679,328	687,132	685,000	895,151	208,019	30.27%
<b>Total Appropriation</b>	<b>\$ 66,564,449</b>	<b>\$ 68,232,209</b>	<b>\$ 67,901,642</b>	<b>\$ 71,204,182</b>	<b>\$ 2,971,973</b>	<b>4.36%</b>

**Employee Benefits Allocation:**

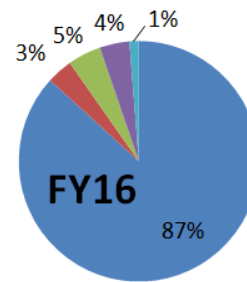
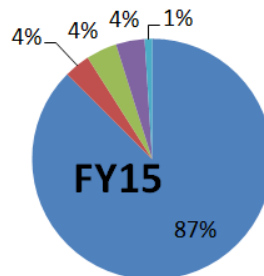
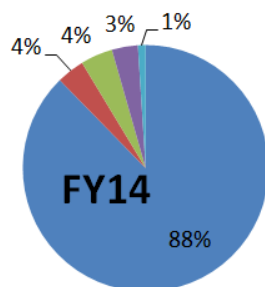
Life Insurance	4,523		7,712	
Medicare	629,792		645,703	
Health Insurance	3,731,448		4,290,569	
County Retirement	1,921,731		1,649,482	
<b>Total Employee Benefits (1)</b>	<b>6,287,494</b>		<b>6,593,467</b>	

**Total Expenditures Including Benefits**      **\$ 72,851,943**                      **\$ 74,495,109**

**Full-time Equivalent Employees**      **809.23**      **830.35**                      **834.15**      **3.80**

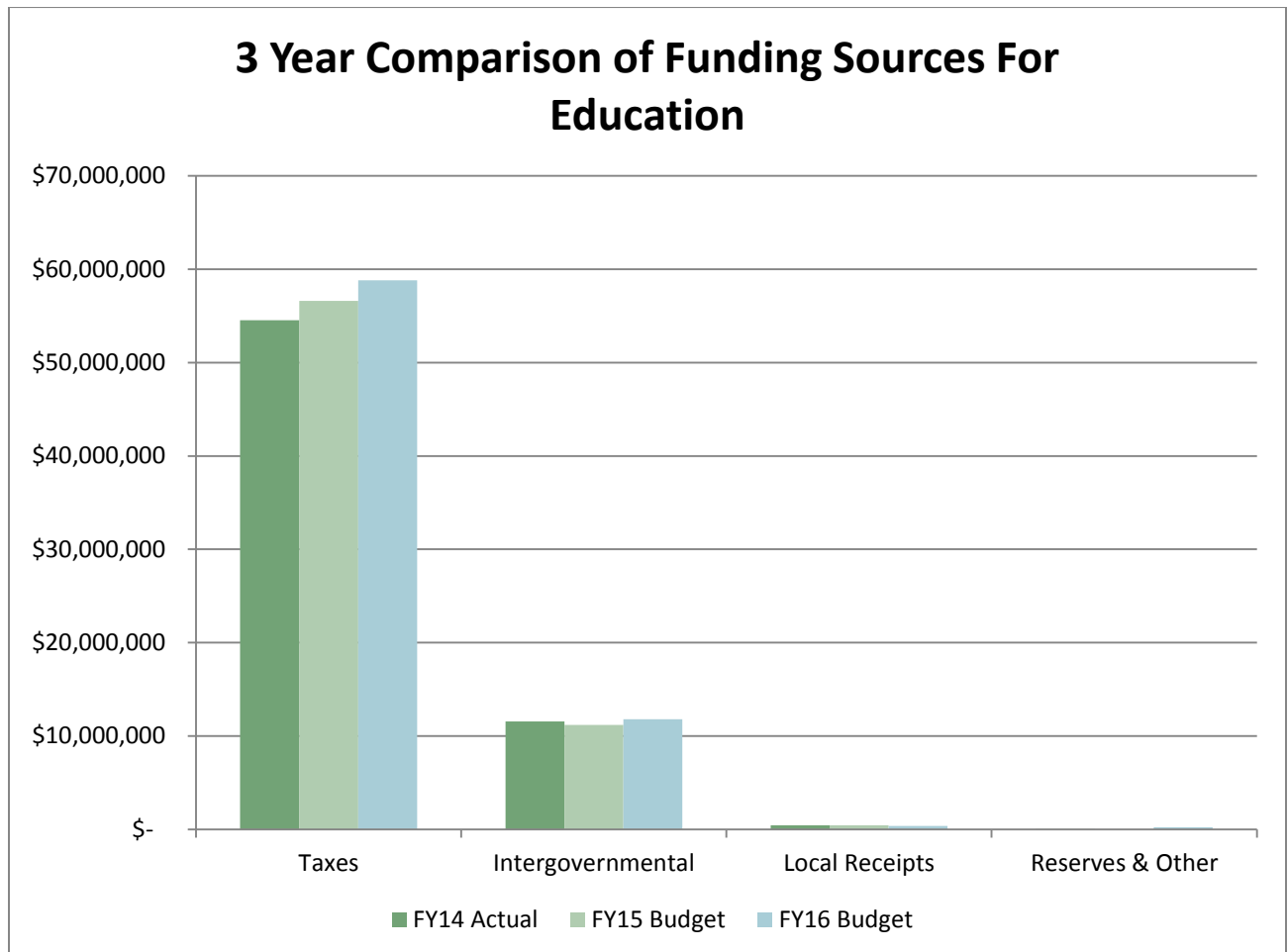
**Source of Funding**

Taxes	\$ 54,561,222	\$ 56,614,536	\$ 55,706,329	\$ 58,821,958	\$ 2,207,422	3.90%
Intergovernmental	11,558,976	11,192,673	11,770,313	11,797,064	604,391	5.40%
Fees, Licenses, Permits	425,000	425,000	425,000	365,000	(60,000)	-14.12%
Interest and Other	19,251	-	-	-	-	0.00%
Reserves	-	-	-	220,160	220,160	0.00%
<b>Total Sources</b>	<b>\$ 66,564,449</b>	<b>\$ 68,232,209</b>	<b>\$ 67,901,642</b>	<b>\$ 71,204,182</b>	<b>\$ 2,971,973</b>	<b>4.36%</b>



- Local School System
- Horace Mann Charter School
- Regional School District Assessment
- Commonwealth Charter School Assessment
- School Choice Assessment

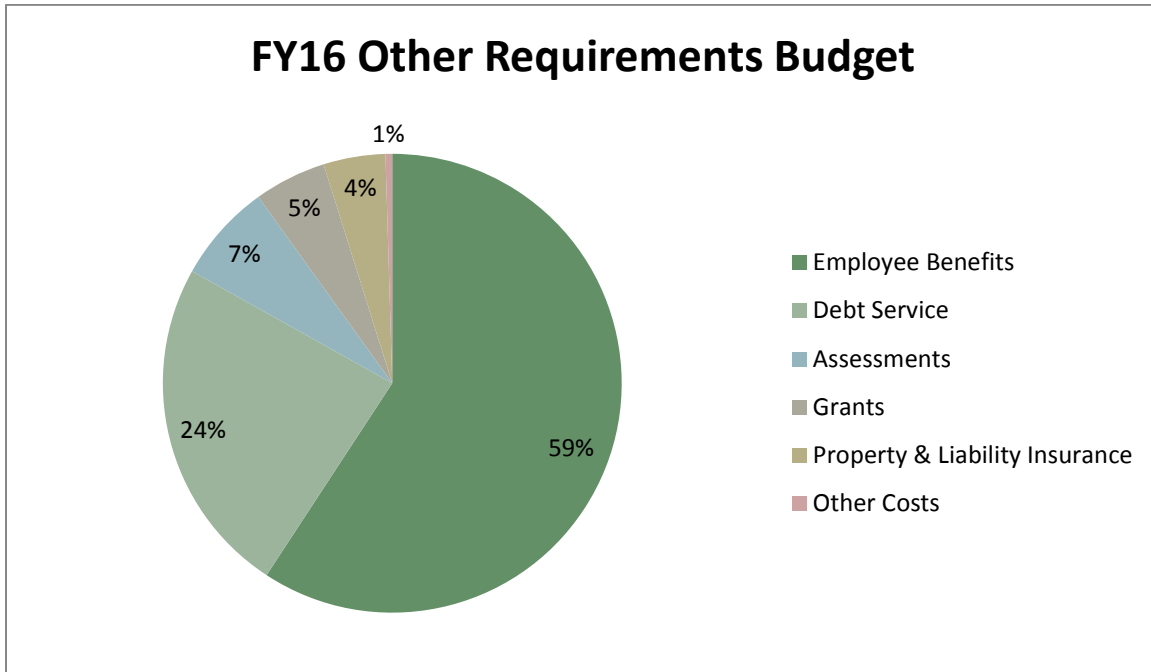
The distribution of expenditures on education has shifted slightly away from the local system (Local and Horace Mann Charter) to the other three systems (Regional, Commonwealth Charters and School Choice). Enrollment in the other systems has grown resulting in higher assessments. The local school system budget is increasing \$2.1 million and includes 3.8 new full-time equivalents.



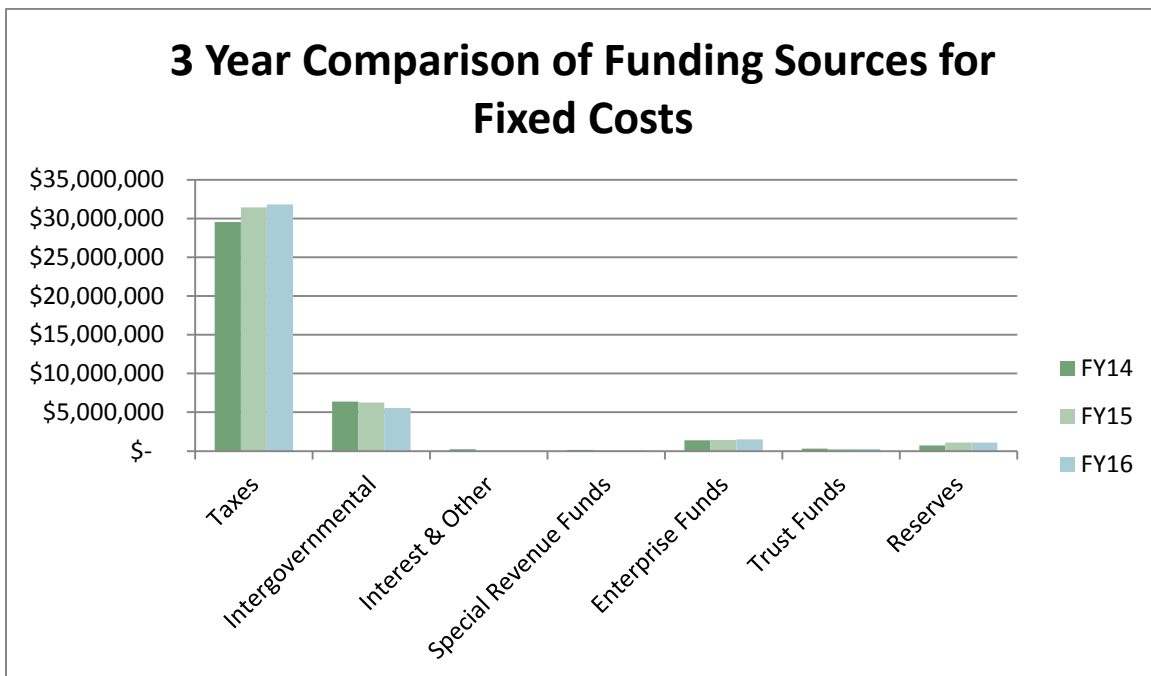
A majority of the funding for education has been provided from taxes for this three year period as Intergovernmental revenue has remained relatively unchanged. The slight increase in Intergovernmental revenue in FY16 is from School Choice and Circuit Breaker funds. General Fund reserves of \$220,160 will be used to balance the FY16 budget.

## *Fixed Costs Expenditures and Funding Source Summary*

<u>Expenditure Category</u>	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
<b><u>Employee Benefits</u></b>						
Retirement Assessments	\$ 7,515,745	\$ 7,871,271	\$ 7,871,271	\$ 8,035,227	\$ 163,956	2.08%
Health Insurance for Active Employees	5,774,706	6,410,318	6,300,000	6,885,000	474,682	7.40%
Retiree Health & Sick Benefits	3,442,434	4,180,293	4,200,293	4,017,183	(163,110)	-3.90%
Workers' Compensation & Unemployment	1,182,373	1,484,624	1,419,291	1,500,000	15,376	1.04%
Medicare & Life Insurance	949,216	970,000	959,800	1,002,000	32,000	3.30%
<b>Total</b>	<b>18,864,474</b>	<b>20,916,506</b>	<b>20,750,655</b>	<b>21,439,410</b>	<b>522,904</b>	<b>2.50%</b>
<b><u>Debt Service, Grants, Assessments &amp; Other</u></b>						
Debt Service	8,830,555	8,678,407	8,670,000	8,647,981	(30,426)	-0.35%
Library Grants	1,630,979	1,671,753	1,671,753	1,714,000	42,247	2.53%
Tourism Grant	142,969	123,000	123,000	124,250	1,250	1.02%
Property & Liability Insurance	1,439,324	1,570,000	1,539,715	1,580,000	10,000	0.64%
Interest on Tax Refunds	1,912	25,000	24,000	20,000	(5,000)	-20.00%
Celebrations	103,301	100,000	100,000	100,000	-	0.00%
Lombard Trust Rent	51,924	51,924	51,924	52,000	76	0.15%
Veterans' District Assessment & Benefit Payments	382,738	442,019	425,000	430,000	(12,019)	-2.72%
Old Kings Highway	9,000	9,000	9,000	9,000	-	0.00%
Greenhead Fly Control District	5,320	5,320	5,320	5,320	-	0.00%
County Tax & Cape Cod Commission Assessments	1,057,930	1,084,379	1,084,379	1,094,175	9,796	0.90%
Mosquito Control	325,539	337,988	337,988	352,254	14,266	4.22%
Air Pollution Control Districts	21,977	21,813	21,813	21,832	19	0.09%
RMV Non-renewal Surcharge	72,380	72,380	72,380	72,380	-	0.00%
Cape Cod Regional Transit Authority	484,887	497,009	497,009	509,433	12,424	2.50%
Special Education Assessment	29,491	30,081	30,081	26,748	(3,333)	-11.08%
Abatements & Exemptions Deficits	-	646	-	32,000	31,354	4853.56%
<b>Total</b>	<b>14,590,226</b>	<b>14,720,719</b>	<b>14,663,362</b>	<b>14,791,373</b>	<b>39,300</b>	<b>0.27%</b>
<b>Subtotal Before Transfers</b>	<b>33,454,700</b>	<b>35,637,225</b>	<b>35,414,017</b>	<b>36,230,783</b>	<b>593,558</b>	<b>1.67%</b>
<b><u>Transfers</u></b>						
Transfer to Trust Funds	3,827,151	3,530,313	3,530,313	3,435,335	(94,978)	-2.69%
Transfer to Special Revenue Funds	172,631	-	-	-	-	0.00%
Transfer to Capital Projects Funds	607,493	737,689	737,689	-	(737,689)	-100.00%
Transfers to Enterprise Funds	630,975	691,930	691,930	718,418	26,488	3.83%
<b>Total</b>	<b>5,238,250</b>	<b>4,959,932</b>	<b>4,959,932</b>	<b>4,153,753</b>	<b>(806,179)</b>	<b>-16.25%</b>
<b>Grand Total Other Requirements</b>	<b>\$38,692,950</b>	<b>\$40,597,157</b>	<b>\$40,373,949</b>	<b>\$40,384,536</b>	<b>\$(212,621)</b>	<b>-0.52%</b>
<b><u>Source of Funding</u></b>						
Taxes	\$ 29,539,936	\$ 31,420,732	\$ 31,082,560	\$ 31,810,852	\$ 390,120	1.24%
Intergovernmental	6,387,339	6,247,058	6,240,000	5,558,594	(688,464)	-11.02%
Interest and Other	232,804	-	122,022	-	-	0.00%
Special Revenue Funds	147,331	119,082	119,082	116,037	(3,045)	-2.56%
Enterprise Funds	1,368,167	1,435,285	1,435,285	1,502,053	66,768	4.65%
Trust Funds	300,000	290,000	290,000	280,000	(10,000)	-3.45%
Reserves	717,373	1,085,000	1,085,000	1,117,000	32,000	2.95%
<b>Total Sources</b>	<b>\$38,692,950</b>	<b>\$40,597,157</b>	<b>\$40,373,949</b>	<b>\$40,384,536</b>	<b>\$(212,621)</b>	<b>-0.52%</b>



Employee benefits and debt service comprise most of the spending in this category. Together they account for 83% of all spending in the fixed costs category.

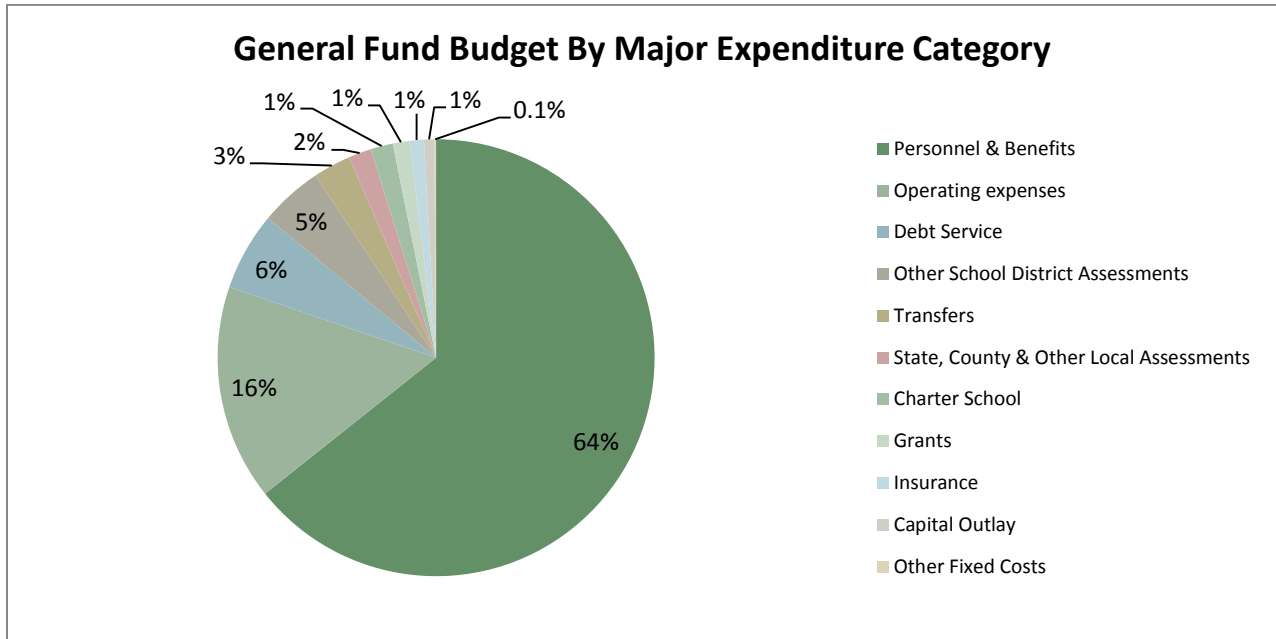


Taxes have provided the additional funding for this category over this three year period. Intergovernmental revenue has declined due to an expiring School Construction reimbursement from the State. The use of reserves has increased slightly to offset unemployment budgets and retiree sick leave buyback budgets.

## ***General Fund Budget by Major Expenditure Category***

<b>Expenditure Category</b>	<b>Actual FY 2014</b>	<b>Approved FY 2015</b>	<b>Projected FY 2015</b>	<b>Proposed FY 2016</b>	<b>Change FY15 - 16</b>	<b>Percent Change</b>
Personnel	\$ 69,771,752	\$ 71,914,377	\$ 71,725,437	\$ 74,543,224	\$ 2,628,847	3.66%
Employee Benefits	18,864,474	20,916,506	20,750,655	21,439,410	522,904	2.50%
Operating Expenses	21,095,408	22,228,434	22,299,102	23,780,352	1,551,918	6.98%
Other School District Assessments	5,766,921	6,162,100	6,155,850	6,954,182	792,082	12.85%
Transfers	5,238,250	4,959,932	4,959,932	4,153,753	(806,179)	-16.25%
Debt Service	8,830,555	8,678,407	8,670,000	8,647,981	(30,426)	-0.35%
State, County & Other Local Assessments	2,389,262	2,499,989	2,482,970	2,521,142	21,153	0.85%
Horace Mann Charter Schools	2,434,619	2,395,792	2,395,792	2,471,124	75,332	3.14%
Grants	1,773,948	1,794,753	1,794,753	1,838,250	43,497	2.42%
Property & Liability Insurance	1,439,324	1,570,000	1,539,715	1,580,000	10,000	0.64%
Capital Outlay	1,011,435	1,041,000	1,024,424	1,122,360	81,360	7.82%
Other Fixed Costs	157,137	177,570	175,924	204,000	26,430	14.88%
<b>Total Expenditures</b>	<b>\$138,773,084</b>	<b>\$144,338,860</b>	<b>\$143,974,554</b>	<b>\$149,255,778</b>	<b>\$ 4,916,918</b>	<b>3.41%</b>
<b>Full-time Equivalent Employees</b>	<b>1156.14</b>	<b>1191.91</b>		<b>1198.31</b>	<b>6.40</b>	

Personnel costs and the associated employee benefits account for \$3.2 million of the FY16 General Fund budget increase or 64%. This includes an increase of 6.4 full-time equivalents; 3.8 in the local school operations and 2.6 in the municipal operations. Operating expenses are increasing \$1.5 million. This is comprised of \$833,000 for the local school operations and \$719,000 for the municipal operations. Of the increase in the municipal operations, \$692,000 is for snow removal. Assessments from other school districts are increasing \$792,000, or almost 13% mainly due to enrollment increases. Transfers are declining \$806,000 as one-time transfers for grant matching and capital improvements were included in the FY15 budget. All other categories are increasing a collective \$227,000.



Personnel and benefits account for 64% of all General Fund expenditures.



Flag Day 2014 at Barnstable West Barnstable School

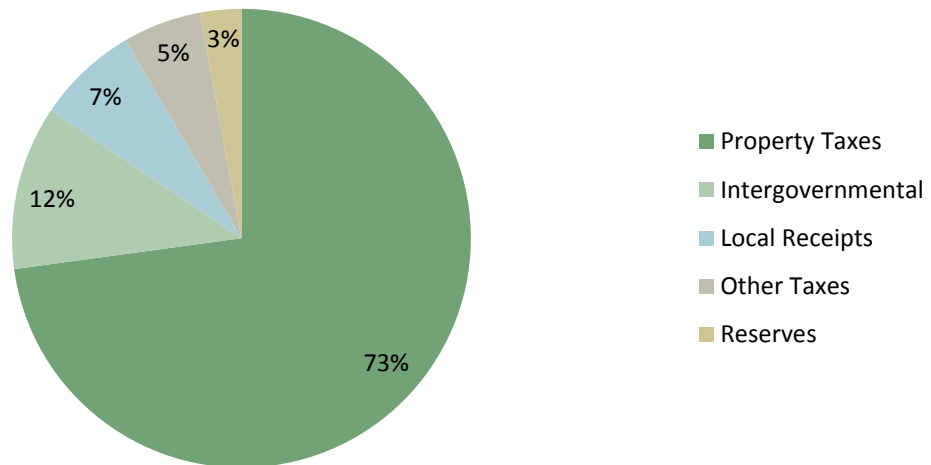


## *General Fund Revenue Summary*

	Actual FY 2014	Budget FY 2015	Budget FY 2016	Change FY15 - 16	Percent Change
<b><u>Property Taxes:</u></b>					
Tax Levy	\$ 103,522,018	\$ 106,676,485	110,479,501	\$ 3,803,016	3.56%
Reserved for Abatements and Exemptions	(1,526,093)	(1,869,334)	(1,750,000)	119,334	-6.38%
<b>Property Taxes Available for Operations</b>	<b>101,995,925</b>	<b>104,807,151</b>	<b>108,729,501</b>	<b>3,922,350</b>	<b>3.74%</b>
<b><u>Other Taxes:</u></b>					
Motor Vehicle Excise Tax	6,493,473	5,486,717	6,309,864	823,147	15.00%
Boat Excise Tax	132,358	135,000	130,000	(5,000)	-3.70%
Motel/Hotel Excise Tax	1,810,513	1,641,250	1,790,000	148,750	9.06%
Payments in Lieu of Tax	29,283	25,000	28,000	3,000	12.00%
<b>Total Other Taxes</b>	<b>8,465,627</b>	<b>7,287,967</b>	<b>8,257,864</b>	<b>969,897</b>	<b>13.31%</b>
<b><u>Other Resources:</u></b>					
Intergovernmental	18,261,926	17,744,627	17,291,502	(453,125)	-2.55%
Fines & Penalties	1,499,805	1,158,500	1,300,000	141,500	12.21%
Fees, Licenses, Permits	3,456,373	2,993,355	3,099,600	106,245	3.55%
Charges For Services	1,827,184	1,740,160	1,750,000	9,840	0.57%
Interest and Other	2,078,807	1,012,650	1,449,747	437,097	43.16%
Special Revenue Funds	649,247	610,376	640,053	29,677	4.86%
Enterprise Funds	2,171,377	2,371,386	2,409,351	37,965	1.60%
Trust Funds	300,000	290,000	280,000	(10,000)	-3.45%
General Fund Reserves	-	4,322,689	4,048,160	(274,529)	-6.35%
<b>Total Other Resources</b>	<b>30,244,719</b>	<b>32,243,743</b>	<b>32,268,413</b>	<b>24,670</b>	<b>0.08%</b>
<b>Total General Fund Resources</b>	<b>\$ 140,706,271</b>	<b>\$ 144,338,861</b>	<b>\$ 149,255,778</b>	<b>\$ 4,916,918</b>	<b>3.41%</b>

Total General Fund resources used to balance the FY16 budget are projected to grow \$4.9 million, or 3.4%. Sixty-six percent of the revenue growth is from property taxes. Other taxes are increasing \$970,000; mostly comprised of an increase from motor vehicle excise taxes. Intergovernmental aid is decreasing \$453,000 principally due to an expiring school construction aid reimbursements and reductions in the Commonwealth Charter School aid reimbursements. Revenue from local receipts is increasing \$762,000. Much of this increase is due to an increase in investment income and revenue generated from renewable energy projects. Transfers from reserves and other funds are decreasing \$285,000. Fewer General Fund reserves are being used to balance the budget.

### Composition of FY16 General Fund Revenue



Property taxes comprise 73% of all general fund resources and intergovernmental resources make up 12%. Local receipts provide 7% of the funding sources and other taxes provide 5% of all the General Fund resources. Transfers from reserves comprise 3% of the total resources with a majority of this being used to fund the FY15 snow and ice deficit.

FY16 General Fund Revenue Estimates

**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 FY16 to balance the operating or capital budgets. The formula used to calculate the projected tax levy for FY16 is as follows:

Base levy from FY15	\$104,892,708
Prop 2½ allowable increase	2,622,318 (2.5% of FY15 base)
Estimated new property tax growth	\$950,000
Cape Cod Commission environmental tax	\$568,234
Debt exclusions	\$1,446,241
Less reserve for abatements & exemptions	<u>(\$1,750,000)</u>
FY16 Tax Levy available for operations	\$108,729,501

Estimated new property tax growth is derived principally from new building construction. The Town Assessor works closely with the Building Division and reviews building activity to arrive at a conservative 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. This was a voter approved additional tax that all Cape Cod communities pay. The CCC assessments can only be increased by 2.5% every year so the tax is projected to grow by this percentage in FY16.

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 they are raised to cover and they expire once the debt service expires.

Every year a provision for abatements and property tax exemptions must be made as well. For FY16 a provision of \$1,750,000 is being set aside; reducing the available property taxes to fund operations. FY16 is a property revaluation year for the town which can result in more abatements being granted as new property values are challenged. This is a conservative estimate but is slightly less than what was set aside for FY15.

**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 each 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 2006 - \$4,460,449
- FY 2007 - \$4,466,675 – no change
- FY 2008 - \$4,318,526 – 3.3% decrease
- FY 2009 - \$3,811,735 – 11.7% decrease
- FY 2010 - \$3,916,718 – 2.7% increase
- FY 2011 - \$4,073,493 – 4.0% increase
- FY 2012 - \$4,184,661 – 2.7% increase
- FY 2013 - \$4,578,757 – 9.4% increase
- FY 2014 - \$4,810,718 – 5.0% increase
- FY 2015 - \$5,066,021 – 5.3% increase

The auto industry appears to be recovering from the recent recessionary years. Locally, many dealerships have made significant investments in their properties signifying a recovery is in progress. For FY16 the Town is projecting a 15% increase as it has been conservatively budgeted and there has been several years of increased commitments.

**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 decline slightly in FY16 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

### **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. There is one new hotel/motel development on the horizon that may add less than 100 new rooms to the town’s stock which contributes to the increase in projected revenue for this category.

### **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 FY16 budget proposal is based on the Governor’s proposed budget for FY16 which was issued in February of 2015. 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. This process is usually completed by late June or early July; after the Town approves its budget. As this is a political process the Town has historically used the Governor’s proposal to develop its budget and makes budget adjustments subsequent to the state budget passage if necessary.

### **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 grow \$695,000 in FY16. Most of the increase is in the investment income area which is expected to grow \$200,000 due to increased cash balances invested and improving rates. Also included in the revenue increase is \$180,000 of new revenue from renewable energy projects. The Town has installed a 4 megawatt and 6.8 megawatt solar panel system at the transfer station and recycling facility and the airport, respectively, which will provide a new resource for the Town.

**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. \$280,000 will be used in FY16. This is \$10,000 less than what was used for FY15.

**General Fund Reserves**

The Town will use \$4,048,160 in general fund reserves to balance the FY16 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. The Town expects to generate a surplus in excess of \$2 million in FY15 which will offset a significant portion of what will be used in FY16 to balance the budget. Also, most of the costs being paid for with surplus are not recurring operating costs. Following is a ten-year history of General Fund reserves used and generated.

Certification Date:	Beginning Balance	Used For:		Generated	Ending Balance
		Operations	Capital		
July 1, 2005	\$9,121,071	(\$3,641,549)	\$0	\$5,883,381	\$11,362,903
July 1, 2006	\$11,362,903	(\$4,013,319)	(\$1,235,000)	\$7,326,981	\$13,441,565
July 1, 2007	\$13,441,565	(\$3,577,630)	(\$2,235,000)	\$9,692,548	\$17,321,483
July 1, 2008	\$17,321,483	(\$6,390,369)	(\$4,500,000)	\$1,501,616	\$7,932,730
July 1, 2009	\$7,932,730	(\$1,930,000)	\$0	\$2,408,587	\$8,411,317
July 1, 2010	\$8,411,317	(\$1,080,758)	\$0	\$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)	\$0	\$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)	(\$807,493)	\$6,666,868	\$13,370,039
<b>Totals</b>		<b>(\$29,680,791)</b>	<b>(\$17,777,493)</b>	<b>\$51,707,252</b>	

### **Capital Program Development**

Every year the Town updates its five-year capital improvement 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 which include cost estimates, justification, department priority, location, time to complete, previous funding received as well as other information. All project submissions are then rated by a task force comprised of senior level management across all departments using a matrix which evaluates each submission against ten (10) criteria. 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 represents a total of \$52,291,736 for FY16, and a combined total of \$115,634,507 over a five-year period. Of the \$115 million, approximately \$43 million represents enterprise funds and \$73 million are general fund requests.

	<b>Enterprise Funds</b>	<b>General Fund</b>	<b>Total</b>
FY 2016	\$ 13,967,937	\$ 38,323,799	\$ 52,291,736
FY 2017	\$ 13,751,095	\$ 13,181,692	\$ 26,932,787
FY 2018	\$ 2,659,745	\$ 7,964,838	\$ 10,624,583
FY 2019	\$ 8,100,000	\$ 7,597,462	\$ 15,697,462
FY 2020	\$ 4,509,067	\$ 5,578,872	\$ 10,087,939
<b>Totals</b>	<b>\$ 42,987,844</b>	<b>\$ 72,646,663</b>	<b>\$ 115,634,507</b>

# Fiscal Year 2016 Capital Program

### **Recommended Projects for Fiscal Year 2016**

Recommended capital projects for FY16 total \$27,416,200 as follows: \$15,163,700 for the General Fund program and \$12,252,500 for enterprise accounts. Funding for the general fund portion of the program consists of \$3,829,832 in Capital Trust Fund (CTF) reserves, \$494,868 in transfers from closed appropriations, and \$10,839,000 in new borrowing authorizations. Funding for the enterprise fund programs consists of using \$1,604,150 of enterprise fund reserves and \$5,226,000 in new borrowing authorizations. \$5,422,350 is anticipated to be reimbursed from federal and state granting agencies. The grants funds received will reduce the amount of any bonds issued or the reserves used to finance the 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	Funding Source			
	Enterprise Fund Reserves	Bond Issue	Grants	Total
<b>AIRPORT:</b>				
Reconstruct Taxiway C & Part of TWY Delta	190,000		3,610,000	3,800,000
Replace Kodiak Snow Blower & Dump Truck	53,750		1,021,250	1,075,000
Design & Replace Airfield Vault Emergency Generator	4,500		85,500	90,000
Hangar 2 Drainage Improvements	25,000		100,000	125,000
Improve Airport Access Rd & Security Fence East Side	132,000		528,000	660,000
Airfield Equipment Replacement	84,400		77,600	162,000
<b>Total Airport Enterprise Fund</b>	<b>489,650</b>		<b>5,422,350</b>	<b>5,912,000</b>
<b>MARINAS:</b>				
Gateway Marina Dredging		280,000		280,000
Prince Cove Marina Bulkhead - Construct		570,000		570,000
Hyannis Harbor Bulkhead - Study & Design		158,000		158,000
<b>Total Marinas Enterprise Fund</b>		<b>1,008,000</b>		<b>1,008,000</b>
<b>SANDY NECK:</b>				
Sandy Neck Beach Park Stabilization		352,000		352,000
<b>Total Sandy Neck Enterprise Fund</b>		<b>352,000</b>		<b>352,000</b>
<b>GOLF COURSES:</b>				
Olde Barnstable Fairgrounds Golf Facility Improvements		174,000		174,000
Hyannis Golf Facilities Improvements		140,000		140,000
<b>Total Golf Enterprise Fund</b>		<b>314,000</b>		<b>314,000</b>



Project Name	Funding Source			
	Enterprise Fund Reserves	Bond Issue	Grants	Total
<b>WATER SUPPLY:</b>				
Pipe Replacement & Upgrade Program	150,000	900,000		1,050,000
Wells Pump Station & Treatment Plant Upgrades	200,000			200,000
Paint / Repair Large Tank Mary Dunn 2		615,000		615,000
Water Main Upgrade Barnstable Rd		1,037,000		1,037,000
<b>Total Water Supply Enterprise Fund</b>	<b>350,000</b>	<b>2,552,000</b>		<b>2,902,000</b>
<b>WATER POLLUTION CONTROL:</b>				
Re-line Sewers & Laterals on South Street	84,500			84,500
Sewer Capacity Evaluation	200,000			200,000
Rehab Clarifiers		1,000,000		1,000,000
<b>Total Sewer Enterprise Fund</b>	<b>284,500</b>	<b>1,000,000</b>		<b>1,284,500</b>
<b>SOLID WASTE:</b>				
Truck Scale	50,000			50,000
Rubber Tire Wheel Loader	280,000			280,000
Roll-Off Trailer	50,000			50,000
Four Compactor Units for recycle area	100,000			100,000
<b>Total Solid Waste Enterprise Fund</b>	<b>480,000</b>			<b>480,000</b>
<b>Total All Enterprise Funds</b>	<b>1,604,150</b>	<b>5,226,000</b>	<b>5,422,350</b>	<b>12,252,500</b>

**General Fund:**

Project Name	Funding Source			Total
	Capital Trust Fund Reserves	Bond Issue	Transfer From Closed Projects	
<b>INFRASTRUCTURE:</b>				
Public Roads Maintenance Program	3,250,000			3,250,000
School Zone Traffic Lights	92,700			92,700
Guardrails and Sidewalks		400,000		400,000
Bay Street Boat Ramp		142,000	147,000	289,000
JFK Memorial Restoration	87,000			87,000
Add Private Roads to Asset Management System	55,000			55,000
Private Roads Program		488,000	245,000	733,000
Joshua's Pond Site Work		282,000	35,000	317,000
<b>Total</b>	<b>3,484,700</b>	<b>1,312,000</b>	<b>427,000</b>	<b>5,223,700</b>
<b>MUNICIPAL FACILITIES:</b>				
Police Station Improvements		355,000		355,000
Demolish Portables at Former MM Elementary School	39,598		10,402	50,000
Town Hall Heating System		939,000		939,000
<b>Total</b>	<b>39,598</b>	<b>1,294,000</b>	<b>10,402</b>	<b>1,344,000</b>
<b>WATER QUALITY:</b>				
Hamblin Pond Alum Treatment		300,000		300,000
Hydrilla Control Mystic Lake & Middle & Long Ponds	86,950		13,050	100,000
<b>Total</b>	<b>86,950</b>	<b>300,000</b>	<b>13,050</b>	<b>400,000</b>
<b>SCHOOL FACILITIES:</b>				
Elementary School Modular Classroom Construction		3,720,000		3,720,000
BIS Facade & Roof Improvements		3,353,000		3,353,000
BCHMCPS Facade Improvements & Roof Replacement		260,000		260,000
Technology Infrastructure Improvements	168,584		44,416	213,000
High School & Middle School Boiler Upgrades		350,000		350,000
W Villages Elementary Air Conditioning Replacement		250,000		250,000
60watt Cogeneration Plant at BIS	50,000			50,000
<b>Total</b>	<b>218,584</b>	<b>7,933,000</b>	<b>44,416</b>	<b>8,196,700</b>
<b>Grand Totals</b>	<b>3,829,832</b>	<b>10,839,000</b>	<b>494,868</b>	<b>15,163,700</b>

## **Project Descriptions and Budget Impact**

### **Airport Enterprise Fund:**

#### **Reconstruct Taxiway Charlie and A Portion Of Taxiway - \$3,800,000**

As part of the Federal Aviation Administration's (FAA) goals to improve and correct airport layout deficiencies, enhance aircraft safety, and insure compliance with regulatory guidance, this project serves to correct major operational aircraft ground and runway safety area (RSA) deficiencies associated with taxiways Charlie and a portion of Delta, and its aircraft run-up area.

Budget Impact - Routine maintenance would stay the same. Savings to be derived from use of LED taxiway lights is yet to be determined.

#### **Replace Snow Removal Equipment - \$1,075,000**

Snow Removal Equipment (SRE) and Aircraft Rescue and Fire Fighting (ARFF) equipment must be maintained regularly and when certain FAA approved equipment is eligible for replacement with FAA grant assistance, SRE and ARFF vehicles and equipment must be evaluated and replaced as necessary. This project is to replace a 1998 Kodiak Diesel 4x4 Snow Blower and a 1995 Ford L-8000 Heavy Duty Dump Truck with Plow and Sander.

Budget Impact - None. Replacement Vehicles. Mission and usage remains the same. Any savings derived by new equipment would be available to maintain remainder of deteriorating ARFF and SRE vehicles.

#### **Design & Replace Airfield Vault Emergency Generator (100kw) And Remove Underground Storage Tank (Ust) - \$90,000**

Replace the existing circa 1990 100KW diesel generator and its associated 550 gallon underground storage tank (UST); and replace it with a new natural gas 100KW generator for the emergency operation of the airfield lighting and vault located near Gate Papa (P) on the East Ramp.

Budget Impact - None. Replacement emergency generator and fuel tank. Mission and usage remains the same. Any savings derived by new equipment would be available to maintain remainder of airport continuing maintenance requirements.

#### **Hangar 2 Drainage Improvements - \$125,000**

Design and install corrective ramp stormwater and roof drainage run-off for the circa 1980 Airport-owned Hangar 2 on the North Ramp. The so-called Hangar 2 is owned by the Airport, but is leased to Hyannis Air Service (dba Cape Air). The existing hangar roof drainage and the north ramp storm water run-off drains toward the Hangar and causes frequent main floor flooding during heavy weather. The proposed drainage project should fix the problem for the foreseeable future.

Budget Impact - New drainage system. Minimal impact on operating budget.

Design & Construct Phase 2 Airport Access Road On East Side Of Airfield - \$660,000

The proposed two phase project will provide an Airport Access Road on the East side of the airfield from the current Gate Mike (M) to the limit of future growth in this area and to existing buildings located on the East Ramp. Phase 1 of the project is extending the access road and security fence to the north side of the northernmost existing hangar site to accommodate a new Cape Cod Community College (4C's) Airframe & Power Plant (A&P) School. Phase 2 of the project will extend the access road, security fence and utilities to the limit of future growth in the area. The overall two-phased project will include the installation of approximately 2,500 linear feet of pavement and security fence in two approximately equal phases. Phase 1 incorporates existing utilities, and Phase 2 will require the extension of utilities to serve potential future hangar buildings as may be permitted.

Budget Impact - Minimal additional line painting, snow plowing and routine maintenance for road extension. Long range (20 years) replacement. Can be accomplished with existing resources.

Replace Airfield Equipment And Vehicles- \$162,000

The Airfield Equipment being replaced in FY2016 includes the aircraft DAVCO Ground Power Unit (GPU) and the 2000 New Holland Tractor with Mower Deck; and in FY2018 - the Maintenance Shop Air Compressor. All items will have reached the end of their useful life and must be replaced.

Budget Impact - None. Any savings derived by new equipment would be available to maintain remainder of deteriorating ARFF and SRE vehicles.

**Marina Enterprise Fund:**Gateway Marina Dredging - \$280,000

This project involves the maintenance dredging of the Gateway Marina within Hyannis Harbor to depths of -10 and -6 feet below Mean Low Water depending on location (approximately 1,000 Cubic yards of sediment).

Budget Impact - None.

Prince Cove Marina Bulkhead – Construction - \$570,000

Repair of Existing Bulkhead structure, upgrade the lighting and upgrade the water supply services to the bulkhead.

Budget Impact - None. A newly constructed bulkhead will require minimal maintenance over its expected life of at least 25 years.

Hyannis Harbor Bulkhead Study & Preliminary Design - \$158,000

Survey, analysis, planning and preliminary design of existing bulkhead structure, associated utilities and space needs associated with the bulkhead and its use, including finger piers and vehicle and pedestrian access. Consideration of "ocean rise" and increased storm activity are to be taken into consideration in the analysis. A "findings" report will be delivered to the Town.

Budget Impact - None. Design portion only.

**Sandy Neck Enterprise Fund:**

Sandy Neck Beach Park Stabilization - withdrawn

**Golf Course Enterprise Fund:**

Olde Barnstable Fairgrounds Golf Facility Improvements - \$174,000

This project will consist of a phased approach to address a multitude of building maintenance deficiencies. The existing clubhouse roof is over 23 years old and is at the end of useful life and is leaking. This project will replace the existing cedar roof with a new asphalt roof on the clubhouse, replace exterior trim and paint the entire building's exterior. Subsequent phases will include replacement of windows and doors that are beyond repair with more energy efficient units. The HVAC system is in need of upgrades to include new pipe insulation and plumbing. The maintenance barn roof is in need of replacement and the underground fuel storage tanks should be upgraded to include above ground fuel storage and distribution systems.

Budget Impact – Energy savings will be realized from the replacement of existing windows and doors. Improved HVAC systems and insulation will reduce energy consumption. Estimate \$2,500 annually.

Hyannis Golf Facilities Improvements - \$140,000

This project will consist of a phased approach to address a multitude of building maintenance deficiencies. The clubhouse roof is at the end of useful life and needs full replacement. This project will replace the existing asphalt roof, redesign the main entrance and improve handicap accessibility. Subsequent phases will include rebuilding the rear deck and stairs and replacing the balustrades to meet current code. The maintenance building roof will be replaced and the propane fired heating plant will be replaced with a high efficiency natural gas unit.

Budget Impact - With renovations routine maintenance should be reduced. Amount to be determined.

**Water Supply Enterprise Fund:**

Pipe Replacement And Upgrade Program - \$1,050,000

This is a continuation of a 30 year, phased, pipe replacement and upgrade program for the Hyannis Water System; as recommended by Weston & Sampson Engineering, Inc. in their April 2007 Master Plan.

Budget Impact - The upgrades will be to existing distribution piping which are already maintained by the DPW. Replacing these pipes will likely result in less maintenance cost, and should not result in the need for additional personnel.

Water Supply Wells, Pump Stations, & Treatment Plant Repair - \$200,000

This CIP is a continuation of the repairs and upgrades program started in FY2007. With the exception of the Straightway well #2, all of the wells were constructed in the early to mid-1970s. The prior year's monies were used to install emergency generators, lighting, and fencing and implement pavement improvements.

Starting in FY14 the Hyannis Water Board approved the recommendation to implement a structured rehabilitation program dealing with major facility components needing upgrades or replacements. These facility components include: buildings, process control equipment, safety & security equipment, and electrical equipment.

Budget Impact - The upgrades will be to existing well buildings, treatment and other facilities which are currently maintained by the DPW. Some operating budget savings may be realized by replacing existing equipment with more energy efficient equipment, and a reduction in maintenance cost yet to be determined.

Paint And Repair Large Water Tank, Mary Dunn 2 - \$615,000

This water storage tank needs rehabilitation, upgrades, and painting on its interior and exterior. In addition, repairs needed for the security fencing, gates and access road.

Budget Impact - The tank is an existing facility that is currently maintained by the DPW. Repairs / upgrades will potentially decrease near-term maintenance cost, but will not have lasting impact on the operating budget.

Water Main Upgrade, Barnstable Road – Withdrawn

**Water Pollution Control Enterprise Fund:**

Reline Sewers & Laterals, South Street, Hyannis - \$84,500

Reline the sewers and laterals in South Street, Hyannis. This work includes inserting a soft plastic insert into the existing sewer and then heating it to form a hard interior liner.

Budget Impact - The line would be inspected every ten (10) years; it is inspected every five (5) years presently.

Capacity, Management, Operations And Maintenance (CMOM) - \$200,000

An evaluation of the sewer collection system and designing a program to meet the new CMOM criteria.

Budget Impact - This is study. Future budget impacts will be determined as part of the study.

Clarifiers Rehabilitation - \$1,000,000

This is the second phase of this project. Previously a consultant was brought on board to evaluate the condition, capacity, operation, repainting and repair of the five clarifiers at the Bears' Way treatment plant. By FY16, a decision will have been made as to what method and materials to use to rehabilitate the clarifiers. This CIP is to fund the construction efforts. \$1,000,000 is budgeted as a placeholder until the study is complete in the spring of 2015.

Budget Impact - None identified at this time. Depends upon the type of rehabilitation.

**Solid Waste Enterprise Fund:****New Truck Scale - \$50,000**

Replace a 120,000 lb. truck scale that services the transfer station operations.

Budget Impact –Every day the existing scale is inoperable could result in a daily revenue loss in the thousands of dollars depending upon activity levels. In addition, repair costs of up to \$5,000 is avoided.

**Rubber Tire Wheel Loader - \$280,000**

The existing 2003 loader has 24,000 hours on it. Typical design life for these loaders is 12,000 to 15,000 hours. Both the motor and transmission have had major repairs. It is the most important piece of equipment at the facility.

Budget Impact – avoidance of \$5,000 to \$7,500 in repair costs annually.

**Roll Off Trailer - \$50,000**

Purchase a roll off trailer to replace the existing 1991 roll off trailer. This trailer is used to pick-up, transport, and dispose of materials.

Budget Impact – Estimated reduction in repair costs of \$1,000.

**Replace Four (4) Compactor Units - \$100,000**

The decision has been made to change our recycle program from a sorting system to a single stream system; compacting all recyclable materials in single containers. Cardboard will be separated out and compacted then sold at market price. This system will make recycling much easier for our residents and will increase the Town's recycle rate.

Budget Impact – Electric costs increase estimated at \$2,000.

**General Fund:****Public Roads Maintenance - \$3,250,000**

Road rehabilitation of the entire length of Huckins Neck Road in Centerville. Drainage improvements and resurfacing are planned on Smith Street, Putnam Avenue, High School Road, Hyannis Road, East Bay Road, Keveney Lane, and Pine Street (West Barnstable). Drainage projects and preventive maintenance crackseal of various roads town-wide (approx. 37.5 miles) to extend their service life is also included in this project.

Budget Impact - 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.

**School Zone Traffic Lights - \$92,700**

Replace the old zone school traffic light sign boards with new technology utilizing solar power.

Budget Impact - The new solar powered lights should reduce electric costs and save on maintenance actions for annual savings of approximately \$2,000 to \$4,000.

Guardrail Replacement / Sidewalk Overlay & Construction - \$400,000

This project addresses three issues as follows: 1) Removal and replacement of 6,000 linear feet of old deteriorated concrete post and steel cable guardrails. 2) Removal of old broken asphalt and vegetation within existing footprint of exiting deteriorated sidewalks and install a new 1.5" layer of new asphalt. 3) Construct a new sidewalk on west side of Bay Lane between the south and north entrances to the ballpark in the vicinity of the Centerville Elementary School. Included will be new handicap accessible crossings at two locations supported by solar powered flashing warning signs for high visibility.

Budget Impact - This work should decrease the need for maintenance in the near term saving approximately \$5,000 to \$10,000 annually in labor and materials.

Bay Street Boat Ramp Construction - \$289,000

The existing asphalt boat ramp will be removed and a new boat ramp will be constructed. The adjacent parking area will be excavated and replaced with a state of the art porous concrete surface. Additional catch basins will be installed in the approach roadway, and further storm water mitigation features consisting of low impact swales and a rain garden will be constructed.

Budget Impact - Additional catch basins will require periodic cleaning. Estimated to be less than \$1,000 annually.

Police Headquarters Improvements - \$355,000

The Police Department facility was constructed over 30 years ago. The original building equipment and systems are coming to the end of their useful life and need upgrading. Many parts of the existing building are in need of replacement and renovation. This project would fund the following: replacement of all overhead doors and mechanicals; replacement of chiller (50 ton unit) and floor mounted fan coil units; and upgrade of interior finishes to include new carpet, painting and selective interior improvements.

Budget Impact - The majority of the work consists of functional efficiency improvements involving safety concerns and renovation upgrades replacing worn out finishes. Door and window replacements will improve energy conservation and reduce operating costs (TBD).

Town Hall Boiler Conversion - \$939,000

This project will continue the replacement of the existing Town Hall heating plant with new high efficiency modulating boilers. With this project, the current steam distribution system will be replaced with hot water fin tube radiation throughout the entire facility. A new direct digital control system will be installed to efficiently regulate heat distribution. This system will allow for remote computer monitoring, fuel tracking data, space temperature control, occupancy schedules and boiler run times. All new hot water distribution piping will be insulated to minimize heat loss and maximize efficiency.



Budget Impact - The facility is an existing Town facility that is currently maintained by the DPW. Improvements/upgrades are expected to result in improvement in energy usage and are not expected to adversely impact the operating budget. It is estimated that a 30% annual savings will be recovered from natural gas expenses due to an increase in heating efficiency.

Private Roads Program - \$733,000

Recent legislation (Chapter 339 of the Acts of 2014 - signed by the Governor on 10/3/2014) allows that "*the Town of Barnstable may from time to time, for the purpose of ensuring the safety of the general public, enter and make expenditures for undertaking maintenance and improvements within the layout, or any portion thereof, of one or more private ways within the Town*" this must include "*a declaration of common usage of such private way by the general public by vote of the Town Council*". The four (4) projects included in this capital project request are considered priority locations.

Budget Impact - No immediate impact is expected for the projected life of the repairs which is 12 years.

JFK Memorial Restoration Project - \$87,000

Historic restoration and preservation of the John F. Kennedy Memorial Park. Work consists of the complete reconstruction of the concrete patio, granite benches, fountain, and landscape enhancements.

Budget Impact - None other than what has been routinely spent each year.

Adding Private Roads To The Asset Management System - \$55,000

In 2012, the Town hired BETA Group to establish "benchmark" existing conditions for pavement, signage, guardrails and stormwater facilities on Public roads. This information has been entered into a robust Asset Management software program and can be used for multiple purposes including future budget need. Adding the private roads to the system will only require an updated physical survey because the software "platform" is already in place. Use of the Asset Management system as applied to private roads will enable overall costs to be calculated and will allow DPW to better allocate maintenance funds and Temporary Repair to Private Road funds.

Budget Impact - No direct operating cost impacts until private road policy is amended.

Joshua's Pond Site Work - Design & Construction - \$317,000

The project involves the design and construction of revised access to and layout of parking areas, improvements to the stormwater systems and landscaping.

Budget Impact - New construction will be mostly maintenance free. Existing maintenance effort will be expended.

Demolish Portables at Former Marstons Mills Elementary School - \$50,000

The three (3) portable/modular structures located at the facility are joined to the main building by a covered hallway. These structures are in excess of twenty years old and have completely outlived their usefulness. As they sit and deteriorate due to insect infestation and neglect they have become a nuisance and continue to

attract vandals. The space is not salvageable and they need to be removed. The project involves the permitting costs, labor costs and disposal fee to disconnect the utilities, demolish the structures, salvage and sort the recyclable materials and remove and dispose of the building. It also includes basic site work to clean up the area post-demolition.

Budget Impact - The elimination of these buildings reduces the potential for costs incurred in the future to respond to vandalism. It reduces liability which could impact insurance budgets in the future by as much as \$5,000 to \$10,000 annually.

#### Hamblin Pond Alum Treatment - \$300,000

Alum injection onto bottom sediments of Hamblin Pond to prevent devastating algae blooms.

Budget Impact - None. Just 16 hrs staff time for permitting; all other work contracted.

#### Hydrilla Control Mystic Lake & Middle & Long Ponds - \$100,000

2014 marked the 4th year of hydrilla control in Mystic Lake. After 12 years of effort, 2014 marked the second consecutive year that hydrilla was absent from Long Pond. Hydrilla is capable of causing devastating impact to freshwater ponds, due to its rapid growth rate. It can spread from pond to pond, and has more recently cropped up in Middle Pond, adjacent to Mystic Lake. The Town along with The Association for the Preservation of Long Pond, the Indian Ponds Association and Massachusetts Department of Conservation and Recreation (MA DCR) are partnering in this effort to preserve the three (3) affected ponds and to reduce the chance of hydrilla spread to other ponds in Barnstable. As a result of the team effort, hydrilla has been drastically reduced in Long Pond (perhaps even eradicated), and slowed in Mystic Lake and Middle Pond. Halting spread of the hydrilla in Mystic Lake has proven a challenge however. For FY16, we anticipate using Sonar™ aquatic herbicide and supplementing the effort with bottom-screening, hand-pulling and diver-assisted suction harvesting.

Budget Impact - None. All work contracted

#### Elementary School Modular Classroom Construction - \$3,720,000

This is the second phase of our modular classroom project which is designed to replace outdated portable classrooms which are currently in use at Hyannis West, Barnstable West Barnstable and Centerville.

Budget Impact - Removal of existing portable classrooms would provide a positive impact on current facilities utilities and maintenance budget of approximately \$25,000 per year.

#### Barnstable Intermediate School Façade & Roof Improvements – \$3,353,000

Existing conditions study was performed by a consultant in FY15 who physically verified suspect areas for completion of specifications and bid documents. If not repaired building envelope will continue to deteriorate, allow leakage and create the opportunity for water damage and the potential for health and environmental quality issues.

Budget Impact - Repairs to windows and façade will reduce energy costs by eliminating air and water infiltration areas saving up to \$25,000 per year.

BCHMCPS Façade Improvements and Roof Replacement - \$260,000

Provide exterior repairs including re-pointing, trim replacement, gutters, doors, downspouts and foundation. Replace existing sloped, ballasted and flat roofs. This is for design service only. Construction request to follow in FY17.

Budget Impact – None. Design services contract.

Infrastructure Improvement for the School Network: Access To Internet and Digital Resources - \$213,000

In year three, this capital improvement project will continue to fund the final leg of construction of a managed, enterprise, and secured wireless network in the district to support the demand for increased connectivity of mobile devices, computers and other peripherals.

Budget Impact – To be determined.

Barnstable High School & Middle School Boiler Upgrades - \$350,000

Replace "Cleaver Brooks" boiler, motor and damper burner control units on five main boiler units.

Budget Impact - Expect 8% annual savings on heating costs.

West Villages Elementary Air Conditioning Replacement - \$250,000

Replace existing water chiller and cooling tower with new high efficiency system.

Budget Impact - Replacement of current system will provide energy cost savings for cooling of building. Amount to be determined.

Barnstable Intermediate School Cogen - \$50,000

Working through the Massachusetts Department of Energy Resources (DOER) a Grant funded 150Kilowatt Reciprocating Combustion Cogeneration plant to be installed at the Barnstable Intermediate School. This major electricity producing plant provides on-site stand alone electricity to power the school in the event of a power failure. Because this facility is the Town-wide shelter for the general public as well as the building for the sixth and seventh grades the CoGen will provide financial relief to the School Department in the form of reduced costs for utilities, and will provide backup power during a power outage for the Town-wide shelter. The School department will be seeking a 90% construction grant from the DOER and will be obligated to provide a 10% contribution to the project. Half of that contribution can be in-kind using school staff electrician and plumbers as well as project management services.

Budget Impact - The project is estimated to meet 48% of the building electricity load and 43% of the building heat load. Savings could be as much as \$43,000 annually.

### **Capital Trust Fund Cash Flow Analysis**

The Capital Trust Fund (CTF) is used as a mechanism to finance the Town's General Fund Capital Improvement Program within the limitations of Proposition 2½. Annually, the Town transfers a sum of money from the General Fund into the CTF. The resources within the CTF are then used to make the annual loan payments on the bonds issued to finance the Town's capital program. 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 in and out 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 FY16 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 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 with an amortization period of ten (10) years.

Furthermore, the annual contribution from the General Fund to the CTF could be decreased by the cash program portion (\$3.25M), if the need for funding general fund operations is determined to be greater than the need for the capital expenditure. There are countless scenarios that can be created to allocate the annual cash flow of the CTF between a cash and borrowing program.

The annual contribution to the CTF has grown from \$1.9 million per year to \$8 million in FY16. This amount is projected to increase by 2½% 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 FY13, an additional \$7 million was transferred from the general fund reserves so as to provide for a greater level of capital funding over the next five years and another \$4 million is anticipated by the end of FY15.

Table A on the next page illustrates the CTF cash flow for the next ten (10) years incorporating all existing loan payments and the FY16 proposed capital improvements program. Table B illustrates the potential capacity within the CTF over the next ten 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 1.5% per year;
- The transfer from the general fund will increase 2.5% per year;
- Loan amortization on the FY16 bond issue will include:
  - \$400,000 over 5 years,
  - \$2,724,000 over 10 years,
  - \$2,027,000 over 15 years,
  - \$7,688,000 over 20 years;
- The interest rate on the bonds will range from 2.5% to 4.0% with the longer the amortization period the higher the interest rate;
- The FY16 bonds will be issued at a time so that the first loan payments will not be made until FY17;
- There are no savings from bond refinancing included in the projection;
- Barnstable Shooting Range (Place holder) revitalization \$2,000,000 annually for three (3) years;
- 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 funding for the public roads program of \$3.25 million is repeated every year for the next ten (10) years.

**Major Assumptions Used In Table B:**

In addition to all of the assumptions in Table A, bond issues ranging from \$2 to \$9 million per year are included for the FY17 through FY25 capital program with the following amortization amounts:

- \$2,157,000 over 5 years
- \$9,836,000 over 10 years
- \$15,607,000 over 15 years
- \$15,824,000 over 20 years

TABLE A – Estimated Capital Trust Fund Cash Flow FY 2016 – FY 2025

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
<b>1</b> Beginning Trust Fund Balance	\$ 14,630,457	\$ 13,613,237	\$ 12,407,432	\$ 12,651,721	\$ 12,186,321	\$ 12,475,995	\$ 13,535,403	\$ 16,389,092	\$ 18,853,884	\$ 22,115,095
<b>Resources:</b>										
<b>2</b> Investment Earnings	219,457	204,199	186,111	189,776	182,795	187,140	203,031	245,836	282,808	331,726
<b>3</b> Private Road Betterments Collected	85,000	80,000	75,000	70,000	65,000	60,000	55,000	50,000	45,000	40,000
<b>4</b> Transfer From General Fund	8,043,646	8,231,723	8,424,485	8,622,050	8,824,537	9,032,069	9,244,773	9,462,777	9,686,214	9,915,220
<b>5</b> Additional Contribution From General Fund	-	-	1,000,000	-	-	-	1,000,000	-	-	-
<b>6</b> Total Current Year Resources	8,348,103	8,515,922	9,685,596	8,881,826	9,072,332	9,279,209	10,502,804	9,758,613	10,014,022	10,286,946
<b>7</b> Total Available Resources	22,978,560	22,129,159	22,093,028	21,533,546	21,258,653	21,755,203	24,038,207	26,147,705	28,867,907	32,402,041
<b>Commitments:</b>										
<b>8</b> Existing Debt Service Payments	(5,535,491)	(4,967,819)	(4,670,198)	(4,389,914)	(4,055,145)	(3,614,086)	(3,094,000)	(2,890,484)	(2,371,253)	(1,764,187)
<b>9</b> Estimated Debt Service on FY16 CIP (\$10.8m)		(1,192,908)	(1,171,110)	(1,149,312)	(1,127,513)	(1,105,715)	(1,025,115)	(1,003,337)	(981,559)	(975,039)
<b>10</b> Public Roads Program	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)
<b>11</b> Other Cash Program	(579,832)	(311,000)	(350,000)	(558,000)	(350,000)	(250,000)	(280,000)	(150,000)	(150,000)	(150,000)
<b>12</b> Total Current Year Commitments	(9,365,323)	(9,721,727)	(9,441,308)	(9,347,226)	(8,782,658)	(8,219,801)	(7,649,115)	(7,293,821)	(6,752,812)	(6,139,226)
<b>13</b> Increase (Decrease) in Trust Fund	(1,017,220)	(1,205,806)	244,289	(465,400)	289,674	1,059,408	2,853,689	2,464,793	3,261,211	4,147,720
<b>14</b> Ending Trust Fund Balance	\$ 13,613,237	\$ 12,407,432	\$ 12,651,721	\$ 12,186,321	\$ 12,475,995	\$ 13,535,403	\$ 16,389,092	\$ 18,853,884	\$ 22,115,095	\$ 26,262,815
<b>15</b> % of trust fund resources committed in CY (max = 80%)	41%	45%	44%	45%	43%	39%	33%	29%	24%	20%

This table illustrates the Capital Trust Fund’s (CTF) cash flow incorporating all existing loan payments on previously authorized projects as well as the recommended projects for FY16. Cash funded projects in FY16 total \$3,829,832 and bond funded projects total \$10.8 million. The bonds will be issued in FY16 and the first estimated loan payment of \$1,192,908 is anticipated to be made in FY17 as illustrated above on line 9. Line 8 in the table above includes all existing loan payments. Lines 10 and 11 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 FY18 and FY22 are included on line 5. The projected balance in the fund begins to grow in FY18 and beyond indicating that that the fund can absorb more annual loan payments which will allow for more bond issues beyond FY16 to fund additional capital expenditures.

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

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
<b>1</b> Beginning Trust Fund Balance	\$ 14,630,457	\$ 13,613,237	\$ 12,407,432	\$ 11,702,921	\$ 9,559,385	\$ 7,634,443	\$ 6,076,819	\$ 5,948,962	\$ 4,867,248	\$ 4,320,823
<b>Resources:</b>										
<b>2</b> Investment Earnings	219,457	204,199	186,111	175,544	143,391	114,517	91,152	89,234	73,009	64,812
<b>3</b> Private Road Betterments Collected	85,000	80,000	75,000	70,000	65,000	60,000	55,000	50,000	45,000	40,000
<b>4</b> Transfer From General Fund	8,043,646	8,231,723	8,424,485	8,622,050	8,824,537	9,032,069	9,244,773	9,462,777	9,686,214	9,915,220
<b>5</b> Additional Contribution From General Fund	-	-	1,000,000	-	-	-	1,000,000	-	-	-
<b>6</b> Total Current Year Resources	8,348,103	8,515,922	9,685,596	8,867,594	9,032,928	9,206,586	10,390,925	9,602,011	9,804,223	10,020,032
<b>7</b> Total Available Resources	22,978,560	22,129,159	22,093,028	20,570,514	18,592,313	16,841,029	16,467,744	15,550,973	14,671,471	14,340,855
<b>Commitments:</b>										
<b>8</b> Existing Debt Service Payments	(5,535,491)	(4,967,819)	(4,670,198)	(4,389,914)	(4,055,145)	(3,614,086)	(3,094,000)	(2,890,484)	(2,371,253)	(1,764,187)
<b>9a</b> Estimated Debt Service on FY16 CIP (\$10.8m)		(1,192,908)	(1,171,110)	(1,149,312)	(1,127,513)	(1,105,715)	(1,025,115)	(1,003,337)	(981,559)	(975,039)
<b>9b</b> Estimated Debt Service on FY17 CIP (\$9.2m)			(948,800)	(930,870)	(912,940)	(895,010)	(877,080)	(811,745)	(793,716)	(775,687)
<b>9c</b> Estimated Debt Service on FY18 CIP (\$6.6m)				(733,033)	(718,855)	(704,677)	(690,498)	(676,320)	(608,243)	(594,390)
<b>9d</b> Estimated Debt Service on FY19 CIP (\$5.4m)					(543,417)	(533,231)	(523,046)	(512,860)	(502,675)	(435,997)
<b>9e</b> Estimated Debt Service on FY20 CIP (\$3.8m)						(411,492)	(403,585)	(395,678)	(387,772)	(379,865)
<b>9f</b> Estimated Debt Service on FY21 CIP (\$3.6m)							(375,458)	(368,350)	(361,242)	(354,133)
<b>9g</b> Estimated Debt Service on FY22 CIP (\$6.6m)								(624,950)	(613,456)	(601,963)
<b>9h</b> Estimated Debt Service on FY23 CIP (\$3.6m)									(330,733)	(324,720)
<b>9i</b> Estimated Debt Service on FY24 CIP (\$2.4m)										(213,858)
<b>9j</b> Estimated Debt Service on FY25 CIP (\$2.0m)										
<b>10</b> Public Roads Program	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)
<b>11</b> Other Cash Program	(579,832)	(311,000)	(350,000)	(558,000)	(350,000)	(250,000)	(280,000)	(150,000)	(150,000)	(150,000)
<b>12</b> Total Current Year Commitments	(9,365,323)	(9,721,727)	(10,390,108)	(11,011,129)	(10,957,870)	(10,764,210)	(10,518,783)	(10,683,725)	(10,350,648)	(9,819,839)
<b>13</b> Increase (Decrease) in Trust Fund	(1,017,220)	(1,205,806)	(704,511)	(2,143,535)	(1,924,942)	(1,557,625)	(127,857)	(1,081,713)	(546,425)	200,194
<b>14</b> Ending Trust Fund Balance	\$ 13,613,237	\$ 12,407,432	\$ 11,702,921	\$ 9,559,385	\$ 7,634,443	\$ 6,076,819	\$ 5,948,962	\$ 4,867,248	\$ 4,320,823	\$ 4,521,017
<b>15</b> % of trust fund resources committed in CY (max = 80%)	41%	45%	48%	55%	62%	67%	68%	74%	77%	75%

Including the proposed FY16 capital program, it is estimated the Capital Trust Fund can absorb approximately \$90 million in capital expenditures over the next 10 years and stay within the maximum allowable commitment of 80% as shown on line 15. Cash financed capital is estimated at \$36 million as illustrated on lines 10 and 11. Bond financed capital is estimated a \$54 million through FY25. The estimated annual loan payments on the bonds are illustrated on lines 9a through 9j.

TABLE C – Capital Trust Fund Debt Amortization Schedule

DEBT SERVICE PROGRAM	Issue Date	Maturity Date	Original Amount	P&I Payments FY 2016	P&I Payments FY 2017	P&I Payments FY 2018	P&I Payments FY 2019	P&I Payments FY 2020	P&I Payments FY 2021	P&I Payments FY 2022	P&I Payments FY 2023	P&I Payments FY 2024	P&I Payments FY 2025
CTF Police Station Construction (I) Subseq Refunded Bonds	06/15/05	06/15/25	400,000	25,452	25,313	23,783	23,130	22,320	21,600	20,880	20,160	19,440	18,720
CTF Public Wharves-Dredging-Refunded	02/15/07	02/15/15	155,800	-	-	-	-	-	-	-	-	-	-
CTF School Facilities Repair	02/15/07	02/15/17	339,000	32,400	31,200	-	-	-	-	-	-	-	-
CTF BHS Cogeneration	02/15/07	02/15/17	500,000	54,000	52,000	-	-	-	-	-	-	-	-
CTF Old Town Hall Phase II (I)	02/15/07	02/15/17	295,000	32,200	26,000	-	-	-	-	-	-	-	-
CTF Building - Senior Center - Refunded	02/15/07	02/15/19	702,378	85,990	82,990	79,790	26,250	-	-	-	-	-	-
CTF School Upgrades 1 Subseq Refunded Bonds	02/15/07	02/15/22	360,000	31,321	30,427	28,127	27,360	21,280	20,520	19,760	-	-	-
CTF School Facilities Repair & Improvement Subseq Refunded Bonds	02/15/07	02/15/22	660,000	57,586	55,190	51,390	49,455	42,520	41,000	38,480	-	-	-
CTF Beach Facilities Subseq Refunded Bonds	02/15/07	02/15/22	270,000	24,603	18,585	17,985	16,310	15,680	15,120	14,560	-	-	-
CTF Land Acquisition - Hyannis Golf Course Subseq Refunded Bonds	02/15/07	02/15/26	748,000	56,388	54,665	52,065	49,310	47,600	46,080	44,560	43,040	35,520	34,240
CTF School Health & Safety Improvements Subseq Refunded Bonds	02/15/07	02/15/26	478,000	35,135	33,780	31,780	30,700	29,620	28,660	27,700	21,740	19,980	19,260
CTF MME Roof Replacement Subseq Refunded Bonds	02/15/07	02/15/26	750,000	56,295	54,856	52,056	49,510	47,800	46,280	44,760	43,240	40,720	34,240
CTF School Upgrades 2 Subseq Refunded Bonds	02/15/07	02/15/27	150,000	12,591	12,266	6,766	6,645	6,420	6,220	6,020	5,820	5,620	4,920
CTF BHMCS Roof Subseq Refunded Bonds	02/15/07	02/15/27	910,000	65,092	63,481	60,581	57,705	55,770	54,050	52,330	50,610	48,890	46,170
CTF Senior Center - Garden Level Subseq Refunded Bonds	02/15/07	02/15/27	457,000	34,226	33,635	31,635	25,555	24,700	23,940	23,180	22,420	21,660	20,900
CTF Town Building Repairs & Renovations Subseq Refunded Bonds	02/15/07	02/15/27	685,000	50,713	48,870	46,470	44,940	43,410	41,050	39,730	38,410	37,090	30,770
CTF MW PAT CW-04-31 Pool 11	11/09/07	07/15/20	389,216	33,999	33,999	33,999	33,999	33,999	33,999	-	-	-	-
CTF Coastal Water Quality Improvements	06/15/08	06/15/18	250,000	27,120	26,040	25,140	-	-	-	-	-	-	-
CTF Lake & Pond Improvements	06/15/08	06/15/18	250,000	27,120	26,040	25,140	-	-	-	-	-	-	-
CTF Land Acquisition - CAP	06/15/08	06/15/23	365,200	32,010	30,930	30,030	28,890	27,930	26,970	26,010	25,020	-	-
CTF Private Road Repairs	06/15/08	06/15/23	1,607,900	142,711	137,896	133,884	128,801	124,521	120,241	115,961	111,548	-	-
CTF Bismore Park Visitor Center - CAP	06/15/08	06/15/23	150,000	13,338	12,888	12,513	12,038	11,638	11,238	10,838	10,425	-	-
CTF Bismore Park Visitor Center	06/15/08	06/15/23	465,000	41,346	39,951	38,789	37,316	36,076	34,836	33,596	32,318	-	-
CTF Pleasant St. Dock - 1	06/15/08	06/15/23	350,000	30,676	29,641	28,779	27,686	26,766	25,846	24,926	23,978	-	-
CTF Pleasant St. Dock - 2	06/15/08	06/15/23	350,000	30,676	29,641	28,779	27,686	26,766	25,846	24,926	23,978	-	-
CTF Boat Ramps - CAP	06/15/08	06/15/23	927,000	82,489	79,699	77,374	73,429	70,989	68,549	66,109	63,593	-	-
CTF School Facility Improvements 1 (I)	06/15/08	06/15/28	916,600	51,763	45,188	44,063	42,638	41,438	40,238	39,038	37,800	36,525	35,250
CTF Municipal Building Improvements	06/15/08	06/15/28	297,000	7,756	7,531	7,344	7,106	6,906	6,706	6,506	6,300	6,088	5,875
CTF School Building Improvements	06/15/10	06/15/30	936,000	75,869	73,369	65,869	64,744	62,944	61,144	59,794	58,331	56,869	55,294
CTF Highway Facility	06/15/10	06/15/30	136,000	11,024	10,660	9,571	9,407	9,080	8,884	8,688	8,475	8,263	8,034
CTF Dredging	06/15/10	06/15/24	419,250	39,875	38,375	36,875	36,125	34,625	33,725	32,825	31,850	25,875	-
CTF Lake Treatment	06/15/10	06/15/25	275,000	26,575	25,575	24,575	24,075	23,075	17,475	17,025	16,538	16,050	15,525
CTF Municipal Facility Improvements	06/15/10	06/15/29	402,500	7,619	7,369	7,119	6,994	6,744	6,594	6,444	6,281	6,119	5,944
CTF Police Facility	06/15/10	06/15/30	508,000	39,094	37,844	36,594	35,969	34,719	33,969	33,219	32,406	31,594	30,719
CTF Nitrogen Management CW-04-31-A	03/15/11	07/15/20	211,460	23,330	23,330	23,330	23,330	23,330	23,330	-	-	-	-
CTF School Facilities Upgrades/Repairs V (I)	06/14/11	06/15/31	884,000	71,419	70,069	68,719	66,919	65,119	63,319	61,519	59,719	57,919	56,400
CTF School Facilities Upgrades/Repairs I	06/14/11	06/15/16	65,000	10,300	-	-	-	-	-	-	-	-	-
CTF School Equipment	06/14/11	06/15/16	193,000	36,050	-	-	-	-	-	-	-	-	-
CTF Traffic Calming	06/14/11	06/15/16	50,000	10,300	-	-	-	-	-	-	-	-	-
CTF Municipal Facility Upgrades/Repairs - MEA Building	06/14/11	06/15/16	114,000	20,600	-	-	-	-	-	-	-	-	-
CTF Police Dept. Emergency Generator	06/14/11	06/15/16	271,000	51,500	-	-	-	-	-	-	-	-	-
CTF Refunded Recreational Facility	06/14/11	06/15/16	144,000	36,050	-	-	-	-	-	-	-	-	-



TABLE C – Capital Trust Fund Debt Amortization Schedule – Continued

DEBT SERVICE PROGRAM	Issue Date	Maturity Date	Original Amount	P&I Payments FY 2016	P&I Payments FY 2017	P&I Payments FY 2018	P&I Payments FY 2019	P&I Payments FY 2020	P&I Payments FY 2021	P&I Payments FY 2022	P&I Payments FY 2023	P&I Payments FY 2024	P&I Payments FY 2025
CTF Police Station Construction (I) Subseq Refunded Bonds	06/15/05	06/15/25	400,000	25,452	25,313	23,783	23,130	22,320	21,600	20,880	20,160	19,440	18,720
CTF Public Wharves-Dredging-Refunded	02/15/07	02/15/15	155,800	-	-	-	-	-	-	-	-	-	-
CTF School Facilities Repair	02/15/07	02/15/17	339,000	32,400	31,200	-	-	-	-	-	-	-	-
CTF BHS Cogeneration	02/15/07	02/15/17	500,000	54,000	52,000	-	-	-	-	-	-	-	-
CTF Old Town Hall Phase II (I)	02/15/07	02/15/17	295,000	32,200	26,000	-	-	-	-	-	-	-	-
CTF Building - Senior Center - Refunded	02/15/07	02/15/19	702,378	85,990	82,990	79,790	26,250	-	-	-	-	-	-
CTF School Upgrades 1 Subseq Refunded Bonds	02/15/07	02/15/22	360,000	31,321	30,427	28,127	27,360	21,280	20,520	19,760	-	-	-
CTF School Facilities Repair & Improvement Subseq Refunded Bonds	02/15/07	02/15/22	660,000	57,586	55,190	51,390	49,455	42,520	41,000	38,480	-	-	-
CTF Beach Facilities Subseq Refunded Bonds	02/15/07	02/15/22	270,000	24,603	18,585	17,985	16,310	15,680	15,120	14,560	-	-	-
CTF Land Acquisition - Hyannis Golf Course Subseq Refunded Bonds	02/15/07	02/15/26	748,000	56,388	54,665	52,065	49,310	47,600	46,080	44,560	43,040	35,520	34,240
CTF School Health & Safety Improvements Subseq Refunded Bonds	02/15/07	02/15/26	478,000	35,135	33,780	31,780	30,700	29,620	28,660	27,700	21,740	19,980	19,260
CTF MME Roof Replacement Subseq Refunded Bonds	02/15/07	02/15/26	750,000	56,295	54,856	52,056	49,510	47,800	46,280	44,760	43,240	40,720	34,240
CTF School Upgrades 2 Subseq Refunded Bonds	02/15/07	02/15/27	150,000	12,591	12,266	6,766	6,645	6,420	6,220	6,020	5,820	5,620	4,920
CTF BHMCS Roof Subseq Refunded Bonds	02/15/07	02/15/27	910,000	65,092	63,481	60,581	57,705	55,770	54,050	52,330	50,610	48,890	46,170
CTF Senior Center - Garden Level Subseq Refunded Bonds	02/15/07	02/15/27	457,000	34,226	33,635	31,635	25,555	24,700	23,940	23,180	22,420	21,660	20,900
CTF Town Building Repairs & Renovations Subseq Refunded Bonds	02/15/07	02/15/27	685,000	50,713	48,870	46,470	44,940	43,410	41,050	39,730	38,410	37,090	30,770
CTF MW PAT CW-04-31 Pool 11	11/09/07	07/15/20	389,216	33,999	33,999	33,999	33,999	33,999	33,999	-	-	-	-
CTF Coastal Water Quality Improvements	06/15/08	06/15/18	250,000	27,120	26,040	25,140	-	-	-	-	-	-	-
CTF Lake & Pond Improvements	06/15/08	06/15/18	250,000	27,120	26,040	25,140	-	-	-	-	-	-	-
CTF Land Acquisition - CAP	06/15/08	06/15/23	365,200	32,010	30,930	30,030	28,890	27,930	26,970	26,010	25,020	-	-
CTF Private Road Repairs	06/15/08	06/15/23	1,607,900	142,711	137,896	133,884	128,801	124,521	120,241	115,961	111,548	-	-
CTF Bismore Park Visitor Center - CAP	06/15/08	06/15/23	150,000	13,338	12,888	12,513	12,038	11,638	11,238	10,838	10,425	-	-
CTF Bismore Park Visitor Center	06/15/08	06/15/23	465,000	41,346	39,951	38,789	37,316	36,076	34,836	33,596	32,318	-	-
CTF Pleasant St. Dock - 1	06/15/08	06/15/23	350,000	30,676	29,641	28,779	27,686	26,766	25,846	24,926	23,978	-	-
CTF Pleasant St. Dock - 2	06/15/08	06/15/23	350,000	30,676	29,641	28,779	27,686	26,766	25,846	24,926	23,978	-	-
CTF Boat Ramps - CAP	06/15/08	06/15/23	927,000	82,489	79,699	77,374	73,429	70,989	68,549	66,109	63,593	-	-
CTF School Facility Improvements 1 (I)	06/15/08	06/15/28	916,600	51,763	45,188	44,063	42,638	41,438	40,238	39,038	37,800	36,525	35,250
CTF Municipal Building Improvements	06/15/08	06/15/28	297,000	7,756	7,531	7,344	7,106	6,906	6,706	6,506	6,300	6,088	5,875
CTF School Building Improvements	06/15/10	06/15/30	936,000	75,869	73,369	65,869	64,744	62,944	61,144	59,794	58,331	56,869	55,294
CTF Highway Facility	06/15/10	06/15/30	136,000	11,024	10,660	9,571	9,407	9,080	8,884	8,688	8,475	8,263	8,034
CTF Dredging	06/15/10	06/15/24	419,250	39,875	38,375	36,875	36,125	34,625	33,725	32,825	31,850	25,875	-
CTF Lake Treatment	06/15/10	06/15/25	275,000	26,575	25,575	24,575	24,075	23,075	17,475	17,025	16,538	16,050	15,525
CTF Municipal Facility Improvements	06/15/10	06/15/29	402,500	7,619	7,369	7,119	6,994	6,744	6,594	6,444	6,281	6,119	5,944
CTF Police Facility	06/15/10	06/15/30	508,000	39,094	37,844	36,594	35,969	34,719	33,969	33,219	32,406	31,594	30,719
CTF Nitrogen Management CW-04-31-A	03/15/11	07/15/20	211,460	23,330	23,330	23,330	23,330	23,330	23,330	-	-	-	-
CTF School Facilities Upgrades/Repairs V (I)	06/14/11	06/15/31	884,000	71,419	70,069	68,719	66,919	65,119	63,319	61,519	59,719	57,919	56,400
CTF School Facilities Upgrades/Repairs I	06/14/11	06/15/16	65,000	10,300	-	-	-	-	-	-	-	-	-
CTF School Equipment	06/14/11	06/15/16	193,000	36,050	-	-	-	-	-	-	-	-	-
CTF Traffic Calming	06/14/11	06/15/16	50,000	10,300	-	-	-	-	-	-	-	-	-
CTF Municipal Facility Upgrades/Repairs - MEA Building	06/14/11	06/15/16	114,000	20,600	-	-	-	-	-	-	-	-	-
CTF Police Dept. Emergency Generator	06/14/11	06/15/16	271,000	51,500	-	-	-	-	-	-	-	-	-
CTF Refunded Recreational Facility	06/14/11	06/15/16	144,000	36,050	-	-	-	-	-	-	-	-	-

TABLE C – Capital Trust Fund Debt Amortization Schedule – Continued

DEBT SERVICE PROGRAM	Issue Date	Maturity Date	Original Amount	P&I Payments FY 2016	P&I Payments FY 2017	P&I Payments FY 2018	P&I Payments FY 2019	P&I Payments FY 2020	P&I Payments FY 2021	P&I Payments FY 2022	P&I Payments FY 2023	P&I Payments FY 2024	P&I Payments FY 2025
CTF Osterville Community Building Upgrades	11/22/13	11/15/23	200,000	24,500	23,900	23,400	23,000	22,500	21,900	21,300	20,750	20,250	-
CTF Police Station Upgrades	11/22/13	11/15/23	168,000	23,600	23,000	17,550	17,250	16,875	16,425	15,975	15,563	15,188	-
CTF Town Hall Interior Upgrades	11/22/13	11/15/23	150,000	18,375	17,925	17,550	17,250	16,875	16,425	15,975	15,563	15,188	-
CTF Guyer Barn Upgrades	11/22/13	11/15/23	148,000	18,250	17,800	17,425	17,125	16,750	16,300	15,850	15,438	10,125	-
CTF MEA Facility Upgrades	11/22/13	11/15/23	131,000	17,825	17,375	17,000	16,700	16,325	10,950	10,650	10,375	10,125	-
CTF Beach Facility Design	11/22/13	11/19/19	115,000	26,925	26,175	20,600	20,200	-	-	-	-	-	-
CTF Pearl St Building Upgrades	11/22/13	11/15/23	114,000	17,325	11,950	11,700	11,500	11,250	10,950	10,650	10,375	10,125	-
CTF S&G Facility Roof Repairs	11/22/13	11/15/23	103,000	12,250	11,950	11,700	11,500	11,250	10,950	10,650	10,375	10,125	-
CTF Lombard Parking & Ballfield Design	11/22/13	11/19/19	101,000	21,700	21,100	20,600	20,200	-	-	-	-	-	-
CTF West Barnstable Community Building Upgrades	11/22/13	11/15/23	72,000	11,450	11,150	10,900	5,750	5,625	5,475	5,325	5,188	5,063	-
CTF Highway Operations Facility Construction	11/22/13	11/15/23	66,000	11,350	11,050	5,850	5,750	5,625	5,475	5,325	5,188	5,063	-
CTF East Bay Dredging	11/22/13	11/15/23	600,000	73,500	71,700	70,200	69,000	67,500	65,700	63,900	62,250	60,750	-
CTF Hyannis Harbor Bulkhead Construction	11/22/13	11/15/23	142,000	17,975	17,525	17,150	16,850	16,475	16,025	10,650	10,375	10,125	-
CTF Millway Boat Ramp & Dock Upgrades	11/22/13	11/15/23	133,000	17,825	17,375	17,000	16,700	16,325	10,950	10,650	10,375	10,125	-
CTF Senior Center - Parking Lot Expansion	02/15/15	06/30/30	290,000	29,870	29,525	29,125	28,225	27,325	26,525	25,725	24,925	24,125	23,325
CTF Police Facilities - February 17, 2015 Issue	02/15/15	06/30/35	288,000	27,476	24,169	23,869	23,194	22,519	21,919	21,319	20,719	20,119	19,519
CTF Marstons Mills Fish Run Reconstruction	02/15/15	06/30/30	326,000	41,934	35,375	34,875	33,750	27,625	26,825	26,025	25,225	24,425	23,625
CTF Sidewalk/Guardrail Improvements 1	02/15/15	06/30/20	200,000	46,762	46,000	45,200	43,400	41,600	-	-	-	-	-
CTF Sidewalk/Guardrail Improvements 2	02/15/15	06/30/20	85,000	22,735	22,350	16,950	16,275	15,600	-	-	-	-	-
CTF Dredge Permitting/Planning	02/15/15	06/30/20	341,000	82,431	80,075	78,675	70,525	67,600	-	-	-	-	-
CTF Blish Point Sand Management	02/15/15	06/30/20	215,000	52,185	51,325	50,425	43,400	41,600	-	-	-	-	-
CTF Centerville Recreation Building	02/15/15	06/30/35	185,000	16,128	15,963	15,763	15,313	14,863	14,463	14,063	13,663	13,263	12,863
CTF Early Learning Center Modular Facility	02/15/15	06/30/35	2,000,000	165,758	164,125	162,125	157,625	153,125	149,125	145,125	141,125	137,125	133,125
<b>TOTAL GENERAL FUND DEBT SERVICE</b>				<b>4,157,978</b>	<b>3,626,312</b>	<b>3,380,866</b>	<b>3,144,218</b>	<b>2,851,518</b>	<b>2,445,819</b>	<b>1,962,094</b>	<b>1,795,320</b>	<b>1,321,214</b>	<b>752,692</b>
CTF Marina Bulkhead Repair I	06/14/11	06/15/30	725,000	61,231	60,031	58,831	57,231	55,631	54,031	52,431	50,831	44,231	43,050
CTF HYCC 1 Subseq Refunded Bonds	02/15/07	02/15/27	1,000,000	71,718	70,546	66,446	64,390	62,230	60,310	58,390	56,470	53,550	51,670
CTF HYCC 2 Subseq Refunded Bonds	02/15/07	02/15/27	8,000,000	579,694	564,190	535,190	515,775	495,450	480,170	463,890	447,650	430,450	413,330
CTF HYCC 3 Subseq Refunded Bonds	02/15/07	02/15/27	1,600,000	115,765	112,845	107,645	103,135	98,670	95,630	92,590	89,550	86,510	82,470
CTF HYCC 4	06/15/08	06/15/28	6,765,000	524,105	508,895	496,220	480,165	466,645	453,125	439,605	425,663	410,298	395,975
<b>TOTAL ENTERPRISE FUND DEBT SERVICE</b>				<b>1,352,513</b>	<b>1,316,507</b>	<b>1,264,332</b>	<b>1,220,696</b>	<b>1,178,626</b>	<b>1,143,266</b>	<b>1,106,906</b>	<b>1,070,164</b>	<b>1,025,039</b>	<b>986,495</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>5,535,491</b>	<b>4,967,819</b>	<b>4,670,198</b>	<b>4,389,914</b>	<b>4,055,145</b>	<b>3,614,086</b>	<b>3,094,000</b>	<b>2,890,484</b>	<b>2,371,253</b>	<b>1,764,187</b>

### **Sewer Construction and Private Way Maintenance and Improvements Fund**

This is another fund that the Town has to finance its capital program. 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. This law expanded the use of this special fund to include the maintenance and improvements of private ways. The fund was originally established with the passage of Chapter 248 of the Acts of 2012 which created a special fund for sewer construction.

Dedicated revenue sources for this fund includes 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 also be credited to this fund if the fund is used to finance the improvements. The Stewart's Creek sewer construction and West Main Street Pump Station 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 these 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 Stewart's Creek project were assessed to property abutters in the amount of 50% of the project costs. The betterments collected are credited to this fund.

As of June 30, 2014 this fund was included within the sewer enterprise fund for external financial reporting purposes in accordance with Generally Accepted Accounting Standards. However, the Town has been tracking the financial activity in a separate fund within its financial reporting system in the event that it would need to know the cumulative financial activity of these actions. The passage of Chapter 355 created a multipurpose fund which will no longer be accounted for with the sewer enterprise fund for external financial reporting purposes.

There are currently no projects included in the five year capital improvements plan which will use this fund as the funding mechanism. Following is a five (5) year projection for the fund's activity.

	FY2015	FY2016	FY2017	FY2018	FY2019
Beginning Fund Balance	\$ 8,981,326	\$ 10,715,547	\$ 12,455,207	\$ 14,200,354	\$ 15,951,034
<b><u>Resources:</u></b>					
Meals tax	1,280,000	1,286,400	1,292,832	1,299,296	1,305,793
Rooms tax	875,000	879,375	883,772	888,191	892,632
Betterments	100,000	95,000	90,000	85,000	80,000
<b><u>Commitments:</u></b>					
Debt service	(520,779)	(521,115)	(521,456)	(521,807)	(522,164)
Excess resources	1,734,221	1,739,660	1,745,147	1,750,680	1,756,261
Ending Fund Balance	\$ 10,715,547	\$ 12,455,207	\$ 14,200,354	\$ 15,951,034	\$ 17,707,295

## **Debt Position Analysis**

### **Type and Purpose of Debt**

The Town sells bonds to finance major capital improvements that require large cash outlays. General Obligation Bonds (GOB) have been sold to fund capital improvements managed by various municipal operations such as schools, public works, recreation, conservation, and the Town's enterprise fund operations. General Obligation Debt (GOD) 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 rates 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 FY15 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 are 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, 2014, the Town of Barnstable had \$111.1 million of outstanding long-term debt. New debt issued in FY14 was \$6.5 million and existing debt retired was \$13.2 million, representing a \$6.7 million net decrease in the outstanding long-term debt level from June 30, 2013. These debt figures include all debt incurred on behalf of the enterprise funds and the Community Preservation Fund.

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, the amount of debt sold by overlapping jurisdictions (the County, Cape Cod Regional Transit Authority and Cape Cod Regional Technical High School), and future capital needs. These factors influence the Town's bond rating - an evaluation of the Town's ability to repay debt as determined by the rating agencies. Rating agencies examine the local economy as well as the Town's financial position, administrative capabilities, and level of planning. 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 their most recent bond rating analysis dated January 30, 2015, Standard & Poor's (S&P) affirmed the 'AAA' rating on the Town's outstanding debt. This included a stable outlook. The rating reflects S&P's assessment of the Town's demonstrated market access and strong financial position and fiscal management, good income levels and high per capita market value and a primarily residential property tax base that is among the largest in Massachusetts.

### Projected Debt Payments by Project and Fund

The following four tables set forth the projected General Obligation Debt (GOD) payments by project for both the Town's governmental funds and the enterprise funds. It is significant to note that the State reimburses for school construction projects at the rate of 64% including interest costs incurred, as well as several MWPAT loans for sewer construction, water system improvements and landfill capping loans. The State will contribute \$19.7 million in school building assistance grants and MWPAT subsidies over the remaining life of the outstanding bonds.

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

Projects	Maturities Through	Original Loan Amount	Coupon Rate (%)	Outstanding at June 30, 2013	Issued	Redeemed	Outstanding at June 30, 2014
MCWT Title V Bond of 1997.....	2021	\$ 200,000	0.00	\$ 83,003	\$ -	\$ (10,400)	\$ 72,603
MCWT Title V Bond of 2002.....	2023	200,000	0.00	100,184	-	(9,972)	90,212
Municipal Purpose Bonds of 2004.....	2014	11,783,000	3.00 - 5.00	620,000	-	(620,000)	-
Municipal Purpose Bonds of 2005.....	2025	6,280,000	3.25 - 5.00	3,760,000	-	(315,000)	3,445,000
MCWT Title V Bonds of 2006.....	2026	400,000	0.00	260,000	-	(20,000)	240,000
MCWT Title V Bond of 2007.....	2027	200,000	0.00	140,000	-	(10,000)	130,000
Municipal Purpose Bonds of 2007.....	2027	46,664,000	3.38 - 4.75	28,325,000	-	(4,115,000)	24,210,000
MCWT Bond of 2008 (CW-04-31).....	2021	389,216	2.00	251,359	-	(29,265)	222,094
Municipal Purpose Bonds of 2008.....	2028	5,928,700	3.75 - 4.50	3,585,000	-	(373,000)	3,212,000
MCWT Bond of 2009.....	2021	887,454	2.00	712,342	-	(82,597)	629,745
Municipal Purpose Bonds of 2010.....	2030	4,947,270	2.00 - 5.00	3,290,000	-	(540,000)	2,750,000
Municipal Purpose Bonds of 2011.....	2031	15,751,000	2.00 - 4.00	13,076,897	-	(1,786,548)	11,290,349
Municipal Purpose Refunding of 2013.....	2023	10,037,900	2.00 - 4.00	9,169,500	-	(1,090,000)	8,079,500
Municipal Purpose Bonds of 2014.....	2024	6,248,000	2.00 - 3.00	-	6,248,000	-	6,248,000
Total Bonds Payable.....				63,373,285	6,248,000	(9,001,782)	60,619,503
Add: unamortized premium.....				237,493	245,377	(295,533)	187,337
Total Bonds Payable, net.....				\$ 63,610,778	\$ 6,493,377	\$ (9,297,315)	\$ 60,806,840

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

Year	Principal	Interest	Total
2015.....	\$ 8,967,140	\$ 2,263,727	\$ 11,230,867
2016.....	8,681,546	1,957,203	10,638,749
2017.....	8,344,002	1,640,784	9,984,786
2018.....	8,281,509	1,335,373	9,616,882
2019.....	8,285,071	984,237	9,269,308
2020.....	4,688,685	632,556	5,321,241
2021.....	3,685,157	465,149	4,150,306
2022.....	3,179,756	334,397	3,514,153
2023.....	2,555,256	215,507	2,770,763
2024.....	1,449,483	138,416	1,587,899
2025.....	914,483	96,505	1,010,988
2026.....	589,483	61,719	651,202
2027.....	344,483	39,624	384,107
2028.....	229,483	26,016	255,499
2029.....	194,483	17,008	211,491
2030.....	189,483	9,230	198,713
2031.....	40,000	1,656	41,656
Total.....	\$ <u>60,619,503</u>	\$ <u>10,219,107</u>	\$ <u>70,838,610</u>

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 2014, approximately \$3,509,000 of such assistance was received. Approximately \$16,444,000 will be received in future years. Of this amount, \$1,310,000 represents reimbursement of future long-term interest costs and \$15,134,000 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, 2013	Issued	Redeemed	Outstanding at June 30, 2014
Golf Course.....	2025	\$ 4,450,000	5.00	\$ 3,150,000	\$ -	\$ (250,000)	\$ 2,900,000
Wastewater.....	2032	34,940,442	0.00 - 4.75	19,456,517	-	(1,532,282)	17,924,235
Water.....	2033	13,699,618	2.00 - 5.00	12,772,107	-	(637,102)	12,135,005
Solid Waste Transfer Station.....	2027	8,405,700	0.00 - 4.50	3,196,600	-	(446,800)	2,749,800
Sandy Neck.....	2031	1,365,000	4.00	1,165,000	-	(50,000)	1,115,000
Marinas.....	2030	3,774,000	3.00 - 5.00	1,817,103	-	(143,452)	1,673,651
Hyannis Youth and Community Center.....	2028	17,365,000	3.375 - 5.00	12,485,000	-	(868,000)	11,617,000
Airport.....	2031	730,000	2.00 - 4.12	680,000	-	(30,000)	650,000
Total Bonds Payable.....				\$ <u>54,722,327</u>	\$ -	\$ <u>(3,957,636)</u>	\$ <u>50,764,691</u>



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

Year	Principal	Interest	Total
2015.....	\$ 3,979,041	\$ 1,649,331	\$ 5,628,372
2016.....	3,876,306	1,509,484	5,385,790
2017.....	3,938,915	1,367,055	5,305,970
2018.....	3,685,396	1,216,833	4,902,229
2019.....	3,763,085	1,081,656	4,844,741
2020.....	3,389,410	946,854	4,336,264
2021.....	3,282,068	838,335	4,120,403
2022.....	3,310,284	733,079	4,043,363
2023.....	3,377,458	623,738	4,001,196
2024.....	3,301,175	513,908	3,815,083
2025.....	3,209,804	412,604	3,622,408
2026.....	2,968,921	309,347	3,278,268
2027.....	3,028,539	216,143	3,244,682
2028.....	1,778,665	121,108	1,899,773
2029.....	1,001,085	80,185	1,081,270
2030.....	991,371	56,919	1,048,290
2031.....	947,712	33,137	980,849
2032.....	462,700	14,981	477,681
2033.....	472,756	5,646	478,402
Total.....	\$ <u>50,764,691</u>	\$ <u>11,730,343</u>	\$ <u>62,495,034</u>

The Town has entered into several loan agreements with the Massachusetts Clean Water Trust (MCWT) for which the Town has recorded the total amount of debt outstanding. However, as of June 30, 2014, the Town has not incurred \$1,309,527 of the eligible construction costs related to the projects and as a result has not yet received the corresponding loan proceeds from MCWT. The Town is scheduled to be subsidized by the MCWT on a periodic basis for principal in the amount of \$1,406,745 and interest costs for \$670,673. The principal subsidies are guaranteed. Since the Town is legally obligated for the total amount of the debt, such amounts have been reported in the accompanying figures above. The 2014 principal and interest subsidies totaled \$237,389 and \$200,924, respectively.

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, 2014, the Town had the following authorized and unissued debt:

Purpose	Amount
Sewer Projects.....	9,088,246
Water Projects.....	3,353,819
Marston Mills Fish Run	500
Airport Projects.....	14,958,125
Fuel Farm.....	<u>810,000</u>
Total.....	28,210,690

### General Obligation Debt – Credit Ratings

In January 2015, the Treasurer conducted a \$16.2 million bond refunding. This sale required a rating agency analysis. S&P change their criteria and analytical framework used for evaluating credit and the Town maintained its AAA rating using their new criteria and framework. S&P cited the following reasons for their rating:

- A very strong economy, which participates in the strong Boston metropolitan statistical area;
- Very strong budgetary flexibility, with available reserves in excess of 15% of general fund expenditures for the most recent three audited years;
- Strong budgetary performance and stable and consistent revenue profile;
- Very strong liquidity, providing very strong cash levels to cover both debt service and expenditures;
- Very strong management practices and policies that we believe are embedded and sustainable; and
- Strong debt and contingent liabilities, albeit large pension and other post-employment benefits (OPEB) liabilities.

The descriptor used by S&P for this rating is “Prime Investment Grade”. Only twenty other communities in Massachusetts have an AAA rating from S&P. 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 area and a community with more income wealth can afford more debt than a poor community. The following is a list of additional factors that the financial community uses in evaluating an issuer’s credit rating:

- Economic health and diversification;
- Fund balances (free cash and other reserves);
- Evidence of regular planning for capital improvements by the issuer;
- Review of the issuer’s Capital Improvements Program for its effect on future debt needs;
- The willingness of the community, from time to time, to approve Proposition 2½ overrides and/or debt exclusions;
- Consideration of projected debt requirements;
- The issuer’s financial controls related to budgetary matters;
- The issuer’s long-range planning, particularly zoning and land-use planning;
- The range and level of services provided by the issuer in relation to its capacity to provide services;
- Flexibility in the ability to raise revenue; and



- The community's ability to address unfunded pension system and other post-employment benefits obligations.

Generally, bond ratings do not change suddenly but respond more to long-range trends. However, dramatic changes are key indicators of fiscal health and can result in a more 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 our view of the town's very strong budgetary flexibility and liquidity, further supported by a very strong and diverse local economy. Although Barnstable maintains a strong debt and liability profile, and despite pension and OPEB costs that are expected to continue rising through the medium term, we do not anticipate weakened performance or liquidity measures, due to the town's very strong management practices. Steady economic development in recent years should aid tax base stability and provide additional future tax revenue. While unlikely, significant deterioration in general fund reserve or performance could lead to rating actions. For these reasons, we do not expect to change the rating within the two-year outlook horizon."*

#### **General Obligation Debt – Limitations**

There are several legal limitations that govern the issuance of municipal debt. Under Massachusetts statutes, the debt limit of the Town of Barnstable 5% 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 \$700 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 many categories of general obligation debt that are exempt from, and do not count against the debt limit. To name a few among many; certain school bonds, water bonds, solid waste disposal facility bonds, and water pollution abatement revenue bonds are not subject to the debt limit.

#### **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 impact key General Obligation (GO) bond ratios. Several of the GO 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 GO 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 GO debt burden

placed on the citizens. To determine an issuer’s overall GO debt burden, overlapping debt is added to the issuer’s own outstanding GO 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 GO debt issuance plans, but also those of other surrounding jurisdictions.

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

0.649%

Direct Debt - General fund debt as a % of the town’s FY14 equalized property valuation as calculated by the state.

Formula – Overall general fund debt ÷ Equalized valuation

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

8.83%

Municipal Debt Burden – Current Year

Definition - Town’s general fund debt service ÷ Total general fund expenditures

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

\$1,600

Net Direct Debt Per Capita

Definition – Governmental fund net debt ÷ Town population

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

\$298,191

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 current ratio for the Town of Barnstable is 0.44%.**
4. The ratio of Debt Service to Total Expenditures (operating expenditures and debt service combined) shall not exceed 15%. **The Town's current ratio is 6.8%.**
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 current ratio is 4.45%.**
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 \$31 million in capital with new debt issues resulting in a 38/62 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 annual estimated commitment for FY2015 is approximately \$7.5 million. This is expected to be repeated for the next five 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; and
  - 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**

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.

## ***Capital Projects Funds***

The general fund capital improvement plan proposed for FY16 totals \$15,163,700. Funding for the general fund capital will come from reserves within the Town's Capital Trust 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 amounts list in the *Consolidated Resource/Appropriation Summary* on page 68 AND 69 includes not only the FY16 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 \$400,000 of program activity per year. The Adult Social Day Care Revolving Fund will be eliminated at the end of FY15.

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

***Other Funds Not Part of the Budget Process***

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 FY15 and FY16 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 some 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 maintaining and improving the Town's waterways. Expenditures are currently used to offset the mooring operations and a portion of the Harbormaster operating budget within the general fund.

### ***Gifts***

Similar to grants, gifts must be kept separate from general fund operations and accounted for within the special revenue fund structure unless it's 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 such as creating affordable accessory housing units.

### ***Other Designated Revenue***

This category includes certain receipts received by the Town that must be spent on specific designated purposes. These receipts must be kept separate from general fund resources. The 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, historical 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.

**Comcast License Fee 5 Year Spending Plan**

The Town receives approximately \$700,000 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. This fund will also be used to self-insure the network.

	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2019</u>
<b>Estimated License Revenue</b>	<b>\$ 699,574</b>	<b>\$ 706,570</b>	<b>\$ 713,636</b>	<b>\$ 720,772</b>	<b>\$ 727,980</b>
Personnel	294,657	306,649	319,132	332,124	345,648
Full-time Equivalent Employees	4.00	4.00	4.00	4.00	4.00
<b><u>Operating Expenses</u></b>					
Internet access charge	49,672	50,913	52,186	53,491	54,828
Legal expenses	5,000	5,000	5,000	5,000	5,000
Equipment replacement	54,000	55,000	56,000	57,000	58,000
Equipment rental	10,000	10,000	10,000	10,000	10,000
INET maintenance	10,000	10,000	10,000	10,000	10,000
Pole rental fee	20,497	22,547	24,802	27,282	30,010
Supplies	5,000	5,000	5,000	5,000	5,000
License and permits	1,000	1,000	1,000	1,000	1,000
Training	1,000	1,000	1,000	1,000	1,000
C3TV funding	49,792	50,788	51,803	52,840	53,896
Total operating expenses	205,961	211,248	216,792	222,612	228,735
<b><u>Other Expenses</u></b>					
Self insurance fund contribution for BFON	200,000	-	-	-	-
School Dept. funding - Channel 22	93,589	97,332	101,226	105,275	109,486
Total other expenses	293,589	97,332	101,226	105,275	109,486
<b>Grand total expenses</b>	<b>794,206</b>	<b>615,230</b>	<b>637,149</b>	<b>660,011</b>	<b>683,868</b>
Net license revenue after expenses	(94,632)	91,341	76,487	60,761	44,112
Beginning fund balance	891,522	796,891	888,231	964,718	1,025,479
<b>Ending fund balance</b>	<b>\$ 796,891</b>	<b>\$ 888,231</b>	<b>\$ 964,718</b>	<b>\$ 1,025,479</b>	<b>\$ 1,069,591</b>
<b>Self insurance fund balance</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>



## *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 \$1.5 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, 2014, the fund had a market value of almost \$2.7 million. The Pension Reserve Fund will transfer \$280,000 in FY16 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 \$8 million at the end of FY14. 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 million as of June 30, 2014, 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 \$300,000 has been awarded annually out of this fund for the past few years.

## ***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; 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 improvement program to the Town Council at least thirty days prior to the date for submission of the operating budget; unless some other time is provided by ordinance. The capital improvement plan shall include:

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

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

- a. The times and places where entire copies of the capital improvement plan are available for inspection by the public; and

- b. The date, time and place not less than fourteen days after such publication, when a public hearing on said plan will be held by the Town Council.

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

### ***6. Long Term Financial Forecast***

The Town Manager shall annually prepare a ten 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 impact on 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 that will 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 Community Services Department's 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 Community Services, Marine and Environmental Affairs Division Marina facilities as an enterprise there under; and,
- g. The Department of Community Services, Marine and Environmental Affairs Division Sandy Neck area and facilities as an enterprise there under.
- h. 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. Adult Social Day Fund, Senior Services Division, Community Services Department.
- c. Recreation Program Fund, Recreation Division, Community Services Department.
- d. Shellfish Propagation Fund, Natural Resources Division, Community Services Department.
- e. Building Inspections Fund, Building Services Division, Regulatory Services Department.
- f. Consumer Protection Fund, Consumer Affairs Division, Regulatory Services Department.
- g. Geographical Information Systems Fund, Information Systems Division, Administrative Services Department.
- h. Police Training Fund, Police Department.
- i. Arts & Culture Program Fund, Growth Management 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 annual audit will be performed by an independent public accounting firm 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 ten-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 and 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 which can be automated and/or centralized so as 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% t 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 from FY15; and excess General Fund revenue over budget estimates for FY15 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**

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 FY15; and excess General Fund revenue over budget estimates for FY15 will be shared 60/40 between school and municipal operations after any allocation is made to maintain the Town Council's policy reserve.

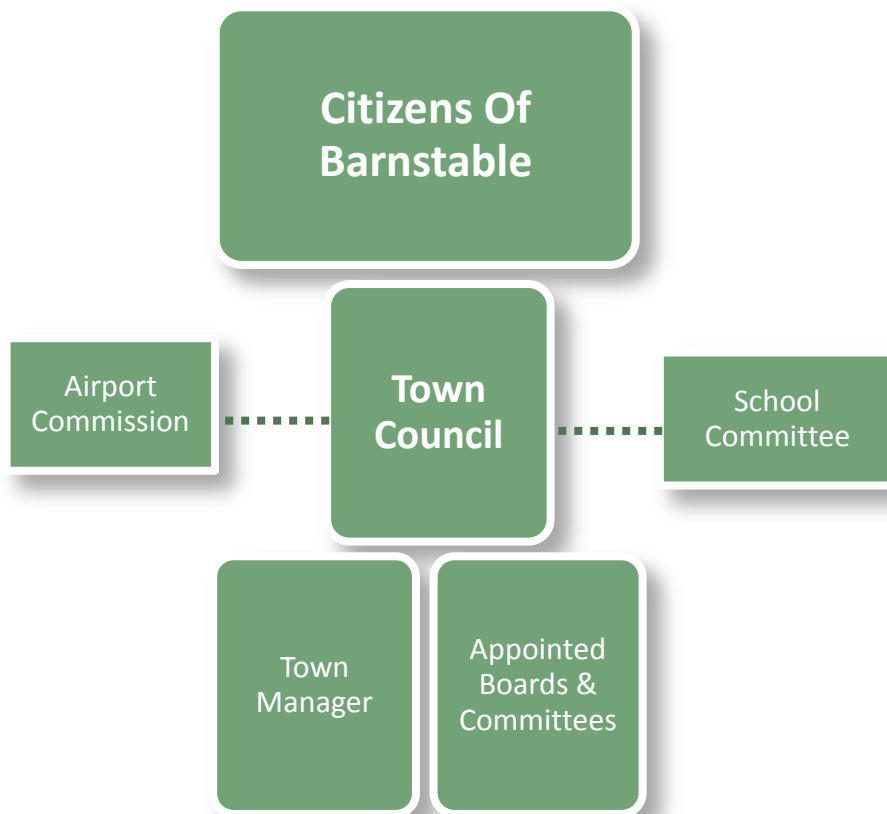
The General Fund will contribute a base amount of \$6.725 million annually to the Capital Trust Fund.

The Capital Trust Fund will provide for a minimum of \$3.25 million for public road improvements annually.

## Town Council

### *Mission Statement*

To protect the Town of Barnstable’s unique character and quality of life, to enact policies that respond to the needs of our community and are consistent with the Town Council budget policy, and to openly involve all in Town initiatives.



### **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.

*Protecting our unique character and quality of life*

## RECENT ACCOMPLISHMENTS

Through sound fiscal policy with the help of the Town Manager, to meet its operational and capital needs with a balanced budget, the Town, through its professional staff, has maintained a balanced budget and continued to receive a AAA Bond Rating, as well as recipient of the "Distinguished Budget Presentation Award" from the Government Finance Officers Association.

Council approved projects toward improving the quality of life for residents in the Town of Barnstable now and for future generations. With Community Preservation Funds, the Town acquired property for open space and recreation, funding the creation of affordable housing, and the preservation of its resources; historic buildings and historical records. The forthcoming introduction of online permitting as well as other electronic means of doing business with the Town is just one strategy toward encouraging business in Barnstable.

## Fiscal Year 2016 Goals and Objectives

### 1. Finance

Provide a viable financial plan for meeting the operational and capital needs of the Town with a balanced budget that includes ongoing cost reductions, maintaining reserves, and aggressively pursuing new revenue sources.

### 2. Public Health and Safety

Protect the health and safety of all town residents and visitors by providing a safe and desirable community in which to live, work, and visit.

### 3. Education

To provide quality education, using a balance of resources in a partnership with the School Committee and the State and Federal governments.

### 4. Economic Development

To maintain a vibrant economy and a strong labor force, promoting a diversity of businesses, both for-profit and non-profit, clean industry, and smart growth.

### 5. Infrastructure

Facilitate the maintenance, improvement, and best use of the town's infrastructure and capital assets.

### 6. Communications

Achieving a high-level of communication within town government; between the town and its residents, boards, commissions, volunteers and visitors, fostering participation and positive results geared toward meeting the needs of the community.

### 7. Housing

Promote town-wide initiatives of affordable, workforce, senior, and rental housing to meet the needs of Barnstable residents.

### 8. Environment and Natural Resources

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

### 9. Quality of Life

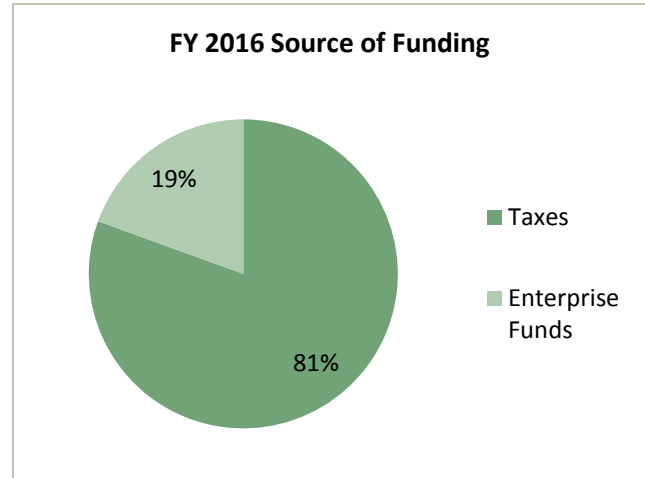
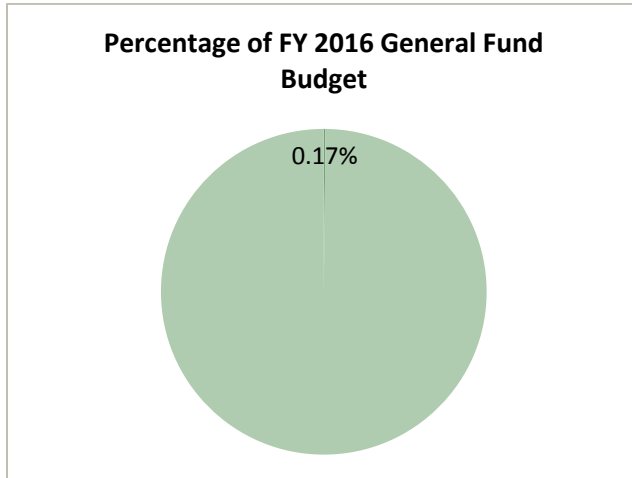
Provide opportunities for residents and visitors to achieve their potential.



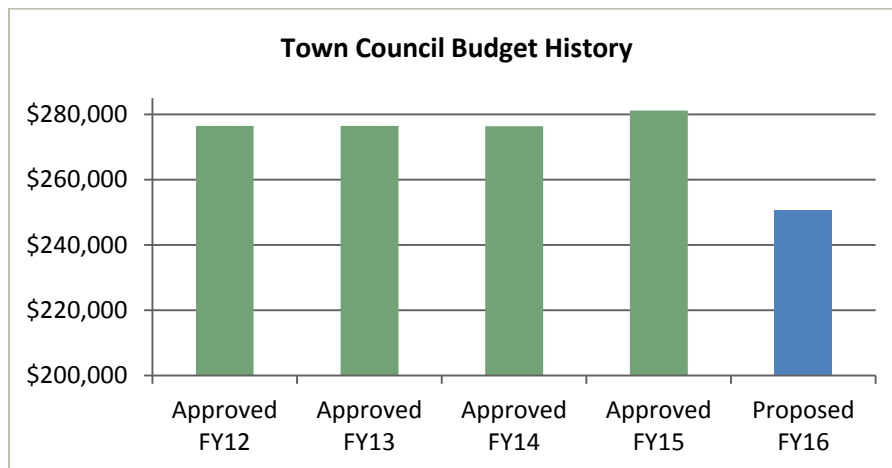
10. **Regulatory Access and Accountability**

Providing consistent, comprehensive, responsive, fair, and easily understood communication within town government; and between the town and its residents, committees, commissions, volunteers and visitors, fostering participation and positive results geared toward meeting community needs.

**Fiscal Year 2016 Department Financial Data**



The Town Council budget represents 0.17% of the overall general fund budget. 81% of the budget is financed from taxes and the other 19% from enterprise funds.



The budget has seen a decrease from FY 12 of \$276,477 to a proposed FY 16 amount of \$250,759; a 9.3% decline due to staffing reductions proposed in FY16. There have been no other significant changes in this budget over the past five years.

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 246,328	\$ 254,451	255,000	\$ 223,959	\$ (30,492)	-11.98%
Operating Expenses	24,124	26,800	27,247	26,800	-	0.00%
<b>Total Appropriation</b>	<b>270,452</b>	<b>281,251</b>	<b>282,247</b>	<b>250,759</b>	<b>(30,492)</b>	<b>-10.84%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	52		50			
Medicare	3,082		3,118			
Health Insurance	30,163		31,852			
County Retirement	29,416		41,934			
<b>Total Employee Benefits (1)</b>	<b>62,713</b>		<b>76,954</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 333,166</b>		<b>\$ 359,201</b>			
<b>Full-time Equivalent Employees</b>	<b>2.00</b>	<b>2.00</b>		<b>1.40</b>	<b>-0.60</b>	
<b>Source of Funding</b>						
Taxes	\$ 237,152	\$ 234,317	\$ 235,313	\$ 201,931	\$ (32,386)	-13.82%
Enterprise Funds	33,300	46,934	46,934	48,828	1,894	4.04%
<b>Total Sources</b>	<b>\$ 270,452</b>	<b>\$ 281,251</b>	<b>\$ 282,247</b>	<b>\$ 250,759</b>	<b>\$ (30,492)</b>	<b>-10.84%</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 FY16 proposed budget is \$30,492 less than the FY15 approved budget; a decrease of 10.8%. The budget includes funding for a full-time and part-time staff position. That is compared to two full-time positions in FY 15. Operating expenses are level funded with the FY15 amount of \$26,800. Funding for this operation is comprised of taxes and enterprise fund charges. Enterprise fund support is increasing \$1,894 resulting in a decrease in tax support of \$32,386.

**Barnstable Town Council  
January 2015**



**Seated:** Councilors: Dr. Debra Dagwan, Precinct 8; Council Vice President Ann Canedy, Precinct 1; Council President Jessica Rapp Grasseti, Precinct 7; James M. Tinsley, Precinct 9; Jennifer L. Cullum, Precinct 13.

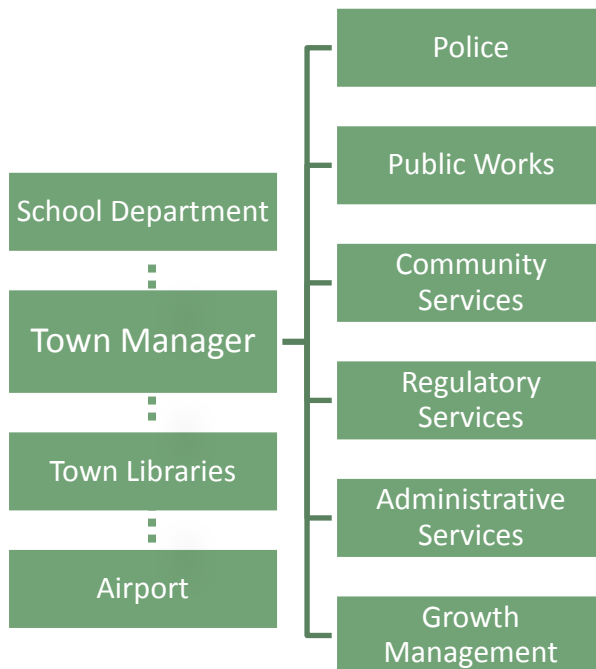
**Standing:** Councilors: Paul Hebert, Precinct 3; William Crocker, Jr, Precinct 6; Eric R. Steinhilber, Precinct 2; James H. Crocker, Jr, Precinct 5; John T. Norman, Precinct 12; Sara Cushing, Precinct 10; Philip N. Wallace, Precinct 11; Frederick Chirigotis, Precinct 4.

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## Town Manager

### *Mission Statement*

The primary mission 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.



### **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 property 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 management planning and evaluation for the purpose of establishing short and long-term management strategies to implement and evaluate the implementation of departmental management

*Implementing the Town Council’s Strategic Plan*

**RECENT ACCOMPLISHMENTS**

1. Maintained AAA bond rating and received the Distinguished Budget Presentation Award.
2. Completed implementation of Barnstable Fiber Optics Network (BFON) at all municipal facilities.
3. Completed construction of second major renewable energy generation project at Transfer Station and Recycling Center.
4. Completed the exterior renovations to the School Administration Building.
5. Implemented NeoGov, an on-line employment application process for municipal positions.
6. Implemented on-line registration programs at Senior Center and Recreation.
7. Received state approval of Cultural District in Barnstable Village.
8. Maintained Barnstable's roadway system in a safe manner throughout a difficult winter season.
9. Commenced a Community Impact Unit in the Barnstable Police Department to address issues that may arise on Main Street, Hyannis.

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 improvement program, ten-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.

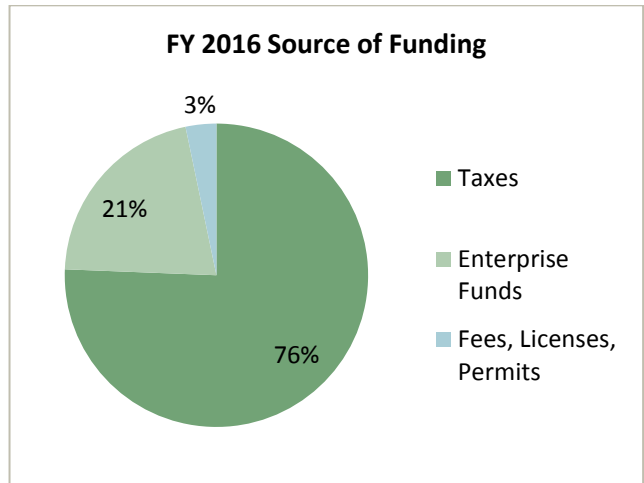
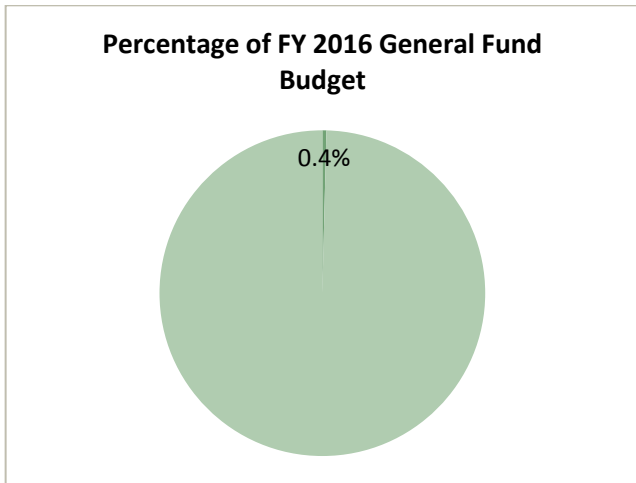
The Assistant Town Manager assists the Town Manager in executing the day-to-day responsibilities associated with operating the municipality. The position also serves as the Department Head for the Administrative Services Department.

The Town Manager and Assistant Town Manager negotiate land purchases, collective bargaining agreements and lawsuit settlements as needed. Both represent the Town at various meetings, conferences and other functions regularly.

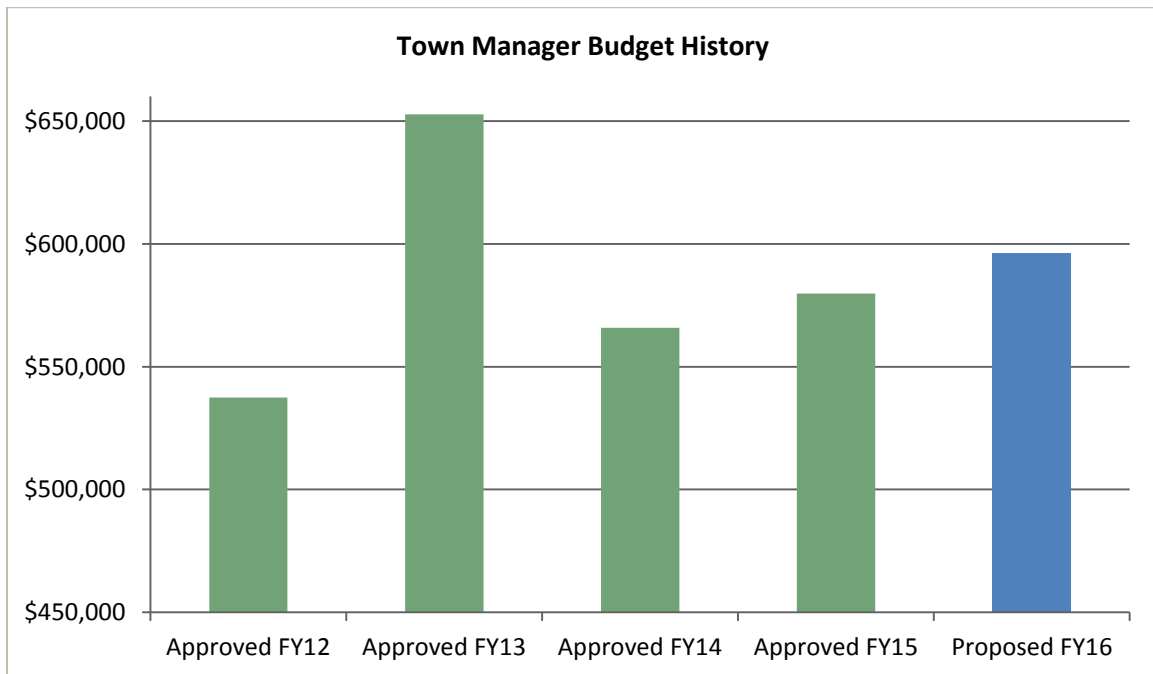
**Fiscal Year 2016 Goals and Objectives**

1. Commence new long term municipal solid waste and recycling contract.
2. Complete Round II of Solar projects.
3. Continue green initiatives including increased recycling programs for municipal facilities.
4. Continue Town Hall Interior Renovations.
5. Implement e-permitting.
6. Expand Municipal Performance Management Program with UMass Collins Center.
7. Improve Property Management responsibilities through departmental re-organization.

**Fiscal Year 2016 Department Financial Data**



The Town Manager budget represents 0.4% of the overall general fund budget. 76% of the budget is financed from taxes, 21% from enterprise funds, with the remaining 3% financed from fees, licenses and permits issued by this operation.



The significant increase in the FY12 and FY13 budgets include the severance package for the former Town Manager which was completed in FY13. This also accounts for the significant decline in the FY14 budget. There have been no other significant changes in this budget over the past five years.

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 436,084	\$ 452,968	\$ 455,745	\$ 469,284	\$ 16,316	3.60%
Operating Expenses	119,503	126,832	134,685	126,832	-	0.00%
<b>Total Appropriation</b>	<b>555,587</b>	<b>579,800</b>	<b>590,430</b>	<b>596,116</b>	<b>16,316</b>	<b>2.81%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	36		37			
Medicare	5,773		5,906			
Health Insurance	33,272		34,105			
County Retirement	80,273		108,037			
<b>Total Employee Benefits (1)</b>	<b>119,354</b>		<b>148,085</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 674,941</b>		<b>\$ 738,515</b>			
<b>Full-time Equivalent Employees</b>	<b>4.50</b>	<b>4.50</b>		<b>4.50</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 426,988	\$ 408,345	\$ 418,475	\$ 450,816	\$ 42,471	10.40%
Fees, Licenses, Permits	37,725	19,500	20,000	19,500	-	0.00%
Enterprise Funds	90,874	151,955	151,955	125,800	(26,155)	-17.21%
<b>Total Sources</b>	<b>\$ 555,587</b>	<b>\$ 579,800</b>	<b>\$ 590,430</b>	<b>\$ 596,116</b>	<b>\$ 16,316</b>	<b>2.81%</b>

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

### Summary of Significant Budget Changes

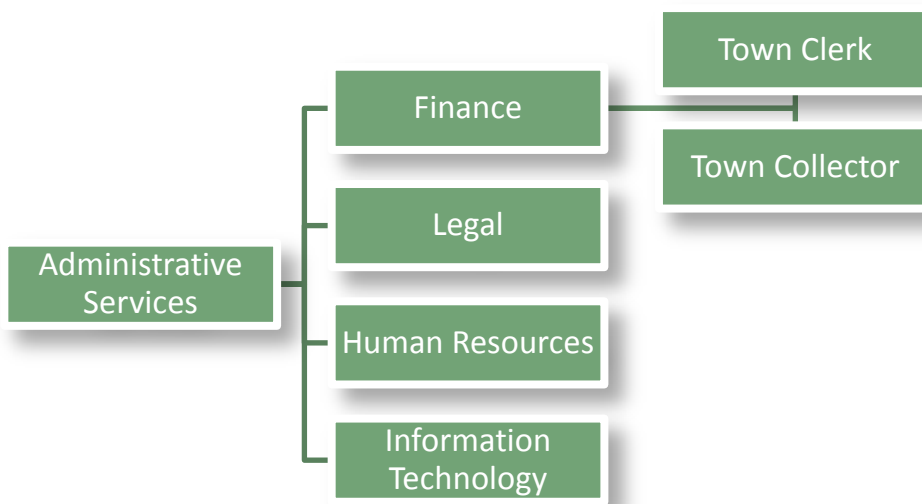
The FY16 proposed budget is \$16,316 more than the FY15 approved budget representing a 2.81% increase. The increase provides for the contractual pay increases for all department staff. This budget includes funding for 4.5 full-time employees. Operating expenses are level funded at \$126,832. Enterprise fund support is decreasing \$26,155 resulting in tax support increasing \$42,471 for FY16.



# Administrative Services Department

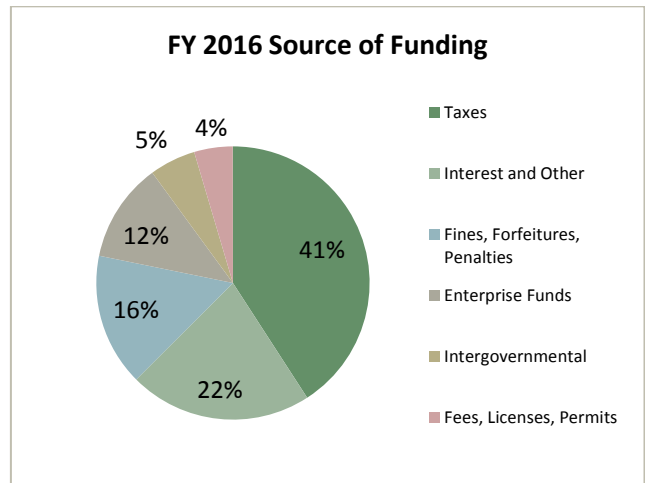
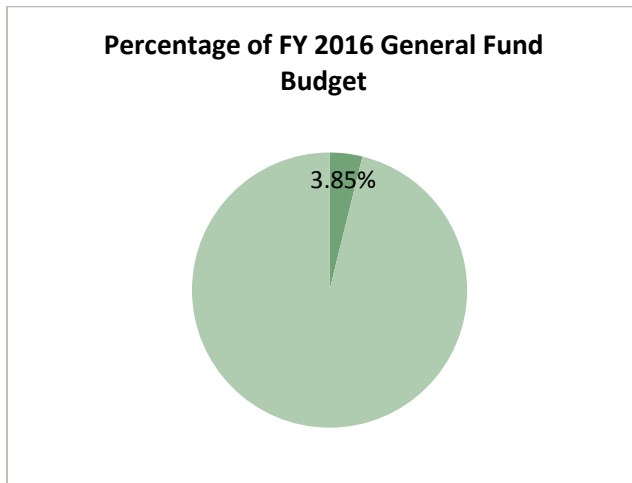
## Department Description

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

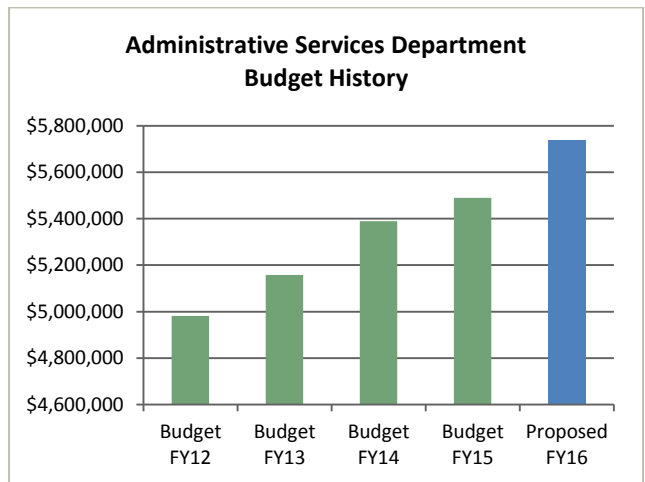
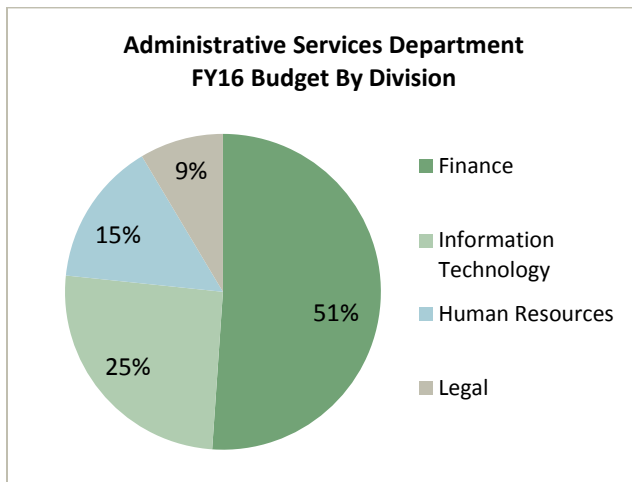


*The Backbone of the Organization, Providing Services to All Line Operations and the Community*

**Fiscal Year 2016 Department Financial Data**



The Administrative Services Department budget represents 3.9% of the overall General Fund budget. Taxes provide 41% of the funding for this department. The next largest funding source is investment earnings on cash deposits managed by the Treasury Division. Enterprise funds provide 12% of the department’s funding for support received from the Finance, Human Resource and Information Technology divisions.



The Finance Division is the largest division in this department representing 51% of the department’s FY16 proposed budget. The department’s budget has increased from \$4.981 million to \$5.739 million over the last five years or 15.21%.

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 4,082,409	\$ 4,305,423	\$ 4,250,602	\$ 4,473,640	\$ 168,218	3.91%
Operating Expenses	1,056,503	1,079,756	1,132,643	1,160,756	81,000	7.50%
Capital Outlay	115,502	105,000	108,258	105,000	-	0.00%
<b>Total Appropriation</b>	<b>5,254,413</b>	<b>5,490,179</b>	<b>5,491,503</b>	<b>5,739,396</b>	<b>249,218</b>	<b>4.54%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	472		495			
Medicare	51,441		51,641			
Health Insurance	264,509		262,646			
County Retirement	583,248		796,033			
<b>Total Employee Benefits (1)</b>	<b>899,671</b>		<b>1,110,815</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 6,154,084</b>		<b>\$ 6,602,318</b>			
<b>Full-time Equivalent Employees</b>	<b>61.50</b>	<b>60.85</b>		<b>60.85</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 1,224,779	\$ 2,401,850	\$ 1,660,779	\$ 2,344,967	\$ (56,882)	-2.37%
Intergovernmental	304,896	304,896	304,896	313,805	8,909	2.92%
Fines, Forfeitures, Penalties	1,054,309	822,500	954,550	900,000	77,500	9.42%
Fees, Licenses, Permits	250,786	262,060	250,222	262,060	-	0.00%
Charges for Services	20,951	21,000	850	1,000	(20,000)	-95.24%
Interest and Other	1,776,146	997,150	1,639,483	1,243,147	245,997	24.67%
Enterprise Funds	622,547	680,723	680,723	674,417	(6,306)	-0.93%
<b>Total Sources</b>	<b>\$ 5,254,413</b>	<b>\$ 5,490,179</b>	<b>\$ 5,491,503</b>	<b>\$ 5,739,396</b>	<b>\$ 249,218</b>	<b>4.54%</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 Services Department budget is increasing \$249,218 or 4.5% over the FY15 approved budget. The increase in personnel cost of \$168,218 includes all contractual obligations. There are no changes to staffing levels. Operating expenses are increasing \$81,000. This includes increases for the Information Technology Division for software support and licensing fees, and funding for a Human Resource safety training initiatives.

The largest source of funding for this operation is tax support which is decreasing \$56,882 as the estimates for investment income, fines and penalties are increasing based on prior years and current year collection rates.

## Additional Funding Recommended

### 1. Increase Hourly Rate for Temporary Clerical Help

**\$3,900 Requested**

**\$3,900 Recommended**

With the mandated increase in the minimum wage to \$9.00/hour effective January 1, 2015, there will be an issue of wage compression with several seasonal and temporary positions in the Town. This issue, combined with the difficulty in attracting and retaining qualified temporary clerical employees warrants the increase in the hourly rate. The increase in the hourly rate of Temporary Clerical Employees would alleviate the wage

compression issue caused by the minimum wage increase and would attract more qualified candidates into the temporary clerical pool.

**2. Employee training funds in HR budget**

**\$15,000 Requested**

**\$15,000 Recommended**

Human Resources respectfully requests \$15,000 to conduct a safety assessment of our Municipal Departments and begin a multi-year training and awareness program regarding employee safety. HR would partner with our workers compensation third party administrator to conduct a general assessment of safety issues within our organization. This would cover all aspects of safety including compliance with regulations and industry best practices. With the information and recommendations from the assessment, a multi-year training program will be established. Working with the consultant and the Town Safety Committee, Human Resources will identify the 2-3 major areas of training for FY 2016.

**3. Software/Hardware Maintenance Increases**

**\$52,000 Requested**

**\$52,000 Recommended**

Information Technology (I.T.) provides software for every department in the town. The majority of this software is subject to an annual maintenance fee. This fee entitles the town to support and maintenance releases of the software and provides us a license to use it.

**4. Financial transparency software**

**\$14,000 Requested**

**\$14,000 Recommended**

Local governments are increasingly expected to provide information to help citizens understand how their tax dollars are being used, build trust and engage the public in the civic process. This funding will allow the town to implement a web-based service that the public can access allowing them to see detailed revenue and expenditure information of the town. This information can be organized by department, fund and vendor. It may also provide budget versus actual spending so budget performance can be monitored.

**5. Software support & licensing IT**

**\$105,000 Requested**

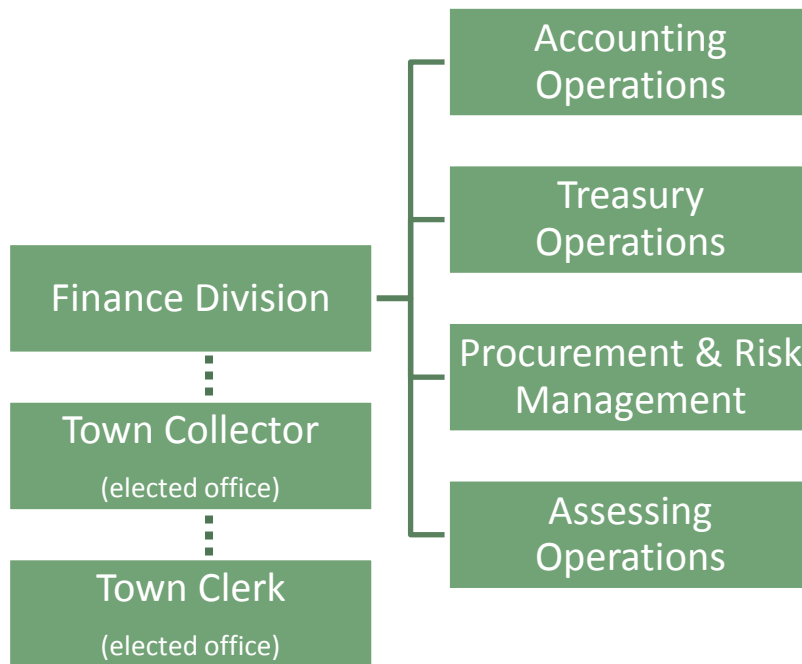
**\$105,000 Recommended**

The Operating Capital funds for PC's/Printers/Software/Servers/Networking and Technology are to ensure we keep as current as realistically possible with our technology infrastructure. Information Technology would like to stress the importance of the Operating Capital it receives. This has allowed us to build a core infrastructure of virtualized servers replacing 40 physical servers into one highly redundant machine/server and Storage Area Network (SAN). Using Operating Capital, the SAN has been recently upgraded from 1Gb to 10Gb allowing for high speed server and data response times.

## Finance Division

### *Mission Statement*

The mission of the Finance Division is to safeguard the financial assets, vital records and elections process of the Town through the use of 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.

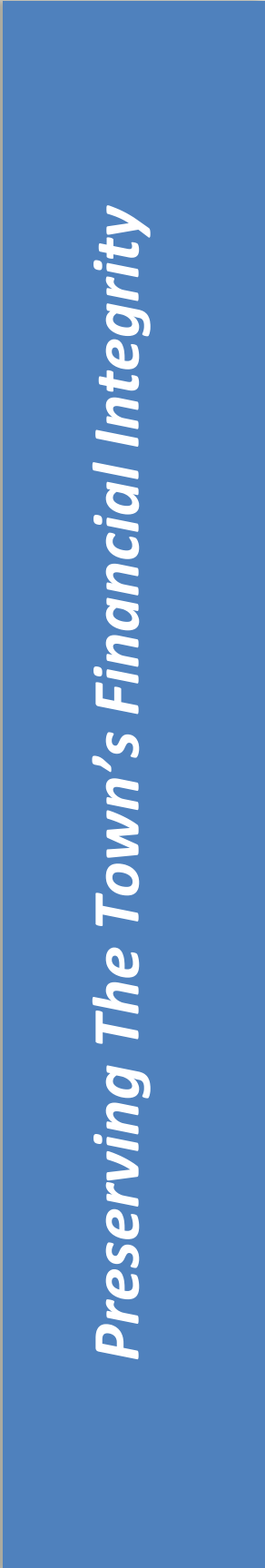


### Description of Services Provided

#### Finance 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:

1. General ledger maintenance



**RECENT ACCOMPLISHMENTS**

1. Received the Certificate of Achievement for Excellence in Financial Reporting from the GFOA for the June 30, 2013 CAFR.
2. Received the Distinguished Budget Presentation Award from the GFOA for the Fiscal Year 2015 budget.
3. Maintained the Town's AAA bond rating for the issuance of the January 2015 bond issue.
4. Refinanced \$18 million of bonds resulting in a budgetary savings of over \$2 million.
5. Issued \$6.2 million in new bonds at a rate of 1.57%.
6. Completed turnover of tax mapping procedure from DPW engineering to GIS to improve compliance with DOR tax bill cycle requirements.
7. Expanded the use of credit card payment processing in various locations.
8. Implemented a credit card payment solution for vendor payments that resulted in a \$25,000 dividend payment for the town.
9. Completed the conversion of assessing archives from hardcopy and microfiche to laser fiche.

2. Budget preparation
3. Budget monitoring
4. Capital improvement program development
5. Short and long range financial forecasting
6. Audit coordination
7. Vendor payment processing
8. Monthly and annual financial reporting
9. Cost of service analysis
10. Cost/benefit analysis
11. Encumbrance processing
12. MUNIS system training
13. Fixed asset inventory and reporting
14. Grant monitoring and reporting
15. Special projects

**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:

1. Debt management (issuance and payment of bonds)
2. Banking services
3. Delinquent tax billing and collection
4. Revenue collection and forecasting
5. Cashiering
6. Payroll processing
7. Federal and State wage reporting and tax deposits
8. Remitting payroll deductions to vendors
9. The issuance of all vendor checks

**Procurement & Risk Management Operation**

The Procurement and Risk Management (PRM) Operation provides expertise in the areas of acquisition, management, insurance, inventory, and disposal of assets held by the Town. In addition, it provides oversight of policies, procedures and enforcement of procurement laws on a town-wide basis, including schools and enterprise accounts. Included in this program's responsibilities is the function of risk management for the Town's property and casualty insurance, as well as the specialty insurance policies such

as public official's liability, and the processing of claims and loss control activities. The operation also provides extensive involvement in the negotiation of energy contracts for all segments of the Town, the promotion of energy efficiency measures, the researching of alternative energy projects, and the active participation and leadership of the Town's Green Team.

### **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 general public.

### **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 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 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 providing 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.

### **Fiscal Year 2016 Goals and Objectives**

**Short Term:** (All Goals / Objectives apply to the Strategic Plan (SP): Finance)

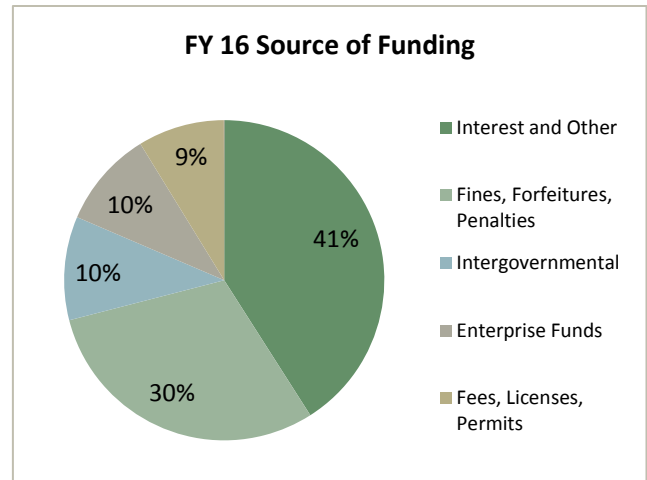
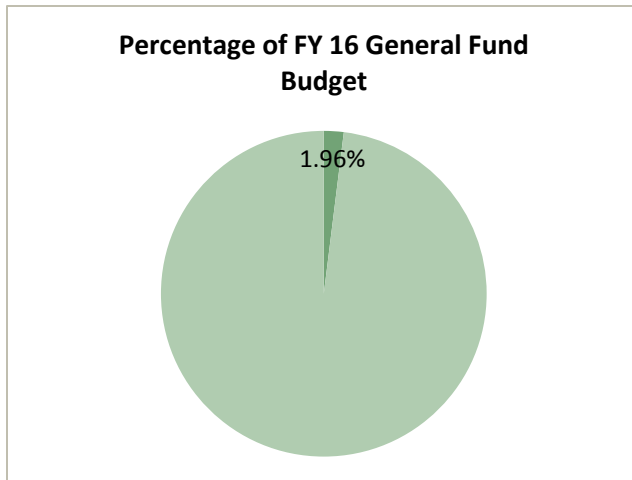
1. Implement a financial transparency software solution that will allow internal and external parties the ability to monitor actual revenue and expenditure budgets against budgetary estimates and appropriations.
2. Continue to practice and promote sound financial policies and procedures in order to assist in maintaining the town's AAA bond rating for FY16.
3. Obtain the Certificate of Achievement for Excellence in Financial Reporting and the Distinguish Budget Presentation Award for the fiscal year ending June 30, 2015 financial statements and the FY16 budget document promoting the continuance of a commitment to report financial information to its highest level of openness and transparency.
4. Develop the framework for a Popular Annual Financial Report that will give employees, elected officials and the general public a snapshot of the most popular financial information and current highlights regarding the town's finances.

**Long Term:**

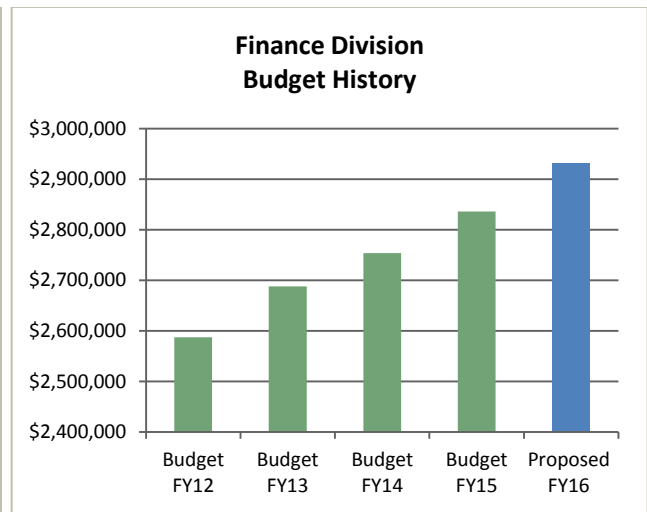
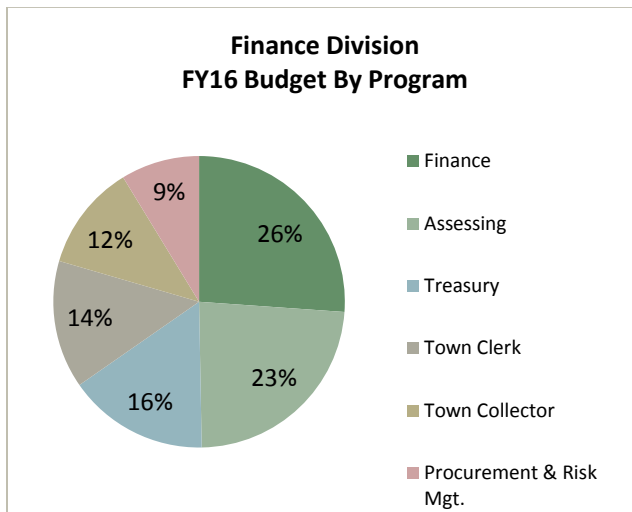
1. Educate and encourage departments in the use of performance measures for the purpose of measuring progress towards goals.
2. Expand the analysis and reporting of financial information to improve the town's openness and transparency for this type of information.
3. Conduct a tax possession auction in order raise funds for the town and reestablish properties on the tax rolls.



**Fiscal Year 2016 Division Financial Data**



The Finance Division represents 1.96% of the overall General Fund budget. The largest funding sources for this operation are investment income and fees charged on the late payment of taxes. These two categories comprise 71% of the Division’s funding. Enterprise funds support 10% of the operation.



The Finance Program is the largest area of this division’s budget comprising 26% followed by the Assessing Program which comprises 23% of the budget. The division’s budget has increased from \$2.587 million in FY12 to \$2.932 million proposed in FY16; or 13.30% over this five year period.

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 2,263,276	\$ 2,453,285	\$ 2,419,821	\$ 2,549,227	\$ 95,942	3.91%
Operating Expenses	378,492	382,835	407,909	382,835	-	0.00%
<b>Total Appropriation</b>	<b>2,641,769</b>	<b>2,836,120</b>	<b>2,827,730</b>	<b>2,932,062</b>	<b>95,942</b>	<b>3.38%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	323		334			
Medicare	29,786		28,684			
Health Insurance	146,139		148,642			
County Retirement	220,663		430,361			
<b>Total Employee Benefits (1)</b>	<b>396,910</b>		<b>608,021</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 3,038,679</b>		<b>\$ 3,435,751</b>			
<b>Full-time Equivalent Employees</b>	<b>37.75</b>	<b>38.10</b>		<b>38.10</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ -	\$ 64,749	\$ -	\$ -	\$ (64,749)	-100.00%
Intergovernmental	304,896	304,896	304,896	313,805	8,909	2.92%
Fines, Forfeitures, Penalties	1,054,309	822,500	954,550	900,000	77,500	9.42%
Fees, Licenses, Permits	250,786	262,060	250,222	262,060	-	0.00%
Charges for Services	951	1,000	850	1,000	-	0.00%
Interest and Other	1,776,134	997,150	1,639,483	1,228,147	230,997	23.17%
Enterprise Funds	321,840	383,765	383,765	293,262	(90,503)	-23.58%
<b>Total Sources</b>	<b>\$ 3,708,916</b>	<b>\$ 2,836,120</b>	<b>\$ 3,533,766</b>	<b>\$ 2,998,274</b>	<b>\$ 162,154</b>	<b>5.72%</b>

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

### Summary of Significant Budget Changes

The proposed FY16 budget is increasing \$95,942 or 3.38%. This covers all contractual obligations. There are no proposed changes to staffing levels. Operating expenses are to remain unchanged.

Return on cash deposits is expected to contribute the largest source of funding increasing nearly \$231,000. Enterprise fund support is decreasing \$90,503 and tax support is decreasing \$64,749.

## Fiscal Year 2016 Program Financial Data

## Finance Program

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
	FY 2014	FY 2015	FY 2015	FY 2016		
Personnel	\$ 623,294	\$ 668,494	\$ 678,856	\$ 679,464	\$ 10,970	1.64%
Operating Expenses	94,469	86,250	108,808	86,250	-	0.00%
<b>Total Appropriation</b>	<b>717,763</b>	<b>754,744</b>	<b>787,664</b>	<b>765,714</b>	<b>10,970</b>	<b>1.45%</b>

Employee Benefits Allocation:

Life Insurance	83		85	
Medicare	8,241		8,411	
Health Insurance	28,537		29,080	
County Retirement	113,639		89,577	
<b>Total Employee Benefits (1)</b>	<b>150,500</b>		<b>127,153</b>	

<b>Total Expenditures Including Benefits</b>	<b>\$ 868,263</b>		<b>\$ 914,816</b>	
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<b>Full-time Equivalent Employees</b>	<b>7.25</b>	<b>8.25</b>	<b>8.25</b>	<b>0.00</b>
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Source of Funding

Taxes	\$ 481,894	\$ 525,465	\$ 558,385	\$ 606,392	\$ 80,927	15.40%
Interest and Other	71,367	3,000	3,000	15,000	12,000	400.00%
Enterprise Funds	164,502	226,279	226,279	144,322	(81,957)	-36.22%
<b>Total Sources</b>	<b>\$ 717,763</b>	<b>\$ 754,744</b>	<b>\$ 787,664</b>	<b>\$ 765,714</b>	<b>\$ 10,970</b>	<b>1.45%</b>

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

## Treasury Program

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
	FY 2014	FY 2015	FY 2015	FY 2016		
Personnel	\$ 359,436	\$ 371,152	\$ 364,904	\$ 389,967	\$ 18,815	5.07%
Operating Expenses	67,744	67,800	66,789.22	67,800	-	0.00%
<b>Total Appropriation</b>	<b>427,180</b>	<b>438,952</b>	<b>431,693</b>	<b>457,767</b>	<b>18,815</b>	<b>4.29%</b>

Employee Benefits Allocation:

Life Insurance	36		37	
Medicare	4,737		4,820	
Health Insurance	21,269		21,364	
County Retirement	62,291		75,705	
<b>Total Employee Benefits (1)</b>	<b>88,333</b>		<b>101,926</b>	

<b>Total Expenditures Including Benefits</b>	<b>\$ 515,512</b>		<b>\$ 533,619</b>	
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<b>Full-time Equivalent Employees</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>
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Source of Funding

Fines, Forfeitures, Penalties	133,191	47,500	169,194	47,500	-	0.00%
Fees, Licenses, Permits	2,040	2,000	2,060	2,000	-	0.00%
Interest and Other	1,335,456	718,000	1,297,212	888,147	170,147	23.70%
Enterprise Funds	69,358	76,836	76,836	70,511	(6,325)	-8.23%
<b>Total Sources</b>	<b>\$ 1,540,045</b>	<b>\$ 844,336</b>	<b>\$ 1,545,302</b>	<b>\$ 1,008,158</b>	<b>\$ 163,822</b>	<b>19.40%</b>

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

## Procurement &amp; Risk Management Program

<u>Expenditure Category</u>	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 204,953	\$ 244,721	\$ 237,575	\$ 248,284	\$ 3,563	1.46%
Operating Expenses	5,981	7,460	6,540	7,460	-	0.00%
<b>Total Appropriation</b>	<b>210,934</b>	<b>252,181</b>	<b>244,115</b>	<b>255,744</b>	<b>3,563</b>	<b>1.41%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	12		13			
Medicare	2,951		746			
Health Insurance	11,938		11,598			
County Retirement	44,733		43,284			
<b>Total Employee Benefits (1)</b>	<b>59,634</b>		<b>55,641</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 270,568</b>		<b>\$ 299,756</b>			
<b>Full-time Equivalent Employees</b>	<b>3.00</b>	<b>3.35</b>		<b>3.35</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 34,595	\$ 79,643	\$ 70,407	\$ 78,568	\$ (1,075)	-1.35%
Interest and Other	121,878	121,150	122,320	130,000	8,850	7.30%
Enterprise Funds	54,461	51,388	51,388	47,176	(4,212)	-8.20%
<b>Total Sources</b>	<b>\$ 210,934</b>	<b>\$ 252,181</b>	<b>\$ 244,115</b>	<b>\$ 255,744</b>	<b>\$ 3,563</b>	<b>1.41%</b>

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

## Assessing Program

<u>Expenditure Category</u>	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 562,091	\$ 592,303	\$ 595,006	\$ 620,943	\$ 28,640	4.84%
Operating Expenses	59,662	71,000	66,675	71,000	-	0.00%
<b>Total Appropriation</b>	<b>621,754</b>	<b>663,303</b>	<b>661,681</b>	<b>691,943</b>	<b>28,640</b>	<b>4.32%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	117		122			
Medicare	7,390		7,702			
Health Insurance	40,917		41,952			
County Retirement	110,012		119,727			
<b>Total Employee Benefits (1)</b>	<b>158,436</b>		<b>169,503</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 780,190</b>		<b>\$ 831,184</b>			
<b>Full-time Equivalent Employees</b>	<b>11.00</b>	<b>11.00</b>		<b>11.00</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 307,364	\$ 350,407	\$ 348,785	\$ 370,138	\$ 19,731	5.63%
Intergovernmental	304,896	304,896	304,896	313,805	8,909	2.92%
Charges for Services	644	-	-	-	-	0.00%
Interest and Other	850	-	-	-	-	0.00%
Enterprise Funds	8,000	8,000	8,000	8,000	-	0.00%
<b>Total Sources</b>	<b>\$ 621,754</b>	<b>\$ 663,303</b>	<b>\$ 661,681</b>	<b>\$ 691,943</b>	<b>\$ 28,640</b>	<b>4.32%</b>

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

**Town Collector Program**

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 219,963	\$ 232,909	\$ 227,499	\$ 246,619	\$ 13,710	5.89%
Operating Expenses	93,197	98,250	99,748	98,250	-	0.00%
<b>Total Appropriation</b>	<b>313,160</b>	<b>331,159</b>	<b>327,247</b>	<b>344,869</b>	<b>13,710</b>	<b>4.14%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	36		38			
Medicare	2,921		3,042			
Health Insurance	15,416		15,993			
County Retirement	-		45,822			
<b>Total Employee Benefits (1)</b>	<b>18,373</b>		<b>64,895</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 331,533</b>		<b>\$ 392,142</b>			
<b>Full-time Equivalent Employees</b>	<b>5.00</b>	<b>4.00</b>		<b>4.00</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Fines, Forfeitures, Penalties	921,118	775,000	785,356	852,500	77,500	10.00%
Fees, Licenses, Permits	75,184	100,500	82,294	90,500	(10,000)	-9.95%
Interest and Other	199,556	150,000	201,921	190,000	40,000	26.67%
Enterprise Funds	25,519	21,262	21,262	23,253	1,991	9.36%
<b>Total Sources</b>	<b>\$ 1,221,377</b>	<b>\$ 1,046,762</b>	<b>\$ 1,090,833</b>	<b>\$ 1,156,253</b>	<b>\$ 109,491</b>	<b>10.46%</b>

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

**Town Clerk Program**

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 293,539	\$ 343,706	\$ 315,980	\$ 363,950	\$ 20,244	5.89%
Operating Expenses	57,439	52,075	59,349	52,075	-	0.00%
<b>Total Appropriation</b>	<b>350,978</b>	<b>395,781</b>	<b>375,329</b>	<b>416,025</b>	<b>20,244</b>	<b>5.12%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	39		40			
Medicare	3,545		3,963			
Health Insurance	28,063		28,655			
County Retirement	44,132		56,246			
<b>Total Employee Benefits (1)</b>	<b>75,778</b>		<b>88,904</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 426,756</b>		<b>\$ 464,233</b>			
<b>Full-time Equivalent Employees</b>	<b>5.50</b>	<b>5.50</b>		<b>5.50</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 130,082	\$ 230,221	\$ 193,581	\$ 240,465	\$ 10,244	4.45%
Fees, Licenses, Permits	173,562	159,560	165,868	169,560	10,000	6.27%
Charges for Services	307	1,000	850	1,000	-	0.00%
Interest and Other	47,027	5,000	15,030	5,000	-	0.00%
<b>Total Sources</b>	<b>\$ 350,978</b>	<b>\$ 395,781</b>	<b>\$ 375,329</b>	<b>\$ 416,025</b>	<b>\$ 20,244</b>	<b>5.12%</b>

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

**Performance Measures**

**Finance Operation**

**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.

	FY 2012	FY 2013	FY 2014	FY 2015
Central financial operating costs as a percentage of the overall general fund budget	2.00%	1.77%	1.98%	1.99%

**Assessing Operation**

**Accuracy in Property Valuations** - One goal of the assessing program is to accurately value all town property through the property assessment procedures so that the allocation of the tax levy is fairly distributed. The abatement process allows taxpayers to submit evidence and recommend valuation adjustments to the Board of Assessors for the equalization of such assessments so that the burden of taxation rests equally upon all taxpayers. The effectiveness of this program can be measured by the number of abatements filed and the dollar value of abatements granted.

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected
Total Properties Assessed	29,000	28,953	28,888	28,850
Number of Abatements Filed	335	348	186	250
% of Properties Filing Abatements	0.0116%	0.012%	0.0064%	0.008%
Number of Abatements Granted	169	154	56	100
Average Abatement Dollar per Appeal Filed	\$944.56	\$1,051.39	\$1,397.45	\$1,200.00
Total Tax Dollar Value for Appeals Granted	\$159,631	\$154,476	\$78,257	\$120,000
Percentage of FY Tax Levy for Appeals Granted	0.0016%	0.0016%	0.00077%	0.0011%

**Town Collector Operation**

**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.

	FY 2011 Levy	FY 2012 Levy	FY 2013 Levy	FY 2014 Levy
Percentage of the net property tax levy collected in the fiscal year levied	96.24%	97.77%	97.88%	97.99%
Percentage of the net property tax levy collected to date including the amounts collected subsequent to the fiscal year levied	99.39%	99.25%	98.97%	97.99%

**Workload Indicators**

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected
<b>Accounting</b>				
Vendor Payments Processed	36,854	36,192	36,435	37,000
G/L Accounts Maintained	18,957	19,344	19,898	20,135
G/L Transactions Processed	260,925	258,787	271,117	270,000
<b>Treasury</b>				
Vendor Checks Processed	25,074	22,971	23,510	24,000
Payroll Checks Processed	56,393	59,568	57,869	58,000
<b>Assessing</b>				
Appellate Tax Board Appeals Settled	19	41	71	11
Exemptions Processed	2241	771	732	750
RE/PP Abatements Processed	307	348	186	250
MVE Abatements Processed	1799	2318	2190	2400
Building Permits Inspected	1821	572	1824	1900
Re-listing Inspections	2381	2515	2641	2800
Property Transfers (Deeds) Processed	2473	2650	2635	2800
<b>Procurement &amp; Risk Management</b>				
RFP's Issued	22	26	20	23
Sealed Bids Issued	29	42	44	50
Contracts Processed	21	46	75	90
Quotes Conducted or Reviewed	145	164	160	160
Requisitions Reviewed for Compliance	675	750	586	650
Avoided Bids	25	22	26	30
Collaborative Contracts (State & County)	24	26	24	25
Surplus Property Designations	15	21	25	25
<b>Town Clerk</b>				
Births Recorded	906	946	778	800
Marriages Recorded	443	481	361	350
Deaths Recorded	973	767	829	800
Dogs Licensed	2,610	2,698	2,750	2,800
New Voters Registered	1,900	2,875	1,436	1,400
Business Licenses Issued	258	364	360	350

## Legal Division

### *Mission 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."

## Legal Division

Staff  
Advise,  
Training &  
Counseling

Board  
Advise,  
Training &  
Counseling

Litigation

### **Description of 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 the elements 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. In this regard, the Division continues to implement a system similar to that used in the private sector for accounting for time spent on each issue associated with each client agency.

*Providing Accessible and Readily Available In-House  
Legal Services.*



## RECENT ACCOMPLISHMENTS

1. Completed negotiations with the state Division of Fish and Wildlife for the layout of the Cape Cod Rail Trail Bicycle and Pedestrian recreational path.
2. Helped resolve a myriad of legal issues, the resolution of which facilitated the completion of the solar arrays at the Barnstable Transfer Station, the Airport, the Senior Center, Barnstable High School and West Villages Elementary.
3. Successfully defended the Department of Public Works in a bid protest by a low bidder with some unfortunate past performance issues.
4. Continued to work closely with both the Attorney General's Office and the Regulatory Services Department on issues relating to problem properties. Thirty-seven identified foreclosed bank-owned properties have been sold and returned to productive use, thereby significantly improving the quality of life in the affected neighborhoods.
5. Successfully defended the Board of Assessors in a lawsuit which challenged the applicability of Proposition 2 ½ to fire districts.
6. Successfully defended the Zoning Board of Appeals in two separate court appeals involving the upholding of the determinations made by the building commissioner

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 and 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 bringing disputes to an end. 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 occurs when the lawyers are reporting to the client agencies the developments and 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.

## Fiscal Year 2016 Goals and Objectives

### Short Term:

1. Continue to provide professional, in-house law firm services to the officials and agencies of the Town. (SP: Quality of Life, Economic Development, Regulatory Process and Performance, Environment, Natural Resources, Public Safety and Housing)
2. Continue to devote attention to decreasing defensive litigation by education and training. (SP: Finance, Economic Development, Regulatory Process and Performance Communications)
3. Continue to assist the Community Preservation Committee in reviewing the eligibility of projects for funding and in reviewing restrictions and other legal documents. (SP:

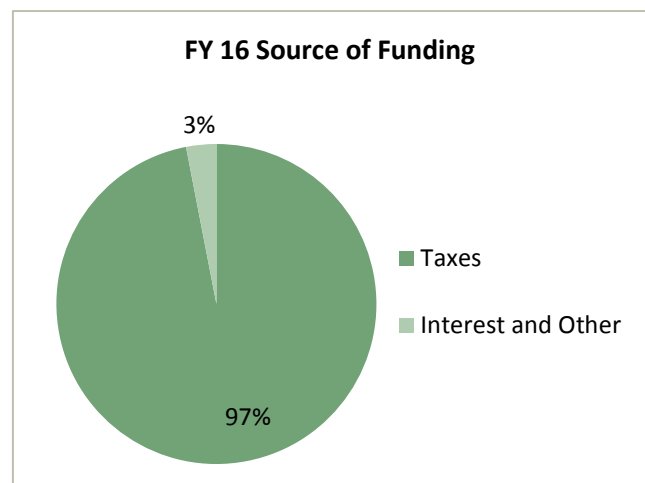
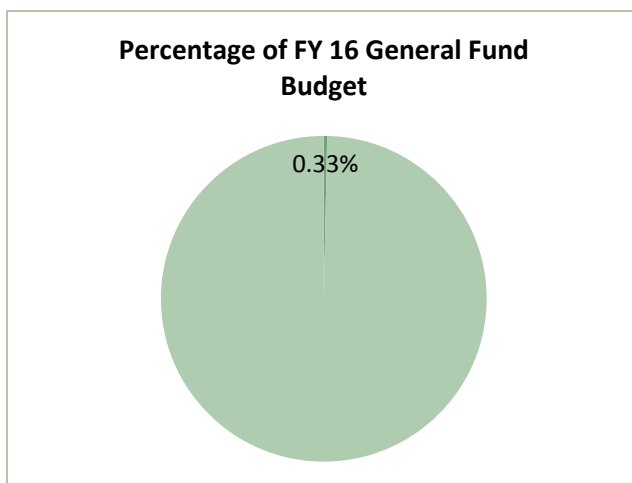
Quality of Life, Finance, Environment, Natural Resources and Housing)

4. Continue to work with the Growth Management Department on legal issues relating to growth and the quality of life including downtown revitalization, coastal access and economic development. (SP: Economic Development, Environment and Natural Resources, Housing and Quality of Life)
5. 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)

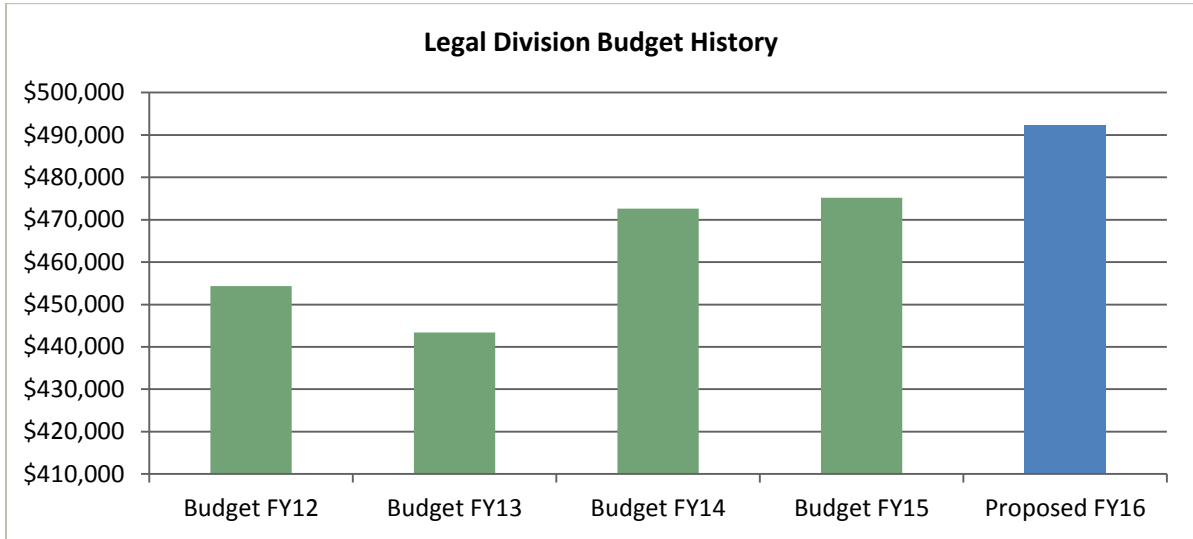
**Long Term:**

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, and Quality of Life)
2. Coordinate with Town entities and the Attorney General’s Office to continue to address issues related to abandoned, foreclosed and problem properties. (SP: Finance, Public Health and Safety, Infrastructure, Economic Development, Environment and Natural Resources and Quality of Life)
3. Work with Town Council on requested charter changes. (SP: Quality of Life)
4. Work with town entities to implement legislative and regulatory initiatives to enhance the quality of life for town residents and visitors consistent with the Town Council’s Strategic Plan and Local Comprehensive Plan. (SP: Public Health and Safety, Infrastructure, Economic Development, Education, Housing, Environment and Natural Resources)
5. Work with the town and regional entities to develop a comprehensive approach to clean water management. (SP: Finance, Public Health and Safety, Infrastructure, Economic Development, Environment and Natural Resources)

**Fiscal Year 2016 Division Financial Data**



The Legal Division comprises 0.33% of the overall General Fund budget. Taxes support 97% of this operation with the other 3% coming from the Community Preservation Fund for which the operation provides support in reviewing applications for funding and associated legal assistance.



The Legal Division’s budget has increased from \$454,341 in FY12 to \$492,355 in FY16 or 8.37% over the five year period. The larger increase in the FY14 budget was due to a change in accounting for one position in the division. There have been no changes to staffing levels over this time period.

Expenditure Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 429,571	\$ 435,477	\$ 430,214	\$ 452,656	\$ 17,179	3.94%
Operating Expenses	37,498	39,700	38,567	39,700	-	0.00%
<b>Total Appropriation</b>	<b>467,068</b>	<b>475,177</b>	<b>468,781</b>	<b>492,356</b>	<b>17,179</b>	<b>3.62%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	28		29			
Medicare	5,111		5,677			
Health Insurance	19,879		14,119			
County Retirement	78,967		71,777			
<b>Total Employee Benefits (1)</b>	<b>103,985</b>		<b>91,602</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 571,053</b>		<b>\$ 560,383</b>			
<b>Full-time Equivalent Employees</b>	<b>4.75</b>	<b>4.75</b>		<b>4.75</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 447,057	\$ 455,177	\$ 468,781	\$ 477,356	\$ 22,179	4.87%
Charges for Services	20,000	20,000	-	-	(20,000)	-100.00%
Interest and Other	11	-	-	15,000	15,000	0.00%
<b>Total Sources</b>	<b>\$ 467,068</b>	<b>\$ 475,177</b>	<b>\$ 468,781</b>	<b>\$ 492,356</b>	<b>\$ 17,179</b>	<b>3.62%</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 proposed FY16 budget for the division is increasing \$17,179 or 3.62%. There are no changes to staffing levels and operating expenses are level funded at \$39,700.

## Human Resources Division

### *Mission Statement*

The mission 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.



### Description of Services Provided

#### **Staffing, Benefits, and Compensation Program**

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

#### **Staffing:**

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

**Creating a Competent and Diverse Workforce**

## RECENT ACCOMPLISHMENTS

1. Assisted in the hiring of several high-level positions including the Assistant Airport Manager, Comptroller, and an Elementary School Principal.
2. Assisted the Town Council Town Manager Review Subcommittee with the redesign of the Town Manager Performance Evaluation Process.
3. Partnered with the School Department to successfully implement new fingerprinting background requirement.
4. Hosted a combined school/municipal employee benefits fair at the Hyannis Youth and Community Center.



Human Resources  
Director Bill Cole  
presenting the  
“Years of Service Awards”

- 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)
- new employee orientations

### Compensation:

Maintaining a competitive and equitable compensation system is critical to the recruitment and retention of qualified employees. All positions are described with accurate job descriptions that reflect their responsibilities, lines of authority, education and experience requirements and overall complexity. These job descriptions also establish a baseline for recruitment and fair compensation. Uniform and equitable pay plans have the effect of insuring that employees are

compensated at rates comparable to like organizations in similar labor markets. The Town's pay plans take into account changes in cost of living and budgetary constraints.

### **Employee/Labor Relation Program**

The 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 and 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 have 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.

**Fiscal Year 2016 Goals and Objectives**

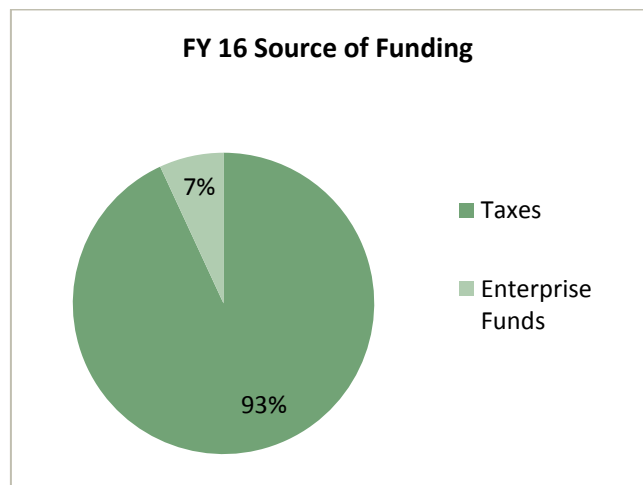
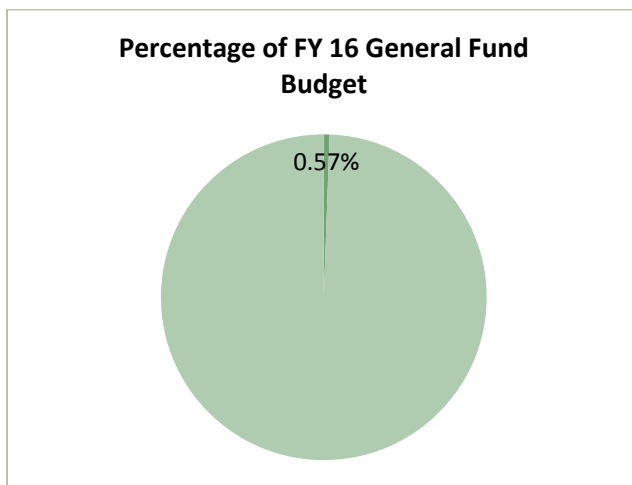
**Short-Term:**

1. Implement a uniform employee orientation program for new Municipal/School employees.
2. Successfully negotiate all municipal collective bargaining agreements.
3. Partner with Town Manager’s office to host MMA/Suffolk Government Leadership Certificate Program.

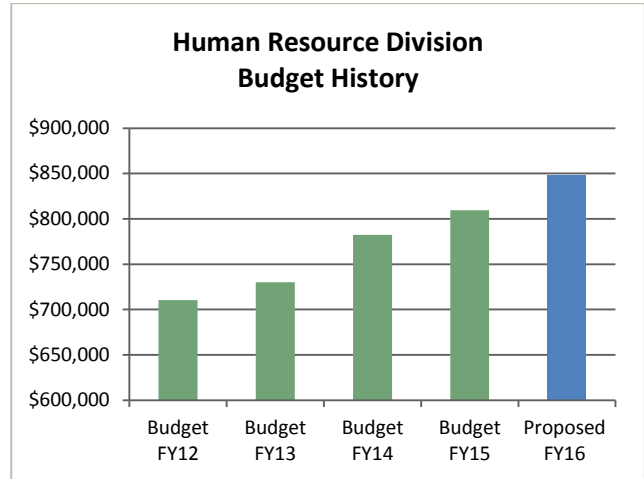
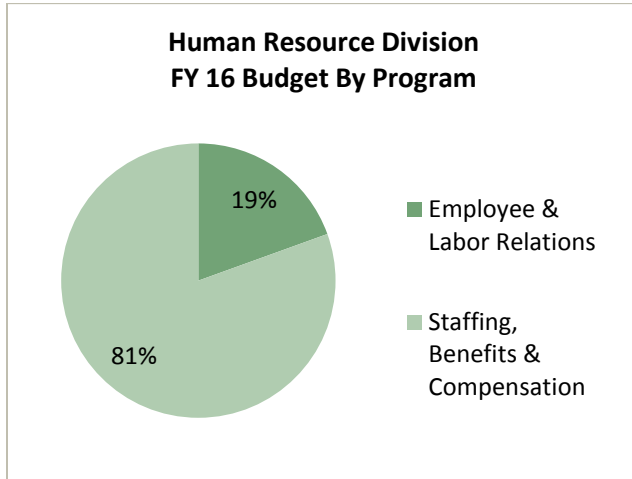
**Long Term:**

1. Implement a new classification system for municipal positions.
2. Work with Departments to develop a succession plan to identify and train the next generation of managers.

**Fiscal Year 2016 Division Financial Data**



The Human Resources Division comprises 0.57% of the overall general fund budget. Most of the funding for this operation is derived from tax support (93%) with the remaining 7% coming from support provided to the town’s enterprise funds.



The largest program area in this division is the Staffing, Benefits and Compensation Program comprising 81% of the budget. The budget for this division has increased from \$710,245 in FY12 to \$847,957 in FY16, or 19.39% over the five year period.

Expenditure Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 637,434	\$ 647,217	\$ 639,062	\$ 670,757	\$23,540	3.64%
Operating Expenses	138,441	162,200	162,880	177,200	15,000	9.25%
<b>Total Appropriation</b>	<b>775,875</b>	<b>809,417</b>	<b>801,942</b>	<b>847,957</b>	<b>38,540</b>	<b>4.76%</b>

**Employee Benefits Allocation:**

Life Insurance	39	41
Medicare	8,650	9,095
Health Insurance	49,328	49,832
County Retirement	104,515	113,666
<b>Total Employee Benefits (1)</b>	<b>162,532</b>	<b>172,634</b>

**Total Expenditures Including Benefits**      **\$ 938,407**      **\$ 974,576**

**Full-time Equivalent Employees**      **8.00**      **8.00**      **8.00**      **0.00**

**Source of Funding**

Taxes	\$ 709,873	\$ 753,192	\$ 745,717	\$ 789,393	\$36,201	4.81%
Enterprise Funds	66,002	56,225	56,225	58,564	2,339	4.16%
<b>Total Sources</b>	<b>\$ 775,875</b>	<b>\$ 809,417</b>	<b>\$ 801,942</b>	<b>\$ 847,957</b>	<b>\$38,540</b>	<b>4.76%</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 proposed FY16 budget is increasing \$38,540 or 4.76%. Personnel costs are increasing \$23,540. This includes all contractual obligations and there are no changes to the staffing levels. Operating expenses are expected to increase \$15,000 to support a safety assessment and training.

Funding for this operation is comprised of tax and enterprise fund support.



## Fiscal Year 2016 Program Financial Data

### Employee & Labor Relations Program

Expenditure Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 139,288	\$ 173,370	\$ 151,000	\$ 150,218	\$ (23,152)	-13.35%
Operating Expenses	9,403	15,000	13,250	15,000	-	0.00%
<b>Total Appropriation</b>	<b>148,691</b>	<b>188,370</b>	<b>164,250</b>	<b>165,218</b>	<b>(23,152)</b>	<b>-12.29%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	9		10			
Medicare	1,740		1,796			
Health Insurance	11,802		12,032			
<b>Total Employee Benefits (1)</b>	<b>13,551</b>		<b>13,838</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 162,242</b>		<b>\$ 178,088</b>			
<b>Full-time Equivalent Employees</b>	<b>2.35</b>	<b>2.35</b>		<b>2.35</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 148,691	\$ 188,370	\$ 164,250	\$ 165,218	\$ (23,152)	-12.29%
<b>Total Sources</b>	<b>\$ 148,691</b>	<b>\$ 188,370</b>	<b>\$ 164,250</b>	<b>\$ 165,218</b>	<b>\$ (23,152)</b>	<b>-12.29%</b>

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

### Staffing, Benefits & Compensation Program

Expenditure Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 498,146	\$ 473,847	\$ 488,062	\$ 520,539	\$ 46,692	9.85%
Operating Expenses	129,038	147,200	149,630	162,200	15,000	10.19%
<b>Total Appropriation</b>	<b>627,184</b>	<b>621,047</b>	<b>637,692</b>	<b>682,739</b>	<b>61,692</b>	<b>9.93%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	30		31			
Medicare	6,910		7,299			
Health Insurance	37,526		37,800			
County Retirement	104,515		113,666			
<b>Total Employee Benefits (1)</b>	<b>148,981</b>		<b>158,796</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 776,165</b>		<b>\$ 796,488</b>			
<b>Full-time Equivalent Employees</b>	<b>5.65</b>	<b>5.65</b>		<b>5.65</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 561,182	\$ 564,822	\$ 581,467	\$ 624,175	\$ 59,353	10.51%
Enterprise Funds	66,002	56,225	56,225	58,564	2,339	4.16%
<b>Total Sources</b>	<b>\$ 627,184</b>	<b>\$ 621,047</b>	<b>\$ 637,692</b>	<b>\$ 682,739</b>	<b>\$ 61,692</b>	<b>9.93%</b>

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

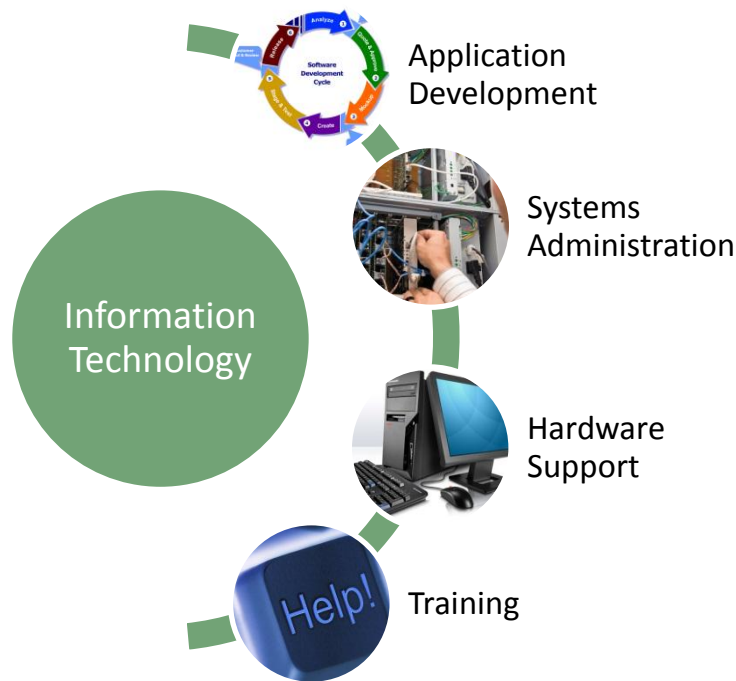
**Performance Measures/Workload Indicators**

<b>Workload Indicator</b>	<b>FY 2012 Actuals</b>	<b>FY 2013 Actuals</b>	<b>FY 2014 Actuals</b>	<b>FY 2015 Estimated</b>	<b>FY 2016 Projected</b>
Personnel Forms Processed	1,625	976	1,102	1,190	1,100
Employment Applications Processed	1,825	1,136	1,520	1,170	1,225
Permanent Position Vacancies	225	90	149	88	100
Avg. # of Applications per vacancy	8	12.6	10.2	13	12

## Information Technology Division

### **Mission Statement**

The mission of the Information Technology Division 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.



### **Description of 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 Senior Services) 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

**Developing and Maintaining the Organization’s Technology Infrastructure**

**RECENT ACCOMPLISHMENTS**

1. Completed the transition to an all-digital, GIS based annual update process of the Assessor's parcel maps.
2. Created an interactive web mapping application and implemented iPads at the Water Pollution Control Division to more easily access the sewer system map and associated data both in the office and the field.
3. Worked with the Cape Cod Commission and other Towns to develop specifications for upcoming regional aerial flyover / mapping project.
4. Reviewed multiple vendors for the selection of E-Permitting software with ViewPoint being determined to be the most advantageous for the Town.
5. Begin the conversion and deployment of ViewPoint software.
6. Analyzed the Verizon accounts and made plan changes saving the Town approximately \$500 a month.
7. Upgrade Munis to version 10, TMA, Structures and Grounds work order system.
8. Implemented offsite Disaster Recovery server.
9. Installed additional security cameras covering various Town assets using BFON for connectivity.

development. The following is a sampling of Applications and Support services that Information Technology has provided over the past year:

- Town/School-Payroll/HR support
- Application Support - in-house applications
- Application Support - third party applications
- Tax Billing support (data imports/exports, testing etc.)
- Motor Vehicle Excise Billing support (data imports/exports, testing etc.)
- Boat Excise support (data imports/exports, testing, postal certifying, printing, folding/stuffing etc.)
- Tax Title support
- Accounts Payables and Payroll support
- Miscellaneous mailings
- Creation of reports and spreadsheets
- Web site development/growth

In Geographic Information Systems (GIS), 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 general public. The usefulness of a G.I.S. is dependent upon the quality of its G.I.S. data. Within the 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. Tasks within this program include the following:

- Data creation/updates/verification/reformatting
- Map production

### **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 & maintenance contract management
- Maintain Channel 18 (CH18) broadcasting and video equipment
- Security Cameras
- Blackberry & Smartphone Administration

### **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 to be without one due to any type of failure cripples their ability to perform their job functions efficiently and effectively.

### **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. It is this program area that 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 GIS users is also grouped into this program. As the GIS expands into different departments, the number of users that require training and support is increasing. Some of the GIS software can be very complex and requires a significant amount of training for users to become proficient. The GIS 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

### 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
- GIS project management
- Policies and Procedures
- Video and CH18 technical hardware
- System Administration
- Network Connectivity

### Fiscal Year 2016 Goals and Objectives

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

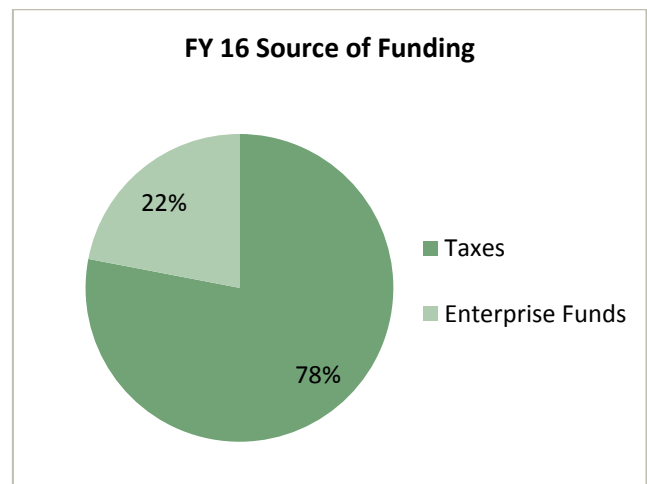
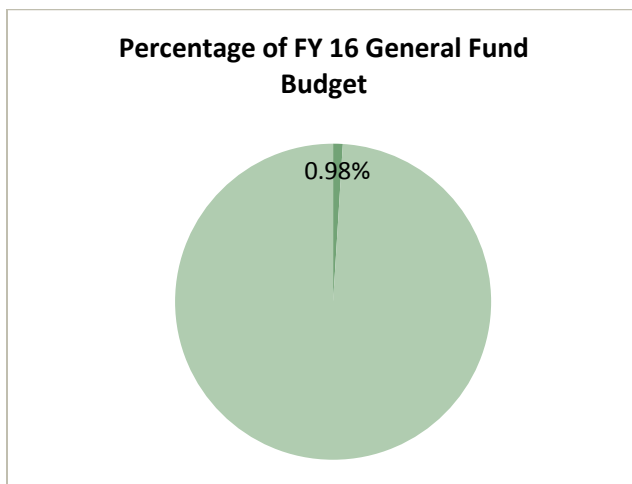
#### Short Term:

1. Continued growth on the web site. (SP: Regulatory Access and Accountability, Communications)
2. Continued integration between CH18 and the web site. (SP: Regulatory Access and Accountability, Communications)
3. Continue to expand CH18 programming and video production. (SP: Regulatory Access and Accountability, Communications)
4. Continue to enhance the communication networking capabilities of the Town including the office automation system to improve the overall efficiency and effectiveness of Town employees. (SP: Infrastructure, Communications)
5. Broadcast/Record virtually all the Boards and Commissions from Town Hall Hearing Room or Selectman's Conference Room for improved quality. (SP: Regulatory Access and Accountability, Communications)
6. Review various mobile computing devices (tablets) to determine a standard device which can be utilized for E-Permitting in the field, boards and committee's meetings and in the field data collection for various departments. (SP: Communications)
7. Analyze Town buildings internal network wiring and determine if upgrades are needed if the Town is to pursue a VOIP (Voice over internet protocol) strategy in FY17. (SP: Infrastructure, Communications)

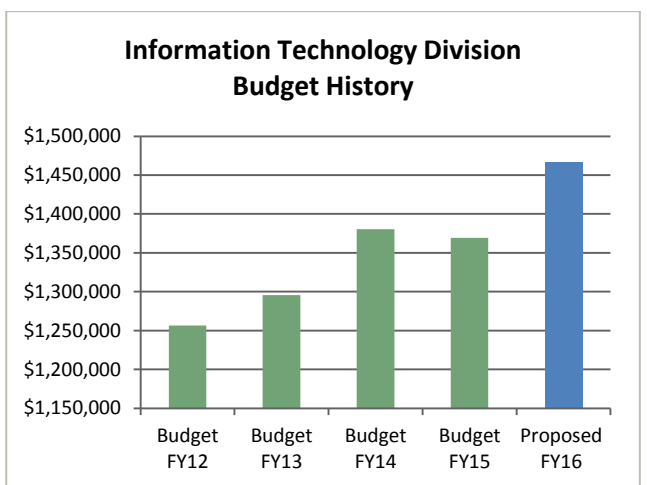
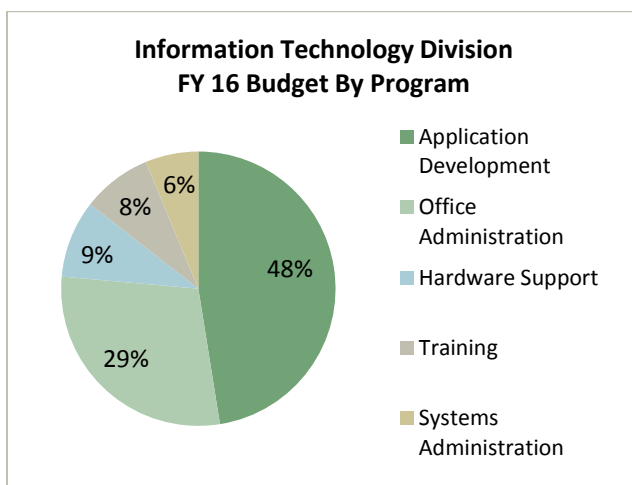
**Long Term:**

1. Continue building on the "corporate database" that enables all departments to track history back to a Parcel Number or Address.
2. Continued work in designing and utilizing the new BFON (Barnstable Fiber Optic Network) including VIOP (Voice over Internet Protocol) or other alternatives to the current phone system with the goal of saving the Town significant money.
3. Develop a Disaster Recovery Plan (DRP) that will enable the Town to be back functional with critical systems in a reasonable time should a disaster happen and the data center in Town Hall is destroyed.
4. Manage the Aerial Flyover and Mapping Update project during FY2015/16 - QA/QC all deliverable data and integrate the new data back into the Town's GIS
5. Continue website growth to meet the expanding needs of the Town's Departments.

**Fiscal Year 2016 Division Financial Data**



The Information Technology Division comprises 0.98% of the overall General Fund budget. Most of the funding for this operation is derived from tax support 78% with the remaining 22% coming from support provided to the town's enterprise funds.



Application Development is the largest program area in this budget at 48% followed by Office Administration at 29%. Capital outlays for hardware and software replacements are included in the Office Administration program area. This budget has increased from \$1.256 million in FY12 to \$1.467 million in FY16 or 16.74%. The spike in the FY14 budget represents the transfer of all cell phone budgets to this division as this service is now consolidated and managed by this operation. The reduction in FY14 was the result of one full-time position being eliminated.

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 752,127	\$ 769,444	\$ 761,505	\$ 801,001	\$31,557	4.10%
Operating Expenses	502,072	495,021	523,287	561,021	66,000	13.33%
Capital Outlay	115,502	105,000	108,258	105,000	-	0.00%
<b>Total Appropriation</b>	<b>1,369,701</b>	<b>1,369,465</b>	<b>1,393,050</b>	<b>1,467,022</b>	<b>97,557</b>	<b>7.12%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	83		91			
Medicare	7,894		8,185			
Health Insurance	49,164		50,053			
County Retirement	179,103		180,229			
<b>Total Employee Benefits (1)</b>	<b>236,244</b>		<b>238,558</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 1,605,945</b>		<b>\$ 1,631,608</b>			
<b>Full-time Equivalent Employees</b>	<b>11.00</b>	<b>10.00</b>		<b>10.00</b>	<b>0.00</b>	
<b>Source of Funding</b>						
Taxes	\$ 1,134,996	\$ 1,128,732	\$ 1,152,317	\$ 1,144,431	\$15,699	1.39%
Enterprise Funds	234,705	240,733	240,733	322,591	81,858	34.00%
<b>Total Sources</b>	<b>\$ 1,369,701</b>	<b>\$ 1,369,465</b>	<b>\$ 1,393,050</b>	<b>\$ 1,467,022</b>	<b>\$97,557</b>	<b>7.12%</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 proposed FY16 budget for this division is increasing by \$97,557. Personnel cost will increase \$31,557 due to contractual obligations. Operating expenses are increasing \$66,000 for software support and licensing fees. Operating capital is level funded at \$105,000.

Funding for this operation is comprised of tax and enterprise fund support. Enterprise fund support is increasing \$81,858 reducing the increase in tax support to \$15,699 in order to fund the FY16 budget increase.



**Fiscal Year 2016 Program Financial Data**

**Application Development**

<u>Expenditure Category</u>	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 314,966	\$ 320,858	\$ 317,170	\$ 333,348	\$ 12,490	3.89%
Operating Expenses	316,555	306,193	317,273	363,179	56,986	18.61%
<b>Total Appropriation</b>	<b>631,521</b>	<b>627,051</b>	<b>634,443</b>	<b>696,527</b>	<b>69,476</b>	<b>11.08%</b>
<b>Full-time Equivalent Employees</b>	<b>4.35</b>	<b>3.85</b>		<b>3.85</b>	<b>0.00</b>	
<u>Source of Funding</u>						
Taxes	\$ 396,816	\$ 386,318	\$ 393,710	\$ 423,885	\$ 37,567	9.72%
Enterprise Funds	234,705	240,733	240,733	272,642	31,909	13.25%
<b>Total Sources</b>	<b>\$ 631,521</b>	<b>\$ 627,051</b>	<b>\$ 634,443</b>	<b>\$ 696,527</b>	<b>\$ 69,476</b>	<b>11.08%</b>

**Systems Administration**

<u>Expenditure Category</u>	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 74,910	\$ 76,073	\$ 76,545	\$ 79,072	\$ 2,999	3.94%
Operating Expenses	1,332	12,635	3,200	12,635	-	0.00%
<b>Total Appropriation</b>	<b>76,242</b>	<b>88,708</b>	<b>79,745</b>	<b>91,707</b>	<b>2,999</b>	<b>3.38%</b>
<b>Full-time Equivalent Employees</b>	<b>0.95</b>	<b>0.95</b>		<b>0.95</b>	<b>0.00</b>	
<u>Source of Funding</u>						
Taxes	\$ 76,242	\$ 88,708	\$ 79,745	\$ 91,707	\$ 2,999	3.38%
<b>Total Sources</b>	<b>\$ 76,242</b>	<b>\$ 88,708</b>	<b>\$ 79,745</b>	<b>\$ 91,707</b>	<b>\$ 2,999</b>	<b>3.38%</b>

**Hardware Support**

<u>Expenditure Category</u>	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 73,269	\$ 68,068	\$ 68,848	\$ 70,795	\$ 2,727	4.01%
Operating Expenses	76,318	51,718	77,521	63,332	11,614	22.46%
<b>Total Appropriation</b>	<b>149,587</b>	<b>119,786</b>	<b>146,369</b>	<b>134,127</b>	<b>14,341</b>	<b>11.97%</b>
<b>Full-time Equivalent Employees</b>	<b>1.45</b>	<b>0.95</b>		<b>0.95</b>	<b>0.00</b>	
<u>Source of Funding</u>						
Taxes	\$ 149,587	\$ 119,786	\$ 146,369	\$ 134,127	\$ 14,341	11.97%
<b>Total Sources</b>	<b>\$ 149,587</b>	<b>\$ 119,786</b>	<b>\$ 146,369</b>	<b>\$ 134,127</b>	<b>\$ 14,341</b>	<b>11.97%</b>

**Training**

<u>Expenditure Category</u>	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 106,522	\$ 114,582	\$ 112,004	\$ 120,280	\$ 5,698	4.97%
<b>Total Appropriation</b>	<b>106,522</b>	<b>114,582</b>	<b>112,004</b>	<b>120,280</b>	<b>5,698</b>	<b>4.97%</b>
<b>Full-time Equivalent Employees</b>	<b>1.70</b>	<b>1.70</b>		<b>1.70</b>	<b>0.00</b>	
<u>Source of Funding</u>						
Taxes	\$ 106,522	\$ 114,582	\$ 112,004	\$ 120,280	\$ 5,698	4.97%
<b>Total Sources</b>	<b>\$ 106,522</b>	<b>\$ 114,582</b>	<b>\$ 112,004</b>	<b>\$ 120,280</b>	<b>\$ 5,698</b>	<b>4.97%</b>

**Office Administration**

<u>Expenditure Category</u>	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 182,461	\$ 189,863	\$ 186,939	\$ 197,506	\$ 7,643	4.03%
Operating Expenses	107,867	124,475	125,293	121,875	(2,600)	-2.09%
Capital Outlay	115,502	105,000	108,258	105,000	-	0.00%
<b>Total Appropriation</b>	<b>405,830</b>	<b>419,338</b>	<b>420,490</b>	<b>424,381</b>	<b>5,043</b>	<b>1.20%</b>
<b>Full-time Equivalent Employees</b>	<b>2.55</b>	<b>2.55</b>		<b>2.55</b>	<b>0.00</b>	
<u>Source of Funding</u>						
Taxes	\$ 405,830	\$ 419,338	\$ 420,490	\$ 424,381	\$ 5,043	1.20%
<b>Total Sources</b>	<b>\$ 405,830</b>	<b>\$ 419,338</b>	<b>\$ 420,490</b>	<b>\$ 424,381</b>	<b>\$ 5,043</b>	<b>1.20%</b>

**Performance Measures**

Information Technology is measuring the yearly percentage that critical applications/services are available.

<u>Performance Measure</u>	<b>FY 2012 Actuals</b>	<b>FY 2013 Actuals</b>	<b>FY 2014 Actuals</b>	<b>FY 2015 Target</b>
Percent of availability of database environments*	N/A	99.9	99.9	99.5
Availability of critical core applications*	N/A	99.9	99.9	99.5
Availability of Town’s website including property data and maps*	N/A	99.9	99.9	99.5

\*Does not include scheduled down times.

**Workload Indicators**

<b>Workload Indicators - Fiscal Year</b>	<b>FY 2014 Actuals</b>	<b>FY 2015 Estimated</b>	<b>FY 2016 Projected</b>
New PC's installed	64	60	60
Help Desk work orders completed	1,632	1,700	1,700
CH18 Meetings/Shows produced/Recorded	939	940	970
Completed requests for Maps and geographic analysis	1,511	1,500	1,500
Web requests for website changes or additions	2800	2900	3000
Website visits	275,000	350,000	375,000

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