

TOWN OF BARNSTABLE, MASSACHUSETTS



Barnstable Harbor Inner Channel

FISCAL YEAR 2023 TOWN MANAGER'S PROPOSED OPERATING BUDGET

MARK S. ELLS, TOWN MANAGER





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Barnstable
Massachusetts**

For the Fiscal Year Beginning

July 01, 2021

Christopher P. Morill

Executive Director

*The Government Finance Officers Association of the United States and Canada (GFOA) has presented a Distinguished Budget Award to the Town of Barnstable for the fiscal year beginning July 1, 2021. The award is the highest form of recognition in governmental budgeting. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This is the **twentieth consecutive year** that the Town of Barnstable has been presented with this prestigious award.*

The criterion on which the award for fiscal year 2022 was based is that which has been used as a guide in preparing the budget for fiscal year 2023. Therefore, it is my belief that the Capital and Operating budgets presented for fiscal year 2023 conform to program requirements, and I will submit them to GFOA to determine their eligibility for another award. My Staff, Mark Milne, Finance Director, and Nathan Empey, Finance/Budget Analyst, are to be congratulated for their parts in this and the previous awards.

Mark S. Ells
Town Manager

FISCAL YEAR 2023 OPERATING BUDGET

TABLE OF CONTENTS

<u>Part I – Guide to the Budget</u>		<u>Education Budget and Funding Summary</u>	75
		<u>Other Requirements and Funding Summary</u>	76
<u>Nine-Sections Narratives</u>	1	<u>General Fund Budget Summary</u>	78
<u>Department Summaries – General Fund Guide</u>	3	<u>General Fund Revenue Summary</u>	80
<u>Department Summaries – Enterprise Fund Guide</u>	7	<u>General Fund Revenue Forecast Assumptions</u>	81
		<u>General Fund Expenditure Summary</u>	87
<u>Part II – Introduction and Overview</u>		<u>General Fund Budget by Major Expenditure Category</u>	89
		<u>Long Term Budget Planning</u>	90
<u>History, Demographics and Statistics</u>	11	<u>Part V – Capital Budget and Debt Summary</u>	
<u>Property Tax Information</u>	23	<u>Capital Program Development</u>	95
<u>Government Structure</u>	26	<u>Submission Cost and Fiscal Summary</u>	95
<u>Organizational Chart</u>	27	<u>FY 2023 Capital Improvement Plan Budget</u>	96
<u>Town Council</u>	28	<u>Five Year Funding Plan</u>	101
<u>Other Elected & Appointed Officials</u>	29	<u>Sewer Construction and Private Way Improvements Fund</u>	106
<u>Key Contact Information</u>	30	<u>Analysis</u>	108
<u>Town Council Strategic Plan</u>	31	<u>Capital Trust Fund Analysis</u>	112
<u>Town Manager’s Fiscal Year 2023 Budget Message</u>	39	<u>Debt Position Analysis</u>	122
<u>Part III – Financial Process, Structure, and Policy</u>		<u>Debt Amortization Schedules</u>	122
<u>Budget Process</u>	49	<u>Part VI – General Fund Department Summaries</u>	
<u>Financial Fund Structure</u>	54	<u>Town Council</u>	135
<u>Department and Fund Relationship</u>	55	<u>Town Manager</u>	141
<u>Town-Wide Financial Management Policies</u>	56	<u>Administrative Services Department</u>	153
<u>Town Charter</u>	56	<u>Finance Division</u>	158
<u>General Ordinances</u>	58	<u>Legal Division</u>	167
<u>Administrative Code</u>	59	<u>Human Resources Division</u>	174
<u>Town Council Budget Policy</u>	63	<u>Information Technology Division</u>	180
<u>Management Policy</u>	64	<u>Marine and Environmental Affairs Department</u>	191
<u>Part IV – Financial Summaries</u>		<u>Natural Resources Division</u>	196
<u>All Appropriated Funds Budget Summary</u>	65	<u>Harbormaster Division</u>	205
<u>Position Summary for All Appropriated Funds</u>	67	<u>Community Services Department</u>	213
<u>Consolidated Resource/Appropriation Summary</u>	70	<u>Council on Aging Division</u>	218
<u>Change in Fund Balance – All Appropriated Funds</u>	72	<u>Recreation Division</u>	230
<u>Municipal Budget and Funding Summary</u>	74		

<u>Planning & Development Department</u>	<u>239</u>
<u>Police Department</u>	<u>255</u>
<u>Administrative & Investigative Services Bureau</u>	<u>260</u>
<u>Field Services Bureau</u>	<u>272</u>
<u>Public Works Department</u>	<u>281</u>
<u>Administrative and Technical Support Division</u>	<u>287</u>
<u>Highway Division</u>	<u>296</u>
<u>Structures and Grounds Division</u>	<u>303</u>
<u>Inspectional Services Department</u>	<u>315</u>
<u>Building Services Division</u>	<u>319</u>
<u>Public Health Division</u>	<u>327</u>

<u>School Department</u>	<u>335</u>
<u>Other Requirements</u>	<u>345</u>
<u>Employee Benefits</u>	<u>349</u>
<u>Insurance</u>	<u>351</u>
<u>Grants</u>	<u>351</u>
<u>Assessments</u>	<u>351</u>
<u>Debt Service</u>	<u>352</u>
<u>Transfers</u>	<u>352</u>
<u>Appropriation Deficits</u>	<u>353</u>

Part VII – Enterprise Fund Summaries

<u>Marina Operations</u>	<u>356</u>
<u>Sandy Neck Beach Park</u>	<u>363</u>
<u>Golf Course</u>	<u>374</u>
<u>Hyannis Youth & Community Center</u>	<u>385</u>
<u>Public, Educational, Governmental Access Channel</u>	<u>395</u>
<u>Solid Waste</u>	<u>404</u>
<u>Water Pollution Control</u>	<u>412</u>
<u>Water Supply</u>	<u>421</u>
<u>Barnstable Municipal Airport</u>	<u>429</u>
<u>Comprehensive Wastewater Management Plan</u>	<u>445</u>

Part VIII Town Libraries

<u>Centerville Public Library</u>	<u>455</u>
<u>Cotuit Public Library</u>	<u>459</u>
<u>Hyannis Public Library</u>	<u>464</u>
<u>Marstons Mills Public Library</u>	<u>467</u>
<u>Osterville Village Library</u>	<u>471</u>
<u>Sturgis Library</u>	<u>477</u>
<u>Whelden Memorial Library</u>	<u>482</u>

Part IX Other Funds Not Part of the Budget Process

<u>Other Requirements</u>	<u>487</u>
---------------------------	------------

Appendices

Appendix A FY 2023 Budget Appropriation Orders

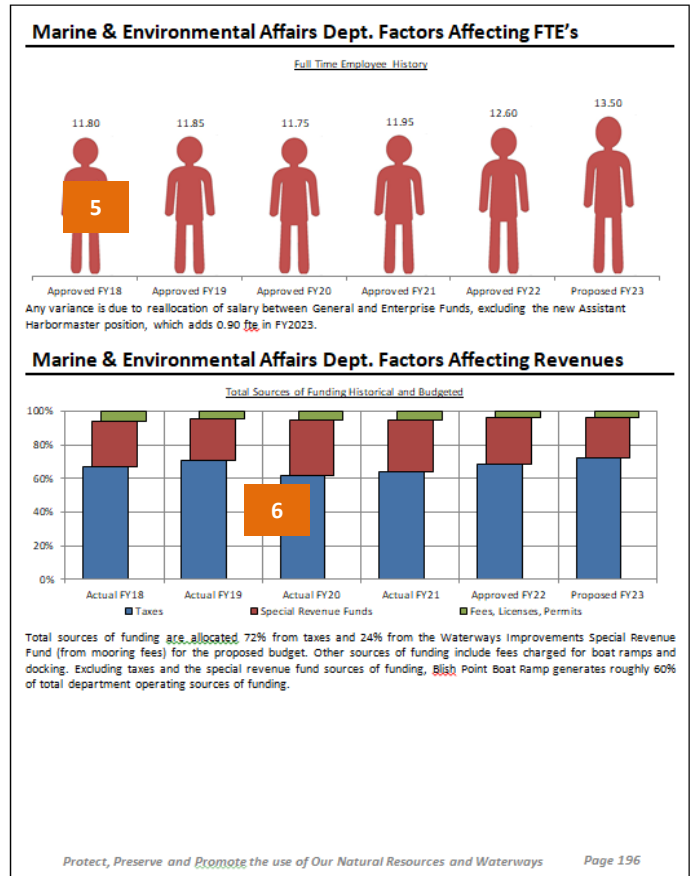
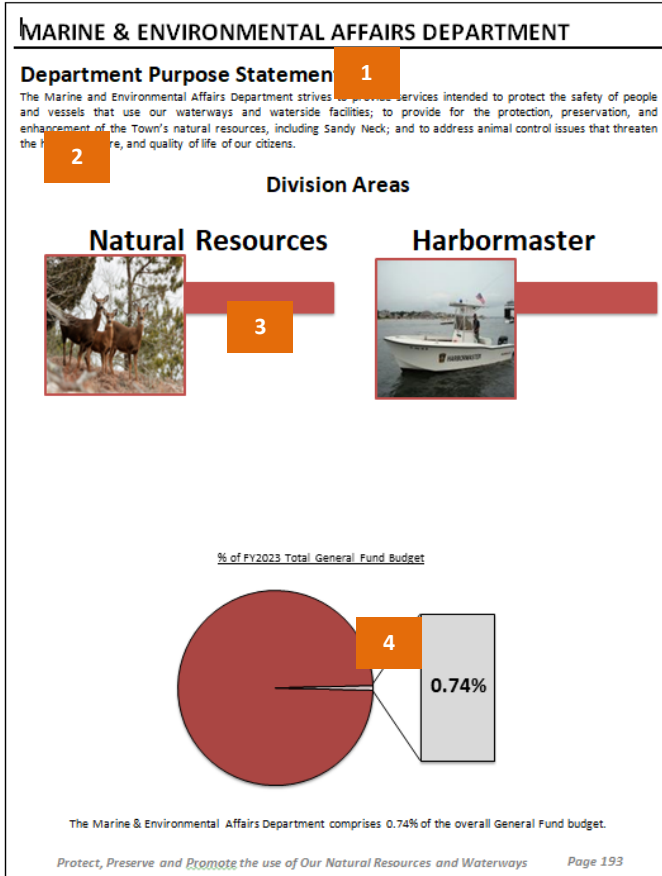
<u>Capital Budget</u>	<u>A - 1 to A - 12</u>
<u>Operating Budget</u>	<u>A - 13 to A - 18</u>
<u>Appendix B Glossary</u>	<u>B - 1 to B - 22</u>

GUIDE TO THE BUDGET

The FY 2023 budget document is organized into the following nine sections:

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

Department Summaries– General Fund Guide

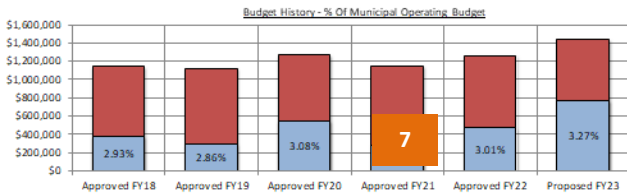


- 1** Department or Division Title
- 2** Each department/division includes a purpose statement, which helps establish the operations goals and objectives.
- 3** This is a list of all divisions/programs operating within the department/division. A department can be segmented into divisions, which are then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

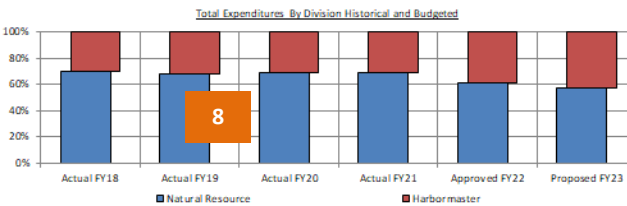
- 5** Department/Divisions full-time employee (FTE's) history count.
- 6** This compares resources as a percentage of total funding for the department/division based on actuals, approved budget, and proposed budget.

Department Summaries– General Fund Guide (Continued)

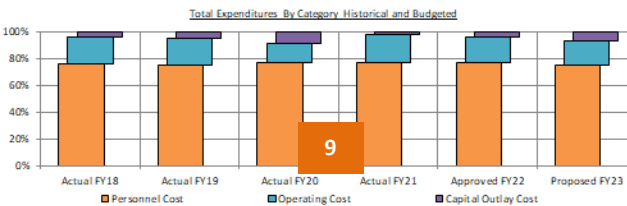
Marine & Environmental Affairs Dept. Factors Affecting Expenses



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



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



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

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

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

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

This financial table displays the following:

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

Marine & Environmental Affairs Department Services Provided

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

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

Marine & Environmental Affairs Department Budget Comparison

Marine & Environ. Affairs Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$720,681	\$775,354	\$865,300	\$1,130,300	\$175,933	20.33%
Fees, Licenses, Permits	63,107	61,855	48,000	60,000	2,000	4.17%
Interest and Other	634	9,002	-	-	-	0.00%
Special Revenue Funds	348,000	348,000	348,000	348,000	-	0.00%
Total Sources of Funding	\$1,132,423	\$1,194,211	\$1,261,370	\$1,439,303	\$177,933	14.11%
Expenditure Category						
Personnel	\$868,943	\$911,777	\$966,890	\$1,079,388	\$112,498	11.64%
Operating Expenses	241,961	233,619	245,665	269,615	14,250	5.80%
Capital Outlay	21,519	48,815	48,815	90	\$1,185	104.86%
Total Appropriation	\$1,132,423	\$1,194,211	\$1,261,370	\$1,349,093	\$177,933	14.11%

Summary of Budget Changes

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

Marine & Environmental Affairs Department Budget Reconciliation

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

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

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

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

Department Summaries– General Fund Guide (Continued)

Natural Resources Division Goals and Objectives

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

Short-Term:

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



Scudder Lane-Opening Day for Oysters

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

Long-Term:

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



Marston Mills Herring Run

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

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

Natural Resources Division Services Provided

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

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

Natural Resources Division Recent Accomplishments

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



New Osprey Pole, Centerville River

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

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

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

Department Summaries– General Fund Guide (Continued)

Natural Resources Division Program Services Provided

Natural Resources Program

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



Staff planting quahogs

- Boat patrols to oversee all shellfish related activity throughout the town including but not limited to the following: aquaculture grants operations, commercial and recreational public shellfisheries.
- Monitor for endangered and threatened species (such as piping plovers, marine mammals, sea turtles and diamond-backed terrapins) on Barnstable beaches.

Fish and Game

- Oversee and enforce freshwater fin fishing, shellfish, and lobster activities town-wide and assist the State Environmental Police with regulatory inspections and investigations.
- Enforce regulation compliance of all hunting seasons and areas, which includes migratory bird hunting as well as stocking pheasants in West Barnstable Conservation Area and Sandy Neck Beach Park.

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

Land Management

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

Patrol

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

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

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

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

16 This section includes program description and financial summary.

Marine & Environmental Affairs Department Workload Indicators

Shellfish Program

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

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

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

Water Ways Program

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

Mooring Program

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

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

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

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


Department Summaries—Enterprise Fund Guide

1 COMMUNITY SERVICES DEPARTMENT

2 Department Purpose Statement


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

Enterprise Funds



3

Olde Barnstable
Fairgrounds & Hyannis
Golf Courses




Hyannis Youth &
Community Center

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


4 GOLF COURSE ENTERPRISE

5 Department Purpose Statement


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



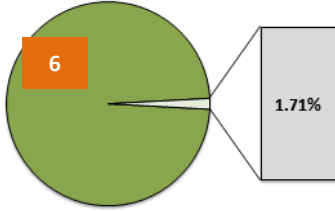
Hyannis
Golf Course



Olde Barnstable Fairgrounds
Golf Course



% of FY2023 All Appropriated Funds



6

1.71%

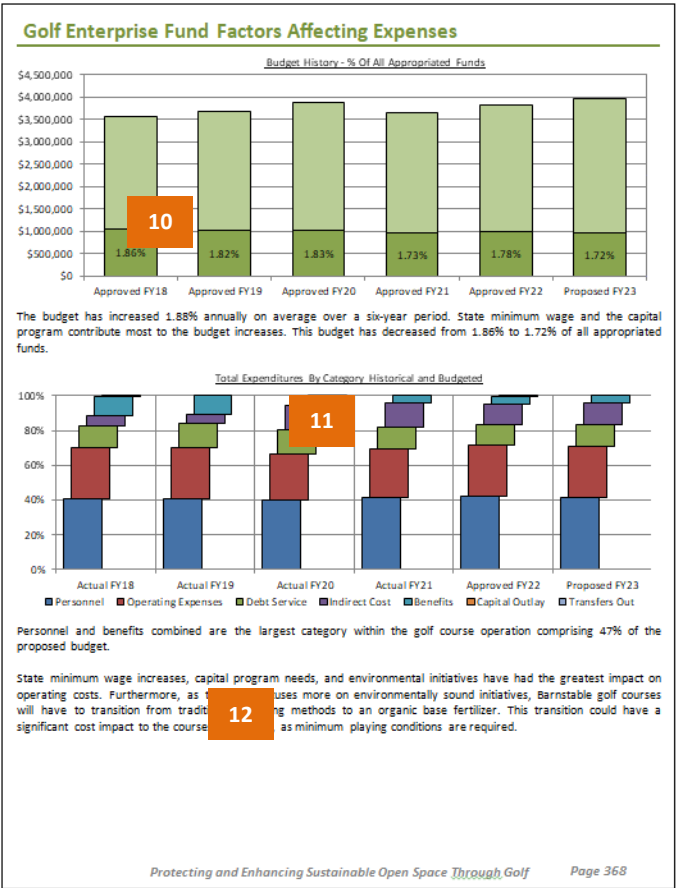
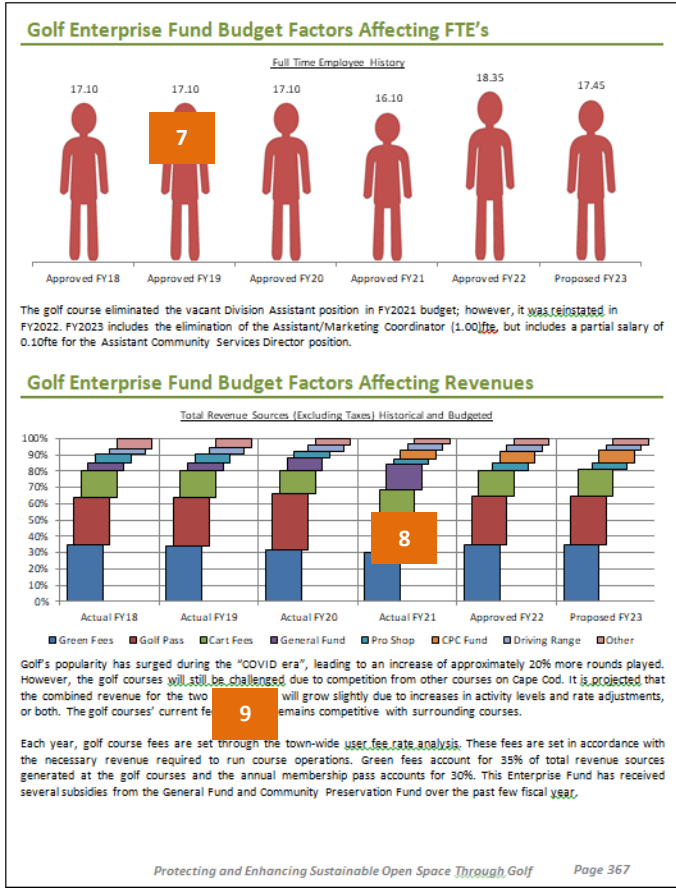
Golf Course Enterprise Fund comprises 1.71% of all appropriated funds.

Protecting and Enhancing Sustainable Open Space Through Golf Page 360

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

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

Department Summaries—Enterprise Fund Guide (Continued)



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

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

Department Summaries—Enterprise Fund Guide (Continued)

Golf Enterprise Fund Budget Comparison

Golf Course Enterprise Fund						
	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2021	FY 2022	FY 2022	FY 2023	FY22 - 23	
Taxes (General Fund Support)	\$822,917	\$0	\$0	\$0	\$0	0.00%
Charges for Services	3,979,899	13	3,423,861	3,505,661	81,800	2.39%
Interest and Other	12,285		10,000	10,000		0.00%
Special Revenue Funds	789,600		786,500	788,200	1,700	0.59%
Total Operating Sources	\$5,104,701	\$3,860,319	\$3,720,361	\$3,809,861	\$89,500	2.24%
Borrowing Authorizations	\$-	\$-	\$545,179	\$-	(\$545,179)	-100.00%
Total Capital Sources	\$0	\$0	\$545,179	\$0	(\$545,179)	-100.00%
Total Source of Funding	\$5,104,701	\$3,860,319	\$4,265,540	\$3,809,861	(\$461,679)	-10.82%
Direct Operating Expenses						
Personnel	\$1,452,366	\$1,561,123	\$1,607,412	\$1,650,544	\$43,132	2.68%
Benefits	156,712	118,892	171,167	167,589	(3,578)	-2.09%
Operating Expenses	979,268	1,070,997	1,119,135	1,147,490	28,355	2.53%
Capital Outlay	-	25	30,000	-	(30,000)	-100.00%
Debt Service	441,588	441	440,668	503,875	63,207	14.34%
Total Direct Operating Expenses	\$3,029,934	\$3,211,368	\$3,688,382	\$3,469,498	(\$218,884)	-5.93%
Indirect Operating Costs						
General Fund Staff	\$154,793	\$128,105	\$128,105	\$156,708	\$28,603	22.33%
Pensions	276,346	262,707	262,707	268,845	6,138	2.34%
Audit & Software Costs	22,832	22,787	22,787	25,558	2,771	12.16%
Property, Casualty, Liability, Auto	20,089	22,225	22,225	24,815	2,590	11.65%
Workers' Compensation Insurance	1,004	5,354	5,354	7,667	2,313	43.20%
Retirees Health Insurance	2,178	2,223	2,223	2,247	24	1.08%
Total Indirect Operating Expenses	\$477,242	\$443,401	\$443,401	\$485,840	\$42,439	9.57%
Total Operating Expenses	\$3,507,176	\$3,663,081	\$3,811,784	\$3,955,338	\$143,555	3.77%
Capital Improvement Program	\$50,558	\$-	\$545,179	\$-	(\$545,179)	-100.00%
Total Capital Expenses	\$50,558	\$0	\$545,179	\$0	(\$545,179)	-100.00%
Total Expenses	\$3,557,734	\$3,663,081	\$4,356,963	\$3,955,338	(\$401,624)	-9.22%
Excess (Deficiency) Cash Basis	\$1,546,967	\$197,238	\$1,801,944	\$1,847,795	\$45,851	2.54%
Beginning Certified Free Cash	\$446,400		\$1,801,944			
FY22 Projected Excess (Deficiency)			197,238			
Ending Prol. Certified Free Cash	\$1,993,367		\$1,801,944	\$1,847,795		

Summary of Budget Changes

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

Golf Enterprise Fund Budget Reconciliation

Job Title	FY 2021	FY 2022	FY 2023	Change
Admin Assist./Marketing Coordinator	1.00	1.00	-	(1.00)
Assistant Dir. of Community Services	-	-	0.10	0.10
Assistant Golf Course Supervisor	2.00	2.00	2.00	-
Budget/Financial Manager	-	0.25	0.25	-
Director of Community Services	0.10	0.10	0.10	-
Director of Golf Maintenance	1.00	1.00	1.00	-
Director of Golf Operations	1.00	1.00	1.00	-
Financial Supervisor	1.00	1.00	1.00	-
Golf Course Facility Technician	2.00	2.00	2.00	-
Golf Head Professional	2.00	2.00	2.00	-
Golf Superintendent	-	1.00	1.00	-
Laborer/Greens Person	2.00	2.00	2.00	-
Principal Dept./Dir Assistant	2.00	3.00	3.00	-
Working Foreman Irrigation Technician	2.00	2.00	2.00	-
Full-time Equivalent Employees	16.10	18.35	17.45	(0.90)

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2022 Approved Budget				\$3,811,784	
Contractual Obligations Net of Staff Turnover	75,175	-	-	75,175	-
Change in Indirect Costs	8,475.42	33,963	-	42,439	-
One-Time Charges	-	(6,645)	(30,000)	(36,645)	-
Debt Service Cost	-	67	-	63,207	-
FY 2023 Budget Changes					
1. Eliminate Admin Assist./Marketing Coordinator	(63,315)	-	-	(63,315)	(1.00)
2. Assistant Dir. of Community Services	9,694	-	-	9,694	0.10
3. Seasonal Wage Increase	18,000	-	-	18,000	-
4. Upgrade Phone System	-	20,000	-	20,000	-
5. Restaurant Deck Awning	-	15,000	-	15,000	-
FY 2023 Proposed Budget	\$48,030	\$125,526	(\$30,000)	\$3,955,338	(0.90)

- Eliminate Admin Assist./Marketing Coordinator
- Assistant Director of Community Services
- Minimum Wage Impact** - The Massachusetts Minimum Wage Act gradually increases the minimum wage in Massachusetts from \$11/hour over five years, culminating in 2023. It will increase to \$12/hour on January 1, 2019, and will then go up by \$0.75/hour every year until it hits \$15/hour on January 1, 2023.
- Upgrade Phone System** - Upgrade of the phone system (included) at both golf course facilities. The ability to quickly transfer calls to alternate locations / departments. Also, an easily updated opening message with simple, convenient prompts – getting the customer the information and/or point of contact they as quickly and easily as possible. The telephone system is the front door to (potential) customers. The professional handling of a call can make all the difference in securing a satisfied, repeat customer, or one who calls our competition. Our current phones are over 14 years old.
- Restaurant Deck Awning** - Replace current large custom awning that protects customers on the back deck of the clubhouse from the weather elements. The current awning is ripped and tattered. It has already been patched several times and is worn very thin. We are hoping it will last through the 2022 season, hence this request to be able to have a new one made and installed in time for the spring of 2023.

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

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

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

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

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

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

THIS PAGE INTENTIONALLY LEFT BLANK

HISTORY, DEMOGRAPHICS AND STATISTICS

A Brief History

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

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

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

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

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

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



Barnstable County Courthouse

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

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

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

General Profile of the Community



Barnstable John F. Kennedy Memorial

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

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

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

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

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

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

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

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

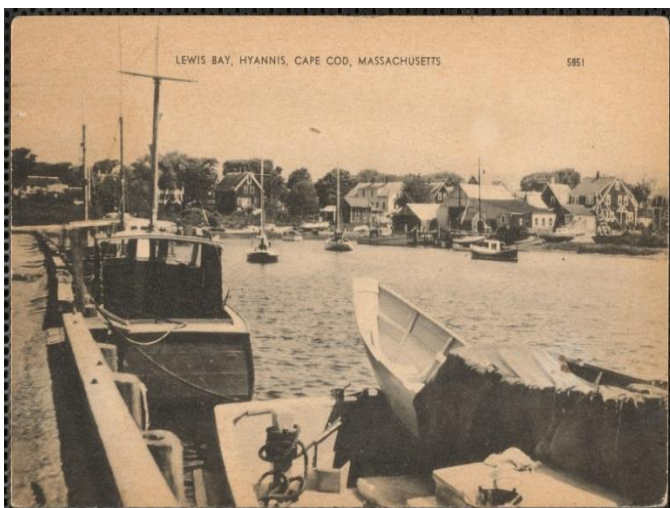


West Barnstable – 1717 Meeting House

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

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

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



Digital Common Wealth Collections - Lewis Bay Harbor

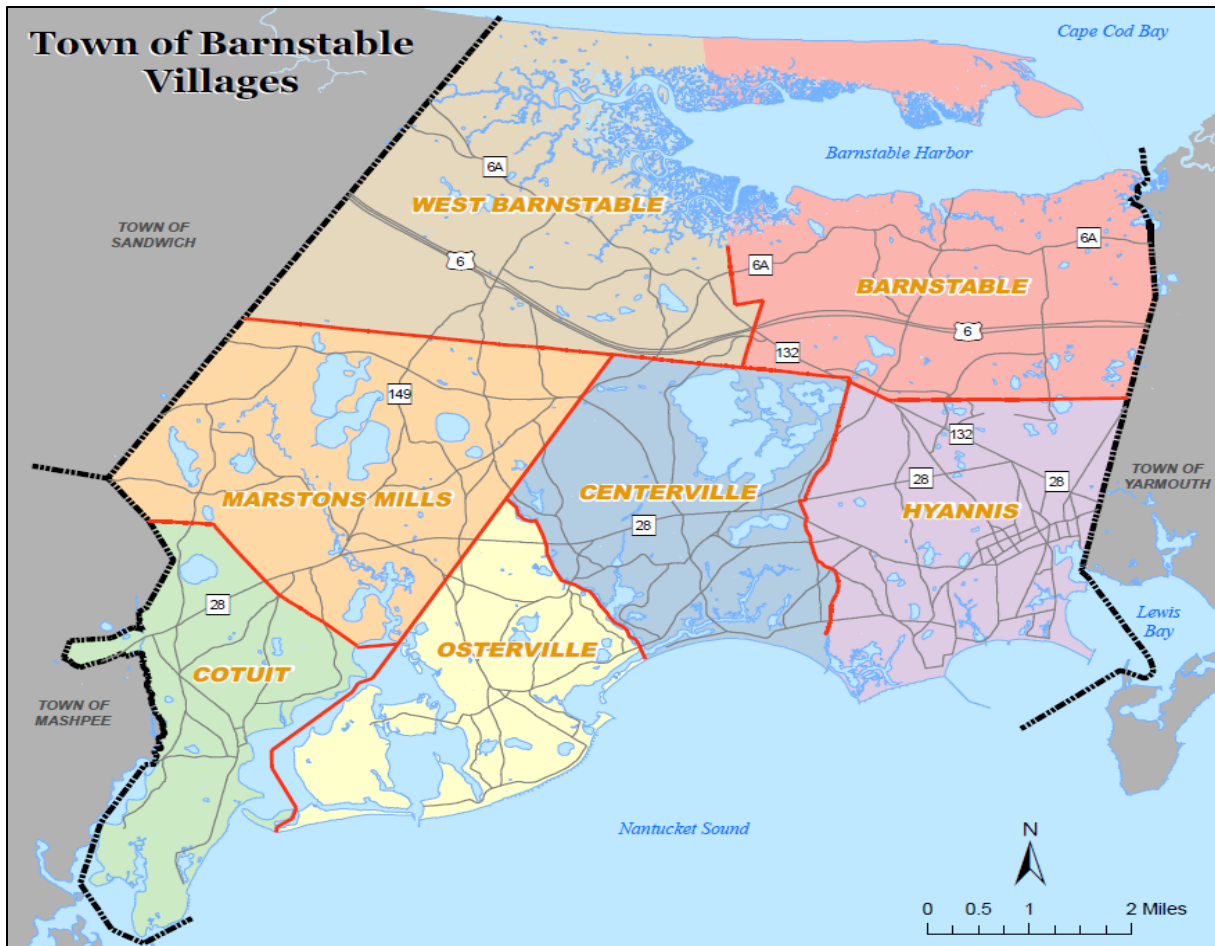
In the village of Hyannis, the Hyannis Fire District provides fire protection and EMS, while the Town delivers water service. In the village of West Barnstable, the West Barnstable Fire District provides fire protection and EMS, while private on-site wells provide water access. The aforementioned districts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



Village Green – Town Hall

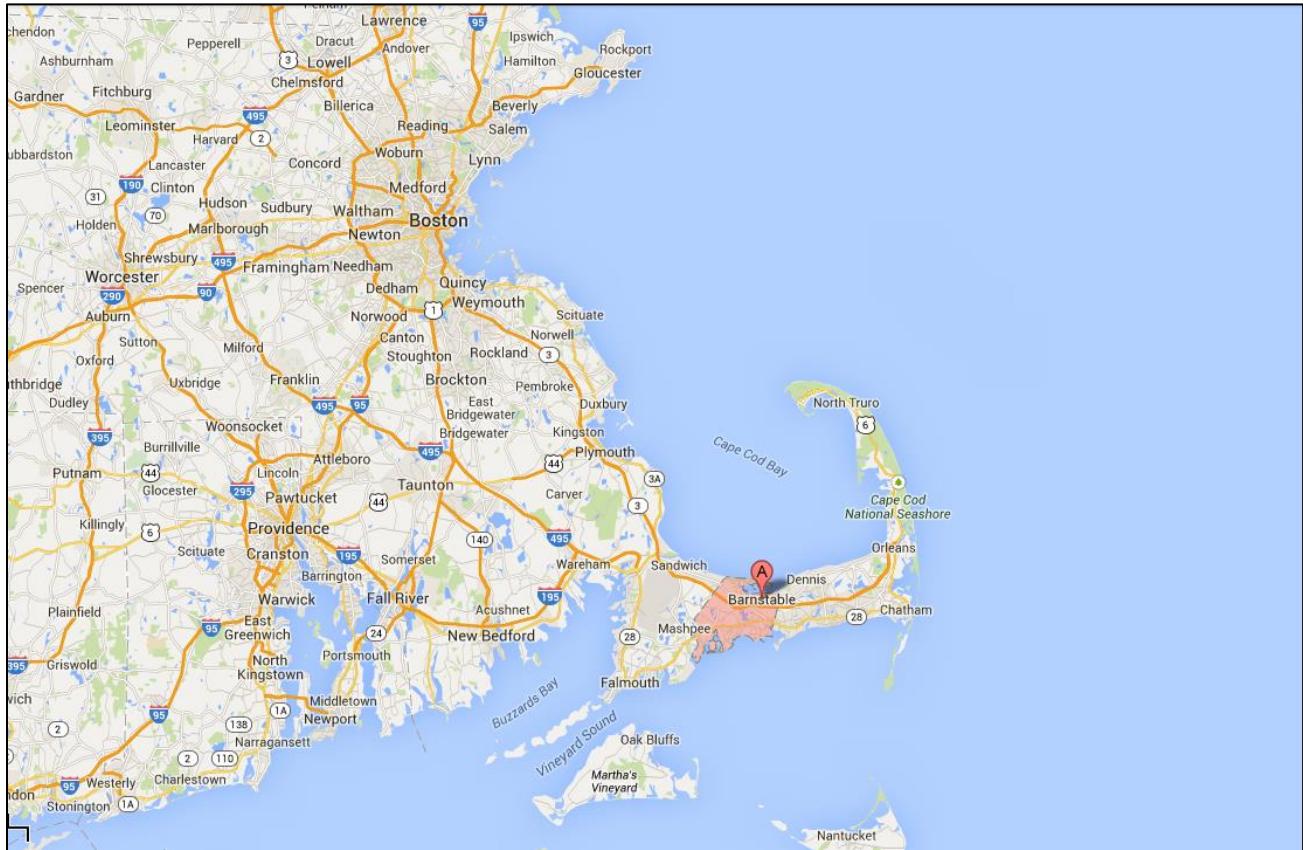
Seven independent libraries provide library services for town residents. The libraries include Centerville Public Library, Cotuit Library, Hyannis Public Library, Marstons Mills Public Library, Osterville Village Library, Sturgis Library, and Whelden Memorial Library. The Town of Barnstable has traditionally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

The Town of Barnstable’s Seven Villages



Geographic Location

Regional Reference



National Reference



About The Town of Barnstable – Information at a Glance

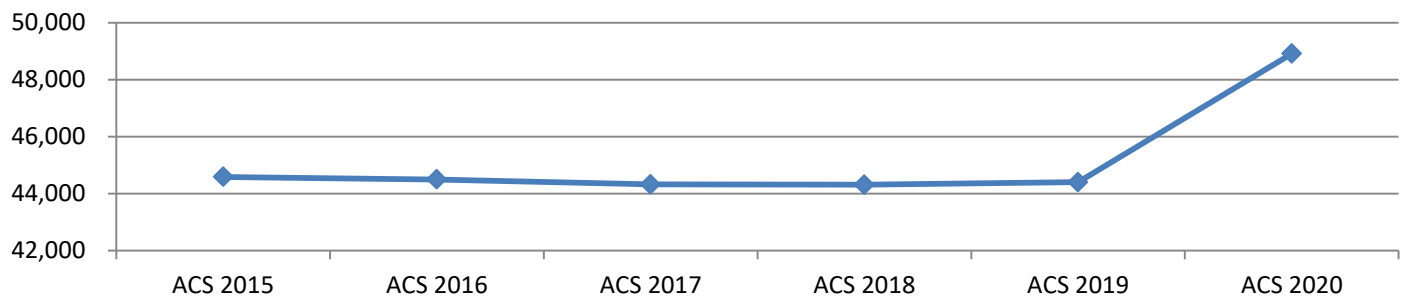
General Information

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

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

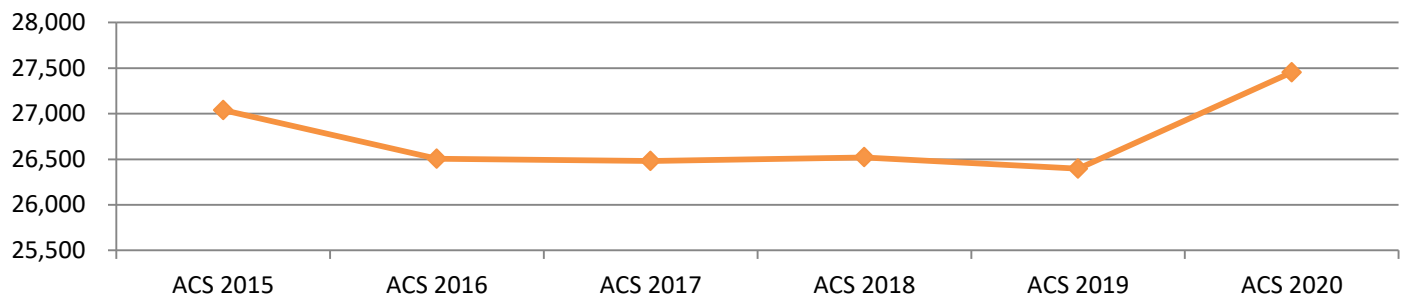
<https://www.census.gov/programs-surveys/acs>

Year Round Residents



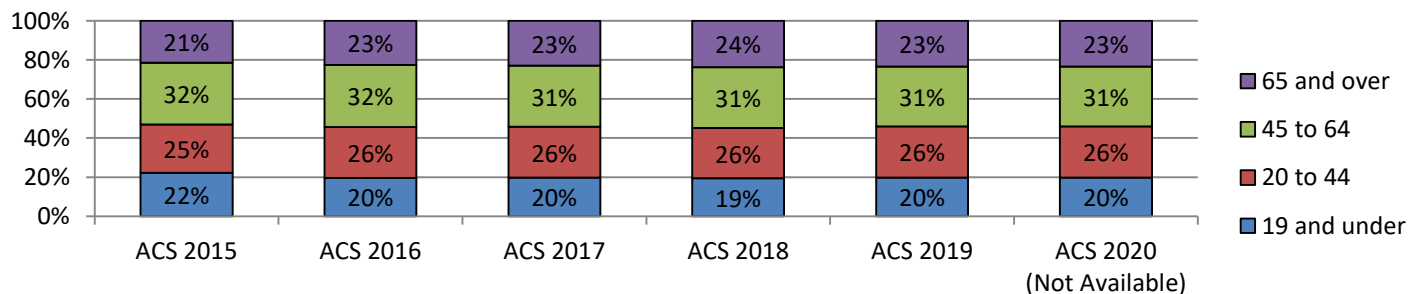
A year-round resident means those persons who are legally domiciled and who, in addition, physically reside in their fixed and permanent homes continuously, except for brief and occasional absences, for 12 months of the year.

Total Housing Units



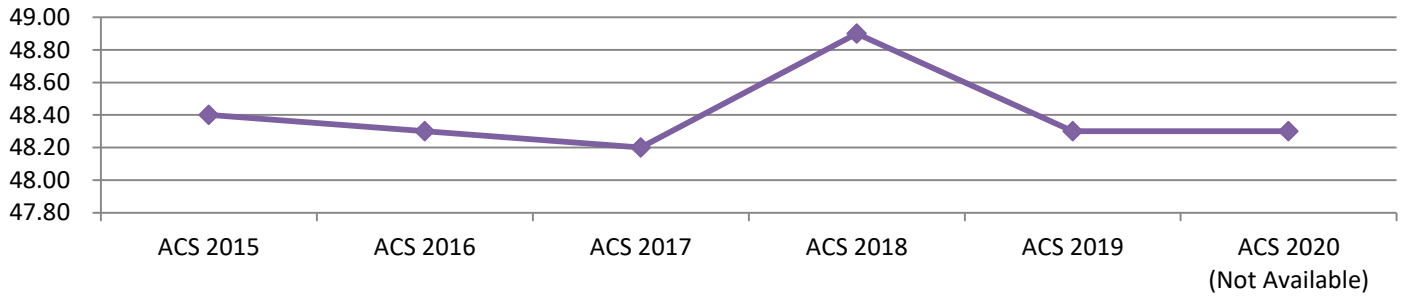
A household consists of all the people who occupy a housing unit. A house, an apartment or other group of rooms, or a single room, is regarded as a housing unit when it is occupied or intended for occupancy as separate living quarters.

Population Distribution By Age



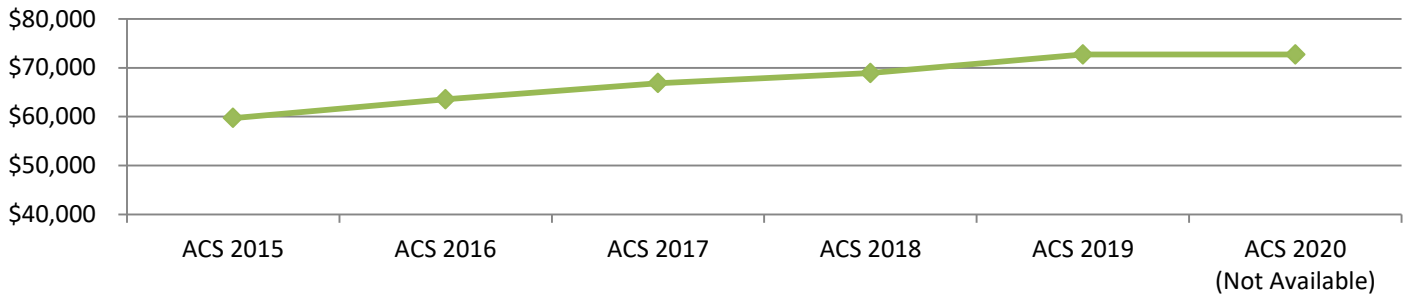
Age distribution is a quantitative description of how a certain population group is divided according to how old they are.

Median Age (In Years)



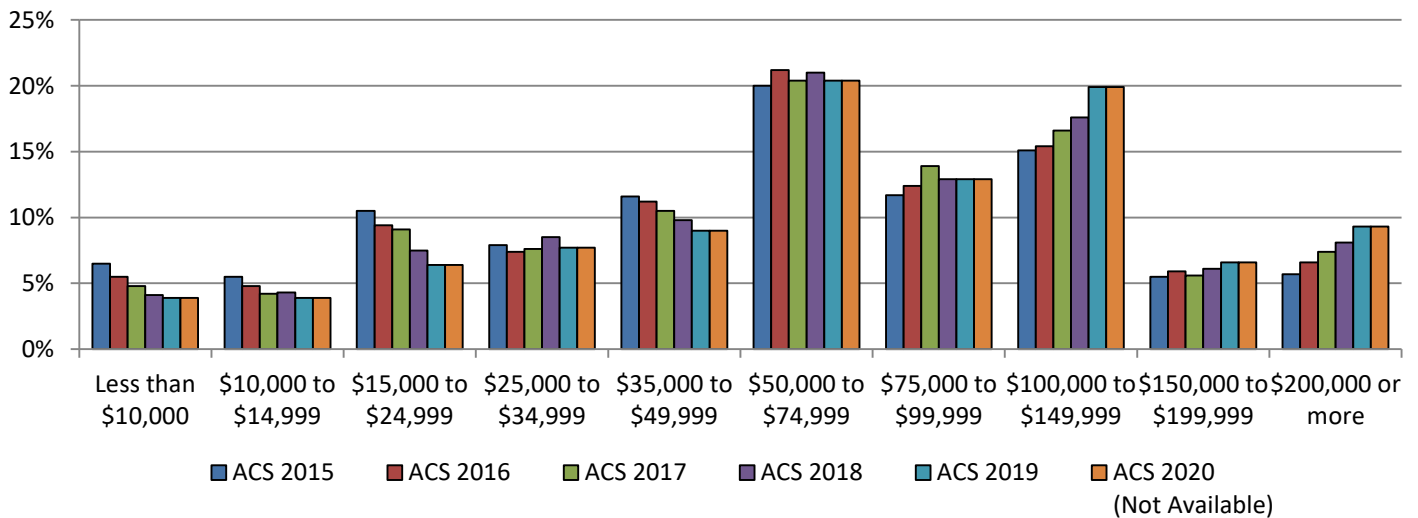
Median age is the age that divides a population into two numerically equally sized groups; that is, half the people are younger than this age and half are older. It is a single index that summarizes the age distribution of a population.

Median Household Income



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

Households Income Distribution



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

Education and Culture

Public Schools	6 Elementary Schools, 1 Middle School and 1 High School
Public School Enrollment	4,716 students estimated for the 2022-23 school year 4,751 students for 2021-22 school year 4,713 students for 2020-21 school year 5,041 students for 2019-20 school year 5,124 students for 2018-19 school year 5,177 students for 2017-18 school year 5,238 students for 2016-17 school year
Higher Education	Cape Cod Community College - 2 and 4 year degree programs; masters programs offered by major colleges through satellite locations on Cape Cod.
Libraries	Seven - one in each village
Community Centers (4)	Centerville, Hyannis, Osterville, West Barnstable

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

Public Recreation

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

Property Information

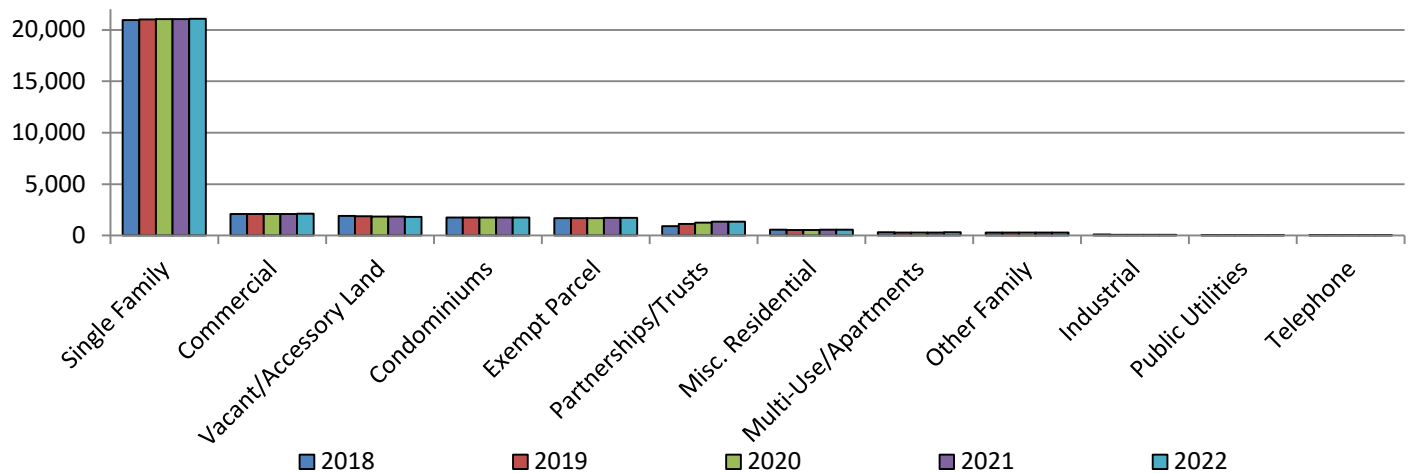
Number of Residential Parcels 25,650 (FY2022 Tax Classification)

Median Home Values (FY2022)	Barnstable Fire District	\$ 555,750
	Centerville, Osterville, Marstons Mills Fire Dist.	\$ 430,400
	Cotuit Fire District	\$ 496,150
	Hyannis Fire District	\$ 327,800
	West Barnstable Fire District	\$ 482,600
	Town wide	\$ 412,600

Total Assessed Value of Real & Personal Property \$ 17,364,497,293 (FY2022 Tax Classification)

Assessed Value Per Capita \$ 354,968 (48,916 ASC 2020 Population)

Massachusetts Data Bank Parcel Count



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

Top 10 Taxpayers in FY 2022 Tax Classification

Owner's Name	Property Type	Total Assessment	% of Assessed Valuation
Eversource	Utility	\$171,556,860	1.03%
Mayflower Cape Cod LLC	Shopping Center	136,889,700	0.82
National Grid	Utility	64,316,360	0.39
Festival of Hyannis LLC	Shopping Center	41,348,700	0.25
OCW Retail Hyannis LLC	Shopping Center	38,245,700	0.23
GS Barnstable Landowner LLC	Apartments	37,419,300	0.23
Oyster Harbors Club Inc	Country Club/Land	28,157,500	0.17
Indian Point Family Partnership LP	Various Residential	27,752,300	0.17
Cape Cod Five Cents Savings Bank	Bank	26,109,100	0.16
Wianno Club	Country Club/Land	24,398,200	0.15
Top Ten Total Assessed Valuation		\$596,193,720	3.43%
Town of Barnstable Total Assessed Valuation		\$17,364,497,293	

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
2021	3,522	\$174,557,587	172	\$51,753,980	3,694	\$226,311,568
2020	3,087	\$117,733,105	380	\$49,441,469	3,467	\$167,174,573
2019	3,317	\$113,712,420	643	\$49,164,764	3,960	\$162,877,184
2018	3,245	\$89,863,077	686	\$59,561,264	3,931	\$149,424,341
2017	2,971	\$93,030,339	930	\$87,933,917	3,901	\$180,964,256
2016	3,692	\$174,703,004	330	\$39,049,739	4,022	\$213,752,743
2015	3,198	\$117,400,272	371	\$67,914,360	3,569	\$185,314,632
2014	3,050	\$94,524,822	311	\$24,241,847	3,361	\$118,766,669
2013	2,887	\$94,864,323	304	\$61,306,100	3,191	\$156,170,423

Employment

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

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

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

Unemployment

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

Calendar Year	Town of Barnstable			Barnstable County Unemployment Rate	Massachusetts Unemployment Rate
	Labor Force	Employment	Unemployment Rate		
October 2021	23,764	22,503	5.30%	5.40%	5.30%
2020	23,212	20,832	10.30%	10.10	10.20%
2019	24,438	23,497	3.90%	4.10%	4.00%
2018	24,487	23,482	4.10%	3.10%	4.40%
2017	23,944	22,871	4.50%	6.78%	4.80%
2016	23,626	22,493	4.80%	4.20%	5.10%
2015	23,620	22,277	5.70%	6.30%	6.10%
2014	23,671	22,165	6.40%	7.10%	7.20%
2013	22,987	21,242	7.60%	8.10%	8.30%
2012	23,131	21,320	7.80%	8.20%	8.50%
2011	23,372	21,443	8.30%	9.00%	9.00%
2010	23,667	21,567	8.90%	9.90%	9.60%
2009	26,518	24,462	7.75%	8.40%	8.10%
2008	26,385	24,972	5.36%	6.00%	5.50%
2007	26,516	25,366	4.34%	4.90%	4.60%

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	Estimated Number of Employees
Cape Cod Healthcare, Inc.	Hospital	2,548
Town of Barnstable	Municipal Government	1,331
Cape Cod Community College	Education	514
Cape Air/Nantucket Airline	Airline	306
Barnstable County	County Government	250
Macy's (2 stores)	Retail Sales – General	230
Cape Codder Resort & Spa	Hotel	200
Stop & Shop – Hyannis	Grocers – Retail	185
Stop & Shop – Marstons Mills	Grocers – Retail	161
Cape Cod Times (Dow Jones Local Media Group)	Newspaper	135

Municipal Airport

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

Special Characteristics

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

Town Road Inventory

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

Other Information

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

Property Tax Information

History of Tax Rates For Town and Fire Districts

	FY2016		FY2017		FY2018		FY2019		FY2020		FY2021		FY2022	
Town Tax Rate	\$8.41	78%	\$8.64	78%	\$8.71	73%	\$8.61	70%	\$8.51	71%	\$8.26	71%	\$7.85	61%
Hyannis FD	\$2.42	22%	\$2.42	22%	\$3.18	27%	\$3.62	30%	\$3.44	29%	\$3.36	29%	\$4.95	39%
Total	\$10.83	100%	\$11.06	100%	\$11.89	100%	\$12.23	100%	\$11.95	100%	\$11.62	100%	\$12.80	100%
Town Tax Rate	\$8.41	74%	\$8.64	74%	\$8.71	75%	\$8.61	76%	\$8.51	75%	\$8.26	76%	\$7.85	76%
Barnstable FD	\$3.02	26%	\$2.96	26%	\$2.97	25%	\$2.72	24%	\$2.89	25%	\$2.61	24%	\$2.52	24%
Total	\$11.43	100%	\$11.60	100%	\$11.68	100%	\$11.33	100%	\$11.40	100%	\$10.87	100%	\$10.37	100%
Town Tax Rate	\$8.41	79%	\$8.64	79%	\$8.71	79%	\$8.61	78%	\$8.51	78%	\$8.26	81%	\$7.85	82%
Cotuit FD	\$2.20	21%	\$2.26	21%	\$2.27	21%	\$2.38	22%	\$2.34	22%	\$1.94	19%	\$1.70	18%
Total	\$10.61	100%	\$10.90	100%	\$10.98	100%	\$10.99	100%	\$10.85	100%	\$10.20	100%	\$9.55	100%
Town Tax Rate	\$8.41	76%	\$8.64	76%	\$8.71	76%	\$8.61	76%	\$8.51	76%	\$8.26	76%	\$7.85	76%
W. Barn. FD	\$2.68	24%	\$2.70	24%	\$2.78	24%	\$2.78	24%	\$2.75	24%	\$2.62	24%	\$2.47	24%
Total	\$11.09	100%	\$11.34	100%	\$11.49	100%	\$11.39	100%	\$11.26	100%	\$10.88	100%	\$10.32	100%
Town Tax Rate	\$8.41	84%	\$8.64	88%	\$8.71	84%	\$8.61	83%	\$8.51	84%	\$8.26	86%	\$7.85	89%
COMM FD	\$1.59	16%	\$1.22	12%	\$1.61	16%	\$1.78	17%	\$1.59	16%	\$1.39	14%	\$1.00	11%
Total	\$10.00	100%	\$9.86	100%	\$10.32	100%	\$10.39	100%	\$10.10	100%	\$9.65	100%	\$8.85	100%
Town Tax Rate	\$8.41	78%	\$8.64	79%	\$8.71	77%	\$8.61	76%	\$8.51	77%	\$8.26	78%	\$7.85	76%
Average FD Rate	\$2.38	22%	\$2.31	21%	\$2.56	23%	\$2.66	24%	\$2.60	23%	\$2.38	22%	\$2.53	24%
Average Total	\$10.79	100%	\$10.95	100%	\$11.27	100%	\$11.27	100%	\$11.11	100%	\$10.64	100%	\$10.38	100%

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 represents about 76% of the total town tax bill for FY2022 using the average for all five-fire districts. The fire district tax bills share ranges from a low of 11% for the Centerville-Osterville-Marstons Mills (COMM) District to a high of 39% for the Hyannis Fire District.

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

District Tax Levy Growth

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

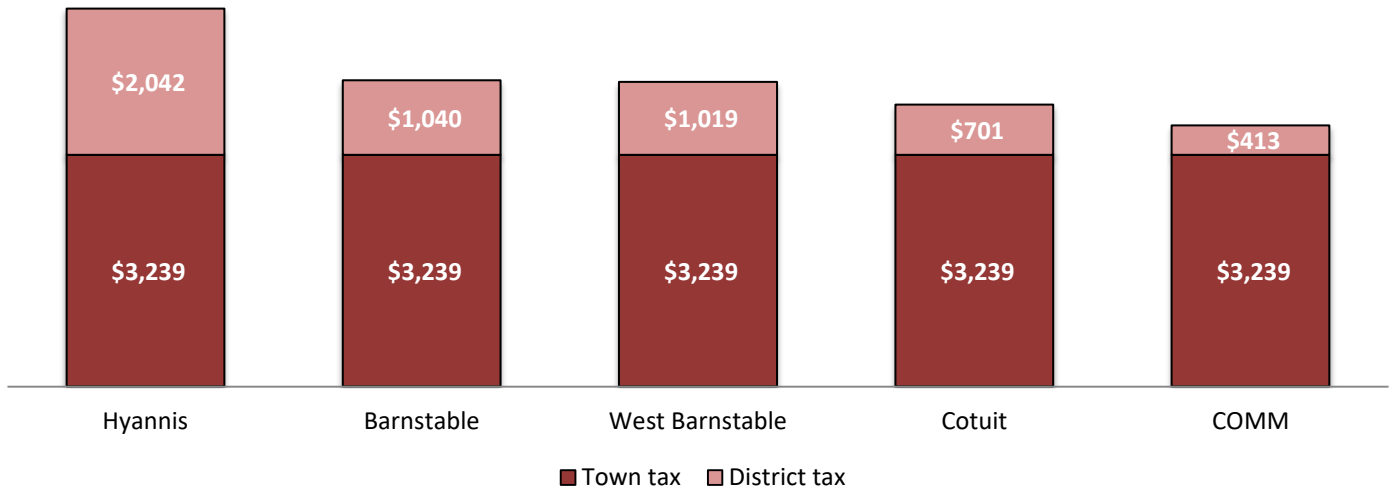
	FY2019		FY2020		FY2021		FY2022		Growth in Levy FY19 to FY22	
Town	\$122,755,924	78.1%	\$128,392,357	78.9%	\$132,058,458	79.8%	\$136,243,968	80.6%	\$13,488,044	11.0%
Hyannis FD	12,386,980	7.9%	12,348,828	7.6%	13,152,520	7.9%	14,792,584	8.8%	2,405,605	19.4%
Barnstable FD	3,591,493	2.3%	4,073,196	2.5%	3,988,692	2.4%	4,151,923	2.5%	560,430	15.6%
Cotuit FD	3,472,999	2.2%	3,589,408	2.2%	3,141,567	1.9%	3,023,113	1.8%	(449,886)	-13.0%
W. Barnstable FD	1,700,773	1.1%	1,753,450	1.1%	1,785,851	1.1%	1,833,492	1.1%	132,718	7.8%
COMM FD	13,248,015	8.4%	12,586,857	7.7%	11,426,329	6.9%	9,004,691	5.3%	(4,243,323)	-32.0%
Total FD	34,400,259	21.9%	34,351,739	21.1%	33,494,959	20.2%	32,805,804	19.4%	(1,594,455)	-4.6%
Grand total	\$157,156,183	100.0%	\$162,744,096	100.0%	\$165,553,417	100.0%	\$169,049,772	100.0%	\$11,893,589	7.6%

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

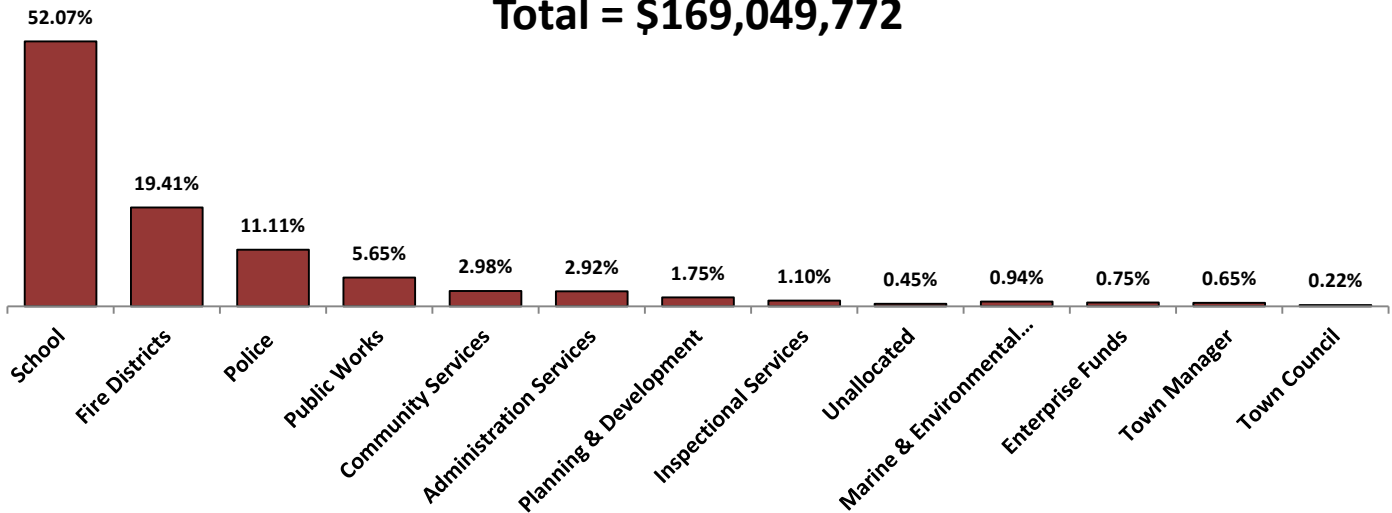
The Town's tax levy has increased \$13.48 million over the four-year period of FY2019 to FY2022 or 11.0%. The fire districts' tax levies have collectively decreased (\$1.594) million over the same period or (4.60%). Combined, the tax levies have grown \$11.89 million or 7.60% over this four-year period.

The following chart illustrates the FY2022 combined residential Town and fire district tax bill on a property value of \$412,600 (the Town’s median residential value) for each district with no residential exemption included. Residents living in the Hyannis Fire District have the largest tax bill and residents in the COMM Fire District have the smallest.

Median FY2022 Residential Tax Bill By District



FY2022 Estimated Town wide Property Tax Allocation Total = \$169,049,772



The local public school system represents 52% of the combined tax levies of the town and five fire districts. The fire districts are 19.41% (combined), Police Department third largest category at 11.11%, and Public Works at 5.65%. These combined areas account for 88% of all property taxes expended town wide.

GOVERNMENTAL STRUCTURE

Council-Manager Form of Government

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

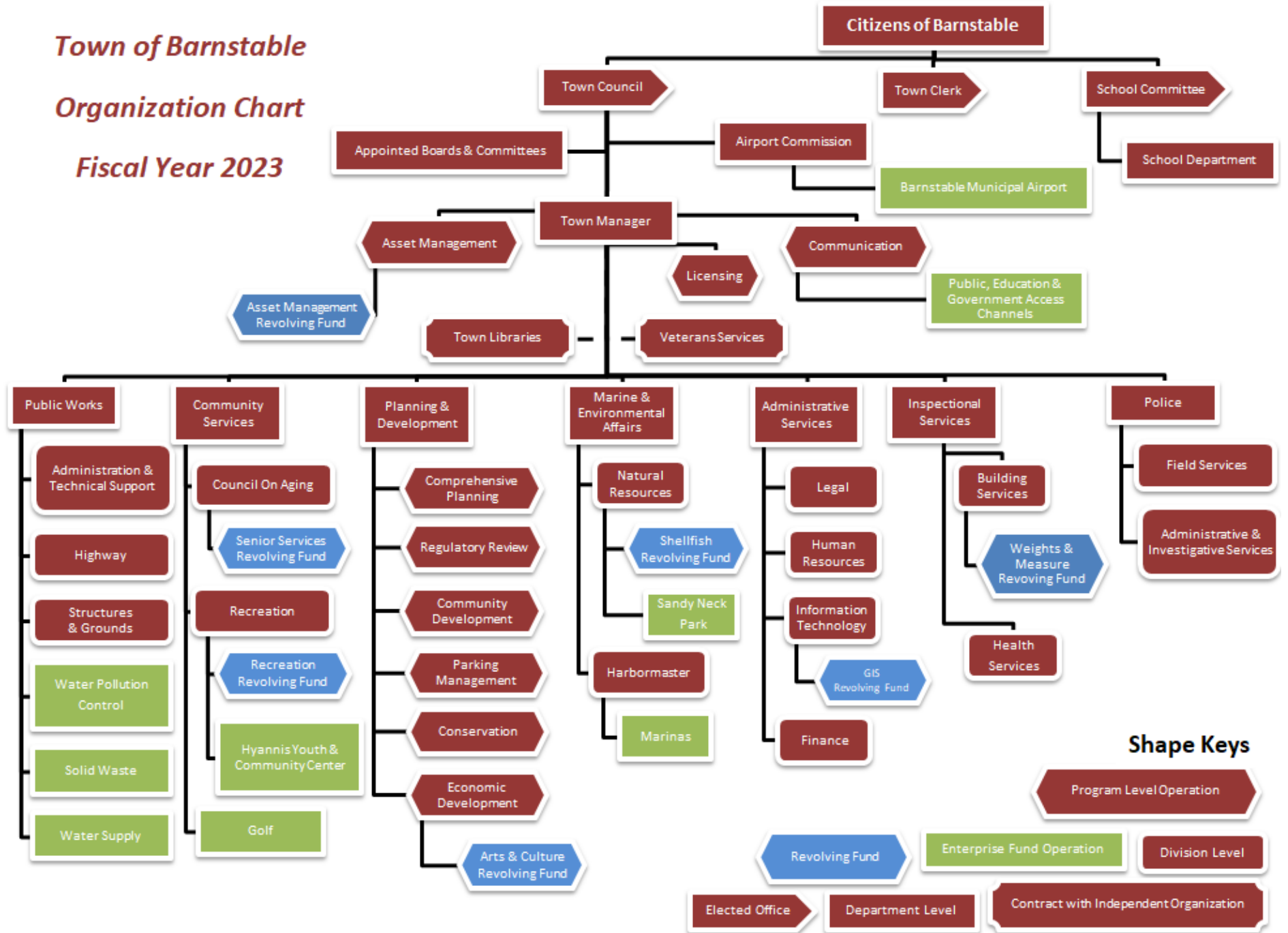
A major change in the Town's organizational structure was conducted in FY2019. The Marine & Environmental Affairs Division within the Community Services Department became its own department. The Health Division and Conservation Division were removed from the Regulatory Services Department which was renamed the Licensing Department. The Health Division was transferred to the Building Department, which was renamed the Inspectional Services Department. The Conservation Division became part of the Planning & Development Department. The Parking Management Program formerly under the Regulatory Services Department was moved to the Planning & Development Department as well. The Asset Management function was moved from the Finance Department and placed under the Town Manager.

Exclusive of the School Department and Airport, there are now seven departments as follows; Administrative Services including two elected officials; Town Clerk and Town Collector; Community Services; Planning and Development; Police; Public Works; Inspectional Services; and Marine & Environmental Services. The elected Town Collector position became an appointed position in November 2019 when the term of the elected official in this position expired. The existing Town Collector's office has been consolidated with the Town Treasurer's.

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

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

**Town of Barnstable
Organization Chart
Fiscal Year 2023**



TOWN COUNCIL



Precinct: 1
Gordon Starr
Councilor
Term: 2023
Phone: 774-368-0923
starrbarnstable@gmail.com



Precinct: 2
Eric R. Steinhilber
Councilor
Term: 2023
Phone: 508-862-4738
ERSteinhilber@gmail.com



Precinct: 3
Paul Hebert
Councilor
Term: 2023
Phone: 508-862-4738
council@town.barnstable.ma.us



Precinct: 4
Nikolas Atsalis
Councilor
Term: 2023
Phone: 508-360-8996
precinct4nja@gmail.com



Precinct: 5
David W. Bogan
Councilor
Term: 2023
Phone: 774-327-8756
BoganPrecinct5@Gmail.com



Precinct: 6
Paul C. Neary
Councilor
Term: 2023
Phone: 508-775-1303
NearyPrecinct6@gmail.com



Precinct: 7
Jessica Rapp Grassetti,
Councilor
Term: 2023
Phone: 508-360-2504
Precinct7@comcast.net



Precinct: 8
Jeffrey Mendes
Councilor
Term: 2023
Phone: 508-862-4138
Jeffreymendes8@gmail.com



Precinct: 9
Tracy Shaughnessy
Councilor
Term: 2023
Phone: 508-375-9004
tracyshaughnessy@yahoo.com



Precinct: 10
Matthew P. Levesque
President
Term: 2023
Phone: 508-771-8499
matthewlevesque02648@gmail.com



Precinct: 11
Kristine Clark
Councilor
Term: 2023
Phone: 508-428-8754
Precinct11clark@gmail.com



Precinct: 12
Paula K. Schnepf
Vice President
Term: 2023
Phone: 508-733-3475
paulabarnstable@gmail.com



Precinct: 13
Jennifer L. Cullum
Councilor
Term: 2023
Phone: 617-276-4977
JenLCullum@yahoo.com

OTHER ELECTED & APPOINTED OFFICIALS

BARNSTABLE SCHOOL COMMITTEE

Mike Judge	Chair
Kathy Bent	Vice Chair
Peter Goode	Member
Andrew King	Member
Joe Nystrom	Member

AIRPORT COMMISSION

John T. Griffin, Jr.	Chairman
Elizabeth Young	Vice Chairman
Norman Weill	Clerk
Wendy Bierwith	Commissioner
John Flores	Commissioner
Joe DiGeorge	Commissioner
Bradley Bailey	Commissioner

TOWN CLERK

Ann M. Quirk,	Certified Municipal Clerk (CMC)
---------------	---------------------------------

TOWN ADMINISTRATION

Mark S. Ells	Town Manager
Andrew M. Clyburn	Assistant Town Manager
Katie Servis	Barnstable Cape Cod Gateway Airport Manager
Cynthia A. Lovell	Town Council Administrator
Matthew Sonnabend	Chief of Police
Elizabeth Jenkins	Director of Planning & Development
Madeline Noonan	Director of Community Services
Derek Lawson	Director of Marine & Environmental Affairs
Daniel W. Santos, P.E.	Director of Public Works
Brian Florence	Director of Inspectional Services/Building Commissioner
Karen Nober, Esq.	Town Attorney
Mark A. Milne, C.P.A	Director of Finance
Debra Watson	Treasurer/Collector
Lane Partridge	Director of Assessing
William E. Cole	Director of Human Resources
James Benoit	Director of Information Technology
Greg Quilty	Director of Veterans Services
Lynne Poyant	Director of Communications

SCHOOL ADMINISTRATION

Dr. Meg Mayo-Brown	Superintendent of Schools
Kristen Harmon	Assistant Superintendent of Schools

Key Contact Information

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

TOWN COUNCIL STRATEGIC PLAN

MISSION STATEMENT

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

Guiding Principles

We believe...

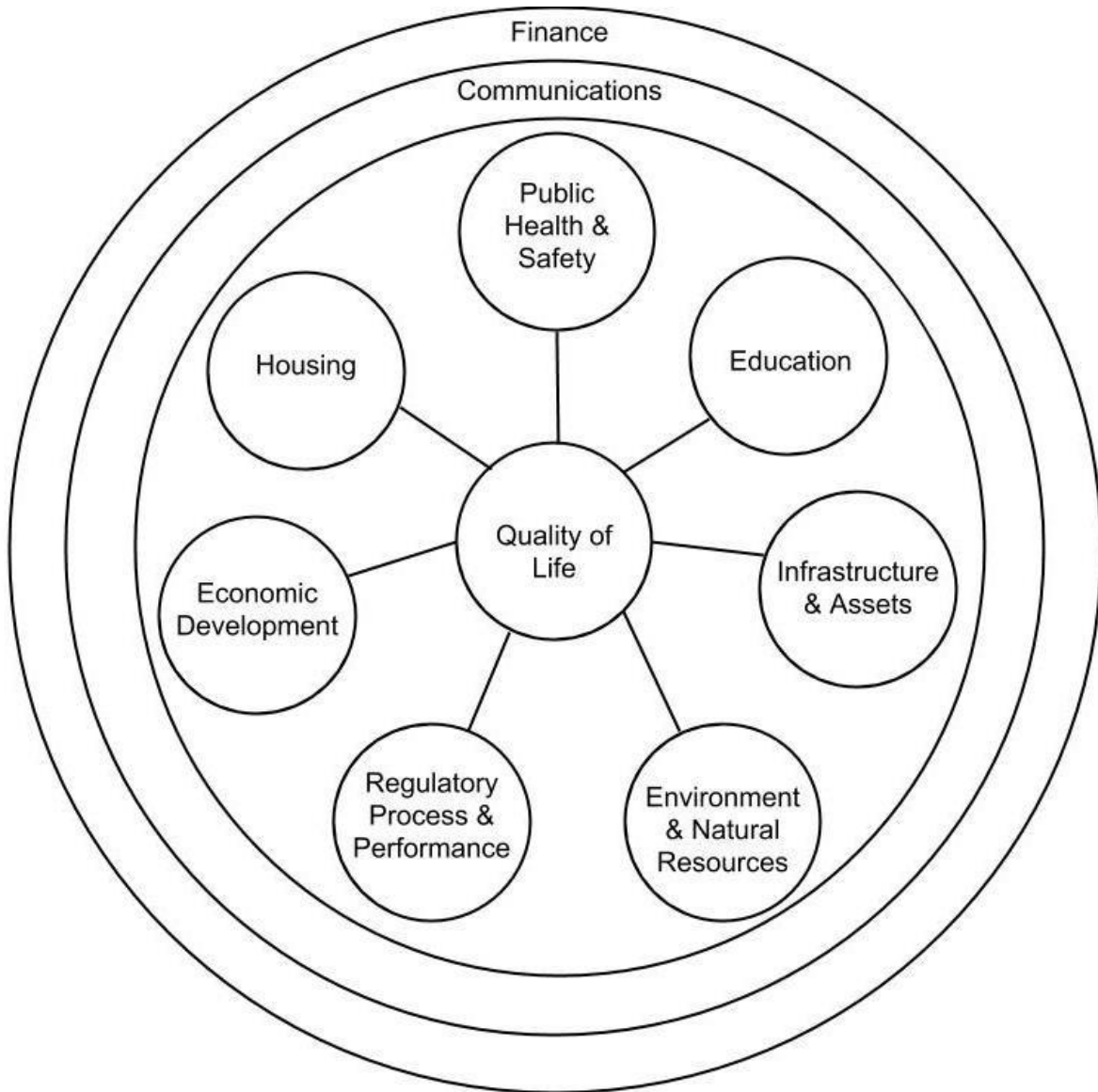
We believe in our oath of office:

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

We also believe in:

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

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



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

Finance

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

Strategies:

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

Sept. 2020 Town Council Guidance on Finance

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

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

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

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

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

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

Communications

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

Strategies:

- Provide regular opportunities for Town Council members to receive briefings or updates on Town initiatives and other important topics from the Town Manager and department heads.
- Use the council liaison system to improve communication between Town committees and commissions.
- Utilize existing communication boards and partner media outlets to make public service announcements. Work with community groups to disseminate information to their members. Develop tactics to effectively solicit public input and promote active engagement.
- Communicate Town information to non-English speaking community members.
- Utilize the Town website, Facebook page & Twitter feed, Town newsletter, Citizen's Leadership Academy, Channel 18 (municipal television station), and local newspaper and radio stations as outlets to communicate with the public. Specifically:
 - Encourage all boards and commissions to record their proceedings so they can be viewed on Channel 18.
 - Reach out to citizens in all seven villages to increase resident involvement in Town government; improve citizen understanding of Town services and government structure, and improve public confidence in the Town.
 - Coordinate and consolidate information distribution with other town, county, and state officials and legislative delegations whenever possible.

Sept. 2020 Town Council Guidance on Economic Development

Desired Outcome: The professional credibility of the Town's government should be well regarded by its residents and stakeholders. The Town's citizenry should be active, involved, and feel heard; Town decisions should be made with community buy-in.

New Town Government Positions: The Town should explore creating a volunteer coordinator position as well as a grants coordinator position.

Role of Town Council: The Town should consider developing guidance for what it means to serve in the role as Town Councilor. The Council itself should have clarity on its role versus the role of Town management, especially as it pertains to community engagement and communications.

Audience for Town Communications: The Town should examine any gaps in the audiences it is currently reaching, such as generational gaps, and target its communications to reach those missing constituencies. Focus groups could be a tool to design tailored messages for missing audiences, as could partnerships with civic associations, the formation of a Community Engagement Committee, and/or the formation of a task force with residents on communications. The Town should also be cognizant of economic gaps among its residents that may increase barriers to online access and virtual participation for some households.

Sept. 2020 Town Council Guidance on Communications

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

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

Economic Development

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

Strategies:

- Continue to support Zoning and Regulatory Committee to determine any zoning changes that may require legislative action, as well as the Economic Development Task Force to address economic resiliency.
-
- Identify and encourage redevelopment of underutilized and/or blighted properties.
-
- Town Manager to work proactively to retain and/or expand existing businesses and to attract new ones using innovative approaches, such as:
 - Provide economic incentives that increase business diversity in Barnstable and promote desirable economic activity, such as clean industries and smart growth.
 - Create marketing specifically to attract desirable new businesses to Barnstable.
 - Create or deepen connections between local educational institutions and businesses.
- Support efforts to grow the arts and culture sector to contribute to the Town's overall economic development.

Sept. 2020 Town Council Guidance on Economic Development

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

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

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

Environmental and Natural Resources

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

Strategies:

- Implement the comprehensive dredge plan.
- Investigate innovative, cost-effective techniques for invasive species control.
- Investigate innovative techniques and legislative options to address beach erosion and otherwise prepare for and adapt to extreme weather events.
- Support programs that emphasize environmental protection while ensuring economic development as articulated in the Regional Policy Plan.
- Raise awareness of conservation areas and Town-owned open space.
- Establish management and maintenance plans for conservation areas and Town-owned open space.
- Work in conjunction with federal, state, regional, and local agencies to protect critical environmental areas, including fragile coastlines, marine embayment areas, and all water bodies vulnerable to nitrogen loading.

Regulatory Process and Performance

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

Strategies:

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

Public Health and Safety

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

Strategies:

- Support collaborative action to protect and expand our drinking water supply, including (but not limited to) ongoing monitoring for existing and emerging contaminants.
- Develop and implement a substance use prevention plan in collaboration with key stakeholders.
- Focus on:
 - Prevention through educating youth in schools, working with YMCA Young Achievers, and leveraging recreation programs.
 - Collaboration among community stakeholders working on substance use from a range of perspectives.
 - Establishing appropriate oversight and support for programs and entities in Barnstable that offer treatment.
- Support village-based and community-oriented public safety agencies and joint programs that

police/school/youth/seniors/disabled/homeless and other vulnerable populations' programs.

Housing

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

Strategies:

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

Sept. 2020 Town Council Guidance on Housing

Representative Zoning Committee: The Town should either explore forming a new committee to address zoning issues, with representatives from each of the 7 villages, or amend the membership of the existing committee.

Priority Housing Types: The Town should prioritize quality, affordable workforce housing as well as single-room apartments. There may be incentives to consider through the property tax system to increase affordable housing. The Town should consider promoting home ownership through the prioritization of smaller housing over larger developments, but 2-acre zoning may be a regulatory barrier.

Creativity to Navigate Barriers: Where the cost of land and labor can act as a barrier, the Town can eliminate the cost of land barrier by providing its assets, as demonstrated in Seattle with long-term leases with below market rate restrictions. There are opportunities for the Town to be creative with its assets (e.g., tiny homes with a community garden), and developer partners should be sought with creative solutions in mind. Moreover, the Town can explore reducing the cost of construction through streamlining regulations.

Alternative Wastewater Solutions: There may be Town support for alternative wastewater processes in areas that will not be sewered in the near- or medium-term. The CWMP should address these needs and options.

Town Infrastructure & Assets

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

Strategies:

- Facilitate comprehensive infrastructure improvement planning for municipal roads, buildings, facilities, sewers, transportation systems, communication systems, information infrastructure, water and wastewater systems, historical properties, and other capital assets, with an eye toward permit- ready and shovel-ready projects.
- Support the exploration of traditional and non-traditional methods for comprehensive water management and monitoring of implementation efforts.
- Continue to inventory and evaluate the status of Town assets and dispose of or acquire assets as appropriate.
- Evaluate options for effective and economic development of renewable energy resources, energy conservation programs, and solid waste and recycling programs.
- Support efforts to build resiliency of the Town's natural and built resou

Sept. 2020 Town Council Guidance on Town Infrastructure & Assets

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

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

Education

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

Strategies:

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

FISCAL YEAR 2023 BUDGET MESSAGE

Municipal Fiscal Management



To the Honorable Members of the Town Council, residents, and taxpayers in Barnstable:

I am pleased to present the proposed Operating and Capital Budgets for the Town of Barnstable for Fiscal Year 2023. The Fiscal Year 2023 Operating Budget and Capital Improvement Programs focus on essential programs, services and projects in an effort to responsibly provide efficient and effective services for our residents beyond the public health emergency. These budgets align the Town Council's Strategic Plan goals with the programs and services proposed for the next fiscal year. The Town Council's Strategic Plan emphasizes the importance of quality of life, communication, and strong financial management as priorities for our community. These

principles are at the core of every budget decision we make.

Due to our proactive financial management throughout the pandemic over the past couple of years, and a proposed increase in State funding under the Chapter 70 program, we find ourselves in a position not only to maintain our current service levels, but to strategically enhance them in several priority areas consistent with the Town Council's Strategic Plan and School Committee's Vision.

A Strong Financial Foundation

Financial accountability remains at the core of our budgeting goals. This budget provides a financial plan for meeting the operational needs of the Town without relying on an unmanageable use of reserves. In fact, the Town's reserve levels have never been stronger and their strategic use is targeted towards one-time expenses and fee mitigation for Enterprise Fund operations. This budget also adheres to the Town Council's budget policy to limit the increase in property taxes to the limitation under Proposition 2½ with no property tax overrides. The Town's current operating reserve balances grew by \$11.2 million at the beginning of Fiscal Year 2022; totaling over \$50 million, and are comprised of the following:

Certified Free Cash	July 1, 2020	July 1, 2021
General Fund	\$ 18,524,377	\$ 24,427,135
Airport Enterprise Fund	3,885,899	6,240,318
Golf Enterprise Fund	433,134	1,901,994
HYCC Enterprise Fund	724,944	663,490
Marinas Enterprise Fund	834,302	1,134,781
PEG Enterprise Fund	2,685,352	2,883,500
Sandy Neck Enterprise Fund	705,282	929,558
Solid Waste Enterprise Fund	1,284,194	1,481,144
Water Pollution Control Enterprise Fund	9,942,322	9,870,222
Water Supply Enterprise Fund	622,194	1,292,886
Total Operating Reserves	\$ 39,642,000	\$ 50,824,978

In addition, the Town has created other stabilization reserves to address the Capital Program, unfunded pension and other post-employment benefit liabilities and the Comprehensive Wastewater Management Program. These reserves include the following:

Other Reserves	July 1, 2020	July 1, 2021
Capital Trust Fund	\$ 17,594,677	\$ 16,768,288
Pension Trust	1,760,302	1,794,192
Other Post-Employment Benefits Trust	5,755,361	7,564,920
Sewer Construction & Private Way Maintenance Improvements Fund	18,600,205	19,596,419
Comprehensive Water and Wastewater Management Fund	533,161	1,554,108
Total Other Reserves	\$ 44,243,706	\$ 47,277,927

In addition to these reserves, the Town has created a Stabilization Fund for Comprehensive Water Management that will be funded from payments under a Host Community Agreement (HCA) with Vineyard Wind (VW). The agreement calls for \$16 million in host community payments over the life of the 25-year agreement for the rights to bring their transmission lines on-shore in Barnstable from their off-shore wind farm. The first payment of \$640,000 is due in June 2022. Thereafter, annual payments under the HCA will equal the difference between \$1.5 million and the annual property tax bill for VW. For example, if VW's property tax bill is \$1 million the Host Community Payment will be \$500,000 for that year. A similar agreement has been negotiated with Park City Wind for the Phase II development of the off-shore wind farm. The host community payments from this agreement have not yet been dedicated for a particular purpose.

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 the Town not only to restore reserves used to pay one-time expenses, but also expand our Capital Improvement Program. It also places the Town in a more advantageous position to react to economic downturns. We have minimized the use of reserves to pay for recurring operating expenses in recent years creating more stability in the delivery of services even during the public health emergency.

The Town of Barnstable is committed to maintaining its well-established financial integrity. Our AAA bond rating along with the GFOA's budget and financial reporting awards are indicative of this commitment. We have received our twenty-first (21) consecutive Distinguished Budget Presentation Award for the FY 2022 budget document and the Certificate of Achievement for Excellence in Financial Reporting for twenty (20) years in a row. This demonstrates a high level of commitment to quality reporting and providing comprehensive financial information on behalf of the efforts of our finance team. Strong financial management practices are imbedded in the Town's Charter and administrative code including, but not limited to, a reserve policy, annual five-year financial forecast, and five-year capital improvement program as well as close monitoring of monthly budget reports. The additions of our Open Budget website, www.budget.townofbarnstable.us, and Investor Relations website, www.barnstableinvestorrelations.com allow interested parties to familiarize themselves with our financial operations.

Each year, I depend on our department heads, their staff, citizens, and the members of the Comprehensive Financial Advisory Committee (CFAC) for their expertise in evaluating capital projects and the operating budget. CFAC's reviews help produce a better product and we thank them for the many hours spent on reviewing and commenting on the Capital Improvement Plan and Operating Budget. For the past six years, CFAC has produced a Financial Overview Report, which gives the reader concise information as to how the Town operates by condensing the 500 plus page budget book down to several concise pages of information. This is a very useful guide and I appreciate the work of CFAC. The committee intends to produce an updated version for FY 2023 upon passage of the budget.

Fiscal Year 2023 Proposed Capital Program

Several factors were taken into consideration when determining which projects to recommend for funding in Fiscal Year 2023. In addition to the scoring by the senior staff, funding considerations are directed towards projects that had received previous funding, and therefore, are ready for the next stage of development; projects that would contribute to

the economic development of the Town; projects that would preserve important infrastructure components of the Town; projects that improve high usage assets; projects that have outside funding available to offset the costs or can be covered by user fees; and projects that have an important public safety component associated with them.

The recommended projects total \$54 million. The General Fund totals \$27 million, the Enterprise Funds total \$22 million, and the CWMP totals \$5 million. Funding for the Enterprise Fund programs consists of using \$2 million of Enterprise Fund reserves and \$14 million in new borrowing authorizations. Any grant funds received will reduce the amount of any bonds authorized or reserves needed to finance the Airport Enterprise Fund’s capital program. The bonds issued for the Enterprise Fund projects are expected to be paid back with Enterprise Fund revenues with the exception of the HYCC Mechanical Improvements. Funding for the General Fund portion of the program consists of \$4.1 million in General Fund reserves, \$3.7 million Capital Trust Fund (CTF) reserves, \$19 million in new borrowing authorizations, and the transfer of \$21,000 remaining funds from a previously appropriated project. Lastly, we are recommending \$1.5 million in reserves and \$3 million borrowing under the Sewer Construction & Private Way Improvement Special Revenue Fund, and \$750,000 in Capital Trust Fund reserves for the Comprehensive Wastewater Management Plan (CWMP).

Fiscal Year 2023 Proposed Operating Budgets

The proposed Fiscal Year 2023 operating budgets continue to provide the highest quality services possible within the budget constraints that confront us and deliver additional commitments as outlined in the Town Council’s Strategic Plan and School Committee’s Vision.

General Fund Revenue

Overall, net General Fund revenue is projected to increase by \$9.3 million in Fiscal Year 2023. A majority of this is derived for property taxes and state aid. The budget includes increasing the town’s base tax levy by 2.5% in accordance with Proposition 2½ and an estimated \$750,000 in new property tax growth from new development for a total increase of \$4.3 million. Using the Governor’s budget proposal, State aid is expected to increase \$5.9 million. Most of the increase is in Chapter 70 funding due to changes in the state’s formula and our increasing English Language Learner and Economically Disadvantaged student populations. Transfers from the Capital Trust Fund for the General Fund’s debt service and Enterprise Funds for General Fund support will increase \$694,000. Changes in all other revenue categories net to about \$54,000. A reduction in the amount of General Fund reserves used to balance the operating budget by about \$1.2 million results in the net revenue increase of \$9.3 million, or 5.16%. This represents a larger increase in revenue than what we have seen in recent years even before the pandemic. The significant increase in Chapter 70 aid will allow the Town to dedicate more property tax dollars to other areas of the town’s budget, particularly its capital program, without negatively impacting department operating budgets.

Revenue Category	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Property Taxes	\$136,243,968	\$140,513,424	\$4,269,456	3.13%
Set-aside for abatements & exemptions	(1,140,553)	(1,600,000)	(459,447)	40.28%
Excise Taxes	8,675,161	8,801,330	126,169	1.45%
State Aid	17,209,863	23,165,871	5,956,008	34.61%
Charges for Services	1,833,500	1,838,500	5,000	0.27%
Fees	856,925	924,000	67,075	7.83%
Fines and Penalties	1,234,000	1,190,000	(44,000)	-3.57%
Licenses	378,014	421,550	43,536	11.52%
Other Revenue	1,650,936	1,546,500	(104,436)	-6.33%
Permits	1,415,345	1,393,200	(22,145)	-1.56%
Special Assessments	246,465	236,000	(10,465)	-4.25%
Transfers from Other Funds	10,288,407	10,982,654	694,247	6.75%
General Fund Reserves	2,227,123	1,050,000	(1,177,123)	-52.85%
Total Estimated General Fund Revenue	\$181,119,154	\$190,463,029	\$9,343,875	5.16%

General Fund Fixed Costs Budget:

First, the budget provides for fully funding our fixed costs requirements including debt service, employee benefits, assessments received for Barnstable children attending schools outside of the local district, state and county assessments and other miscellaneous fixed costs. Funding for our seven village libraries is proposed to increase \$87,660 (4.5%) and a provision for a snow and ice removal deficit in Fiscal Year 2022 of \$800,000 is included.

This area of the budget also includes an annual contribution for the Town's Capital Trust Fund, which is used to fund the Town's capital program. Starting in Fiscal Year 2023, we are proposing that the first \$750,000 of new property tax growth from new development be dedicated to the capital program in addition to a standard 2.5% increase. This results in a proposed increase of \$1,026,072 for the Capital Trust Fund. This strategy is expected to be repeated for the next 5 years and will provide for a more significant effort in funding our capital needs, which continue to grow, including a commitment to expanding our public sewer system. The proposed budget also provides for a significant increase for property, casualty, and liability insurance. We are experiencing significant inflation; particularly in premiums for property insurance as weather related events nationwide and being a coastal community are impacting premiums.

Fixed Costs Category	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Employee Benefits	\$27,128,304	\$27,806,282	\$677,978	2.50%
School Assessments	11,912,970	12,772,209	859,239	7.21%
State and County Assessments	2,847,211	2,916,975	69,764	2.45%
Transfers to Enterprise Funds	1,421,458	1,421,458	0	0.00%
Transfer to Capital Trust Fund	11,042,896	12,068,968	1,026,072	9.29%
Debt Service	6,320,128	6,798,286	478,158	7.57%
Property, Casualty & Liability Insurance	2,150,000	2,500,000	350,000	16.28%
Library Grants	1,948,000	2,035,660	87,660	4.50%
Provision for Snow & Ice Removal Deficit	341,107	800,000	458,893	134.53%
Other Miscellaneous Fixed costs	549,000	563,000	14,000	2.55%
Total Appropriated Expenditures	\$65,661,074	\$69,682,838	\$4,021,764	6.13%

General Fund Municipal Budget:

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

Department	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
School Department	\$ 73,520,899	\$ 76,781,611	\$3,260,712	4.44%
Police Department	15,373,934	16,423,419	1,049,485	6.83%
Public Works Department	10,470,034	10,859,062	389,028	3.72%
Administrative Services Department	6,471,364	6,645,592	174,228	2.69%
Community Services Department	2,395,834	2,392,496	(3,338)	-0.14%
Marine & Environmental Affairs Department	1,261,370	1,439,304	177,934	14.11%
Inspectional Services Department	2,353,579	2,400,694	47,115	2.00%
Planning & Development Department	2,135,301	2,203,860	68,559	3.21%
Town Manager Department	1,192,788	1,348,164	155,375	13.03%
Town Council Department	282,975	285,993	3,018	1.07%
Total Appropriated Expenditures	\$ 115,458,078	\$ 120,780,195	\$ 5,322,117	4.61%

Barnstable students have multiple options to choose from for a public school education. The Town's local school system is by far the largest system and is overseen by the Town's School Committee. When Barnstable students choose to attend another school outside our local schools, the Town receives an assessment from that district. School assessments are provided for under the Fixed Costs category of spending.

Public school budgeting is regulated and controlled by legislation, state regulations, and local School Committee requirements. The Town Council Strategic Plan seeks to support the provision of quality education in partnership with the School Committee and state and federal governments. The Barnstable Public School system's FY 2023 budget from General Fund resources is \$76.8 million, which represents an increase of 4.4%. The Barnstable Public Schools vision is to educate the whole child by creating a student centered school culture that addresses students' physical, social, emotional, and academic needs by creating a safe and healthy learning environment in which students are challenged, supported, and engaged. The annual budget is the financial expression of the educational program of the School Department, and it reflects the goals and objectives of the School Committee to meet the needs of all students. The proposed School Department budget includes funding for 19.7 additional full-time equivalents totaling \$1.167 million. This provides for 5 Personal Care Assistants, 4 Special Education Teachers, 6 English Language Learner Teachers and 5 Alternative Learning Program Teachers. This additional staff will contribute to the School Department's vision. Most of the increase in the budget is for contractual salary obligations of \$2.758 million. Reductions in out-of-district tuition costs and offsets from revolving funds reduce the overall budget increase to \$3.26 million.

The overall Municipal Operating budget is increasing \$2,061,406, or 4.92%, above the approved Fiscal Year 2022 budget amount. The Police Department budget increase includes funding for a new labor contract that brings our sworn officers' pay to market rates allowing us to be more market competitive, recognizes the changes in the positions' responsibilities that have occurred over the past several years, and will provide us the compensation level we need in order to retain current staff and fill several vacant positions. Additional funding is also provided for officer training, an increase in fuel for police vehicles due to market conditions, and a refresh in technology department wide. The budget includes funding for the first year lease payment on a five-year lease to replace all department hardware including personal computers, networking equipment, servers, and Wi-Fi upgrades throughout the police facility. The funding for replacing patrol vehicles is maintained at \$500,000.

The Public Works Department budget includes additional funding for an additional fulltime custodial position and seasonal wages for cleaning the town's bathhouse facilities. Public Works will assume this responsibility, which was previously managed by seasonal staff in the Community Services Department. The Community Services Department seasonal staffing budget will be reduced by \$50,000 to offset most of this cost increase in Public Works. Public Works is also provided additional funds for the expected increase in fuel costs due to market conditions and additional funding for water quality analysis and Cyanobacteria monitoring in our fresh water lakes and ponds. They are also provided more funds for field maintenance as the McBarron Field, a new field in Osterville is now part of their inventory for maintenance, and the budget includes \$75,000 for hazardous waste disposal, which was previously provided for in the Solid Waste Enterprise Fund budget. Funding for the replacement of vehicles and equipment is maintained at \$500,000 and \$150,000 for mechanical and building improvements.

The Administrative Services Department proposed budget includes 2 new positions; an additional purchasing agent and a Property Lister position in the Assessing operation. An additional staff position is needed in procurement due to the increase in workload as a result in the ever-growing list of capital projects. The Property Lister position in assessing will be partially offset by a reduction in outside contractual services, which previously performed this work. The quality of the data is better maintained by having this type of work performed in-house. The Information Technology operations are also being provided an additional \$75,000 for the increase in costs in the licensing and support contracts for the myriad of software applications town departments utilize. This also includes additional funds for our cell phone costs, which have increased as many town staff are working remotely and have been provided new cell phones. Finally, \$105,000 is provided once again for refreshing technology.

The Community Services Department General Fund budget is decreasing slightly as seasonal wages have been reduced for the aforementioned bathhouse cleaning and the elimination of seasonal staff for monitoring the skate park. Additional funds are provided to cover a wage increase of \$0.75 per hour for all seasonal staff that went into effect on January 1, 2022 and again on January 1, 2023. Funds are also provided to refresh the aquatics program equipment for \$20,000.

In the Marine and Environmental Affairs Department General Fund budget, an additional Assistant Harbormaster position is proposed to help address the significant increase in waterway activity we have experienced since the public health emergency. Additional operating expense money of \$14,000 is also provided in the budget. Revenue generated by this operation in the form of mooring fees, marina fees, public boat launch and other revenue offset this cost. The budget also includes \$100,000 for vehicle and equipment replacement.

The Inspectional Services Department budget includes funding for an additional leased vehicle for the inspections staff and contractual salary obligations. The annual renewal of the new software used to track all rental properties is also provided. We also continue to provide funding for a Coastal Resource Coordinator position, which currently remains vacant. Increased sampling and monitoring of lakes and ponds is necessary so that we can gather more information to assist in further developing the Town’s plan to address and respond to water quality issues.

The Planning and Development Department includes additional funds to provide for contractual salary obligations and the restoration of \$20,000 in overtime and \$16,000 in operating expenses that were cut during COVID-19 are being restored. \$184,000 is provided once again for the management of invasive weeds in our fresh water bodies. Also, a Grant Coordinator position has been authorized and ARPA funding will be utilized to pay for the position in Fiscal Year 2023 and transitioned onto the General Fund budget in Fiscal Year 2024. This position addresses the Town Council’s Strategic Plan that specifically called for the creation of such a position.

The Town Manager’s Department budget includes two new positions; and Environmental Sustainability & Integration Manager and a Coordinator of Municipal Interpretative Services. Both positions address Town Council priorities as we pursue our efforts to improve our energy efficiency, coastal resiliency, and better communication with Portuguese and Spanish speaking populations.

Finally, the Town Council’s proposed budget is increasing \$3,000. The budget provides staff with a contractual salary increase, staffing levels remain the same and operating expenses are level funded at \$27,422.

Enterprise Funds

Fund	Approved FY 2022	Proposed FY 2023	Change FY22 – 23	Percent Change
Airport Enterprise	\$ 7,421,765	\$ 9,755,050	\$ 2,333,285	31.4%
Golf Enterprise	3,811,784	3,955,338	143,554	3.8%
HYCC Enterprise	3,229,834	3,724,953	495,119	15.33%
Marina Enterprise	800,120	861,581	61,461	7.7%
PEG Enterprise	881,103	953,168	72,065	8.2%
Sandy Neck Enterprise	1,093,381	1,095,273	1,892	0.2%
Solid Waste Enterprise	3,833,506	3,843,426	9,920	0.3%
Water Pollution Control Enterprise	4,860,434	5,042,568	182,134	3.7%
Water Supply Enterprise	7,594,706	8,091,162	496,456	6.5%
Total Enterprise Funds	\$ 33,526,633	\$ 37,322,519	\$ 3,795,886	11.3%

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

The Airport budget is increasing \$2.3 million. Personnel costs are increasing \$234,861, which includes funding for contractual labor obligations and one new position, a Project Manager to assist in managing their implementation of proposed capital projects to completion. Operating expense are increasing \$1.9 million. This is mainly for the purchase of jet fuel. The airport is a reseller of jet fuel, which is their primary revenue source. More fuel is being sold and the cost for acquisition has increased. This results in a significant increase in projected fuel sale revenue, which is used to balance the budget. Capital outlay of \$326,000 is provided. No reserves are being used to balance this operation’s budget.

The Golf operations are increasing \$144,000. Activity at the operation has recovered from the pandemic and revenue generation is expected to maintain at current levels. Personnel costs are increasing \$48,000 and this provides for contractual labor obligations. Operating expenses are budgeted at an increase of \$126,000 and includes an increase in debt service of \$63,000, reimbursements to the General Fund for support of \$34,000 and \$35,000 for general building maintenance. \$288,000 will be provided from the Community Preservation Fund for funding the Hyannis Golf Course acquisition debt (included in the operating expenses) and \$151,000 of reserves are used to balance the budget. The golf operations are projected to generate in excess of \$100,000 in fiscal year 2022, which will replace most of the reserves used to balance the Fiscal Year 2023 budget.

The Hyannis Youth & Community Center budget is increasing \$495,000. Personnel costs are up \$57,000 and operating expenses are increasing \$438,000. Energy costs for the facility are increasing due to markets conditions and the facility being back to operating two sheets of ice for most of the year. In addition, a new loan has been added to the budget for facility improvements underway. To offset the budget increase, operating revenue is expected to increase \$180,000 as more user groups are returning to the facility and the transfer from the Capital Trust Fund is increasing \$89,000 to cover the new loan. A total of \$412,000 of surplus is used to balance the budget, which is an increase of \$226,000 over the previous year. The operation is expected to generate in excess of \$200,000 at the end of Fiscal Year 2022 offsetting about one-half of the surplus used to balance the Fiscal Year 2023 budget.

The Marina Enterprise Fund operations budget is increasing \$61,000. Personnel costs are up \$35,000, which includes partial funding for a new Assistant Harbormaster position shared with the General Fund operations and additional funding for seasonal wages. Operating expenses are increasing \$32,000 mainly due to a new loan added to the budget for the design of the Bismore Marina Bulkhead replacement and \$9,000 is provided for various operating expense increases due to an increase in activity levels. Most of the increase in the budget is provided from reserves being used to balance the budget. \$65,000 of reserves are used to balance the Fiscal Year 2023 operating budget as recurring revenue sources are budgeted at only an \$8,000 increase. This is a conservative estimate and the Fiscal Year 2022 operations are expected to generate more than \$65,000 of surplus; replenishing the amount used to balance the Fiscal Year 2023 budget.

The Public, Education, and Government (PEG) Access Channel Enterprise Fund budget is increasing \$72,000. Most of the increase is in capital outlay as several pieces of equipment used for broadcasting are scheduled for replacement. The budget includes funding for 3 full-time positions for channel 22 and 4.5 full-time equivalents for Channel 18. The new licensing agreement with Comcast provides for an annual \$100,000 capital payment, which covers the capital outlay budget increase. No reserves are used to balance the budget.

The Sandy Neck Enterprise Fund budget is increasing \$1,900. The budget includes a new full-time position for an Assistant Park Manager and a permanent part-time position for a Facility Laborer. These positions are needed due to the significant increase in activity levels at the park. Capital outlay is increased by \$30,500 for the replacement of a vehicle and the implementation of a new rescue vessel for better response time to emergencies in the water at the Park. The uptick in activity levels has resulted in more water rescues and response time will be greatly enhanced by having this vessel located on the beach in the event of an emergency. These costs are offset by a reduction in reimbursements to the General Fund. A total of \$107,000 in surplus funds will be used to balance the budget and the operation is projecting to generate this amount in Fiscal Year 2022 to replenish their reserve fund.

The Solid Waste Enterprise Budget is increasing \$10,000 or 0.3%. The budget provides for contractual salary increases and operating expense increases for the disposal of household waste and recyclables. The budget is reduced by \$60,000 for household hazardous waste disposal, which will be part of the General Fund budget going forward as any resident of Barnstable can participate in this program free. Transfer station stickers are proposed to increase \$30 to \$300 to fund the cost of this operation. Even with this increase, \$71,000 of surplus will be used to balance the Fiscal Year 2023 operating budget. The operation is expected to generate a similar amount of surplus in Fiscal Year 2022 keeping the reserve levels intact.

The Water Pollution Control Enterprise Fund budget is increasing \$182,000 or 3.7%. Personnel costs are increasing

\$154,000 which includes 2 new maintenance laborer positions. With the expansion of our public sewer system adding these entry-level positions will allow the Town an opportunity to develop future wastewater treatment plant operators in-house rather than trying to hire from the already thin operator pool. Operating expense increases are provided for utilities and additional alarms. Debt service is decreasing \$72,000. Capital outlay is repeated at \$140,000. A proposed 4% increase in sewer rates will cover the cost increases for this operation. No surplus funds will be used to balance the budget.

The Water Supply budget is increasing \$496,000, or 6.5%. The increase is contained within operating expenses and debt service. The contracted management company's contract is increasing \$398,000 and debt service is increasing \$127,000. These are offset by a decrease in personnel costs for a retirement assessment. A proposed 7% increase in water rates will cover the cost increases for this operation. No surplus funds will be used to balance the budget.

Comprehensive Wastewater Management Plan

The Comprehensive Wastewater Management Plan (CWMP) is a 30-year construction plan to extend public sewer service to approximately 12,000 properties across Town. It is a science-based plan for meeting the Total Maximum Daily Loads (TMDLs) in our estuaries that will protect the health of our waters. By collecting and treating wastewater, the sewers will safeguard the health of our coastal waters, ponds, and drinking water for generations to come. The program also provides ancillary benefits to the community in the form of increased opportunities for housing, economic development and the redevelopment of underutilized property.

The Town has already made significant progress in identifying resources to address this plan. Through legislative action at both the state and local levels the Town has created over 50% of the estimated funding sources needed for the next 5 years of this program. An existing dedicated revenue stream consisting of proceeds from the local room occupancy tax on traditional lodging, short-term rental occupancy tax, local meals tax and a new excise tax of 2.75% that applies to all types of lodging on Cape Cod. As additional properties are brought on-line with the public sewer system additional revenue will be provided from sewer user charges. The Town Council has approved a sewer assessment ordinance that sets the maximum assessment per dwelling unit at \$10,000. Options for financing the remaining costs of the plan are being developed.

Appropriations in excess of \$60 million have been made to date for this program. The next step for implementing this program is to provide staffing for the Public Works Department to manage current and future anticipated projects. Another \$300 million of funding requests is anticipated to be brought forward in the next 5-year period. An operating budget of \$3.9 million is being proposed which includes \$1.2 million for staffing. This includes salaries and benefits for 19 positions equaling 16.45 full-time equivalents. Operating expenses for \$240,000 is provided to support the staff as well as \$300,000 for vehicle acquisitions needed for project engineers and construction inspectors. The funding source for this budget is the Sewer Construction and Private Way Maintenance and Improvement Special Revenue Fund reserves. This fund is expected to generate \$4.5 million in revenue in Fiscal Year 2023 offsetting the reserves used to balance the budget.

Communications

Communication and civic engagement are keys to making government work. We understand that community outreach and citizen engagement are shared goals by the Town Manager and the Town Council. Civic engagement is at the core of what we do and as depicted in the Town Council's Strategic Plan; communication is one of the wheels that support all other priority areas. The Town has updated its website to make it more users friendly and numerous communications are provided including a weekly newsletter, a monthly bulletin, comprehensive programming on channels 18 and 22, dedicated websites for major programs such as the CWMP, and an Open Budget website providing citizens real-time financial data on the Town's operating and capital budgets. Efforts are being expanded to communicate major program initiatives by adding a Coordinator of Municipal Interpretative Services in the proposed Fiscal Year 2023 operating budget.

In Conclusion

Through prudent planning, we anticipate to deliver an enhanced level of service to our community that does not depend on depleting the Town's reserves. In Fiscal Year 2023, we have again maintained our fiscal stability, spent within our means, and are prudently planning for what lies ahead. Our tasks remain balancing the needs in our community, setting realistic priorities, and providing a climate for a quality of life that addresses Barnstable's needs and is built on respect and opportunity for all.

This budget seeks to increase the quality of life of our residents by providing the additional funding to address high priority areas within the Town Council's strategic plan. Specifically, three new positions are included targeting high priority areas including a grant Coordinator to seek out and manage the application and implementation of additional Federal, State and other funding sources. An Environmental Sustainability & Integration Manager dedicated to asset management, coastal resiliency and energy efficiency measures and a Translator to improve our communications efforts with our residents. This budget will position us better to ensure we can fill the vacancies in our Police Department and retain our existing staff. Hazardous waste disposal funding within our Public Works Department expands our efforts to protect our vital water resources. All residents will be able to dispose of their hazardous waste at our quarterly hazardous waste collection days for no charge. Additional staffing is provided for the implementation of our Comprehensive Wastewater Management Plan to ensure this effort moves forward as planned and new resources are provided to protect our residents and visitors in the form of additional staffing for our Waterways and Sandy Neck Park as well as a rescue vessel for Sandy Neck.

THIS PAGE INTENTIONALLY LEFT BLANK

BUDGET PROCESS

Overview

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



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

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 rule, assigns an individual to participate on the review committee for all town and school requests.

December/January/February

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

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

March

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

April

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

May/June

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

Basis of Budgeting

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

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

The Town's General Fund and Enterprise Fund budgets are prepared on a cash basis as opposed to the Annual

Comprehensive Financial Report, which is prepared on an accrual basis. The actual results of operations are presented on a cash basis as well to provide a meaningful comparison of actual results with the budget. The major differences between the cash and accrual basis are that:

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

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

Definition of a Balanced Budget

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

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

The Town's FY2023 capital and operating budgets are balanced using \$12,168,132 of surplus, of which \$2,031,347 is used for the Enterprise Fund capital program, \$4,166,306 municipal capital program, and \$4,470,480 for the General Fund, Sewer Construction & Private Way Fund, and Enterprise Funds operating budgets.

	Estimated Current Year Receipts	Transfer From Surplus	Transfer From General Fund	Trust Funds	Special Revenue Funds	Closed Projects	Borrowing Auth.	Total Receipts	Total Appropriations
General Fund	\$184,675,812	\$1,050,000	\$ -	\$7,008,286	\$736,340	\$ -	\$ -	\$193,470,438	\$193,470,438
Capital Program	-	-	4,166,306	3,750,000	-	21,000	17,505,633	25,442,939	25,442,939
Sewer Construction & Private Way	2,754,074	2,691,849	-	750,000	-	-	3,000,000	9,195,923	9,195,923
Enterprise Funds: Amounts include operating and capital budget									
Airport	9,755,050	1,109,000	-	-	-	-	2,178,000	13,042,050	13,042,050
Golf	3,803,861	151,477	-	-	-	-	-	3,955,338	3,955,338
HYCC	686,000	412,620	1,391,458	1,234,875	-	-	1,770,000	5,494,953	5,494,953
Marina	721,500	64,681	30,000	45,400	-	-	-	861,581	861,581
PEG	953,168	0	-	-	-	-	-	953,168	953,168
Sandy Neck	988,256	107,017	-	-	-	-	-	1,095,273	1,095,273
Solid Waste	3,772,049	493,724	-	-	-	-	-	4,265,773	4,265,773
Water Supply	8,091,162	265,000	-	-	-	-	2,530,000	10,886,162	10,886,162
Water Pollution	5,042,568	235,000	-	-	-	-	14,950,000	20,227,568	20,227,568
Totals	\$221,243,500	\$6,580,368	\$5,587,764	\$12,788,561	\$736,340	\$21,000	\$41,933,633	\$288,891,166	\$288,891,166

The \$1.050 million used to balance the General Fund operating budget includes \$250,000 for a Town Council Reserve Fund and \$800,000 for prior year snow removal deficit.

Implementation of the Approved Budget and Amendments to the Budget

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

FINANCIAL FUND STRUCTURE

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

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

DEPARTMENT AND FUND RELATIONSHIP

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

TOWN-WIDE FINANCIAL MANAGEMENT POLICIES

Town Charter

1. Annual Budget Policy

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

2. Submission of Budget Message

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

3. Action of the Budget

Public Hearing

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

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

Adoption of the Budget

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

4. Supplementary Budgets and Appropriations

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

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

5. Capital Improvement Plan

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

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

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

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

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

6. Long Term Financial Forecast

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

7. Annual Audit

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

8. Financial Management Standards

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

General Ordinances

Reversion of Appropriations

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

Enterprise Funds

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

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

Revolving Funds

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

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

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

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

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

Administrative Code

1. Financial Policies and Procedures

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

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

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

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

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

General Fund:

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

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

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

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

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

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

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

General obligation debt:

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

capita by effective buying income per capita.

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

Offset receipts and Enterprise Funds in general:

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

Gifts and grants:

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

Capital Trust Fund:

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

2. Insurance

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

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

3. Investments

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

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

4. Computers and Automation

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

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

5. Procurement

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

6. Trust Fund Management

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

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

Town Council Budget Policy

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

1. Revenue Policy and Order of Priority:

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

- i. To utilize revolving funds to fund senior service programs, recreational programs, shellfish propagation, building inspections, arts programs, GIS and consumer protection programs.
- j. To maximize interest income through sound investment practices.
- k. To aggressively pursue tax title payments for prior tax commitments.
- l. Increase the education efforts in disseminating to the general public the municipal/school financial position including a detailed, clear and easy to understand explanation of operational and capital budgets.
- m. Continue to support lobbying efforts to change the Chapter 70 funding formula (changed in 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; and excess General Fund revenue over budget estimates will be shared 60/40 between school and municipal operations after any allocation is made to maintain the Town Council’s policy reserve.

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

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

ALL APPROPRIATED FUNDS BUDGET SUMMARY

- All Funds Requiring Annual Appropriation

Fund	Actual FY2021	Budget FY2022	Budget FY2023	Change FY22 - 23	Percent Change
General Fund	\$173,534,806	\$183,255,504	\$193,470,438	\$10,214,934	5.57%
Sewer Construction & Private Way Fund	589,358	1,202,939	3,945,923	2,742,984	228.02%
Airport Enterprise Fund	6,657,054	6,612,196	8,936,473	2,324,277	35.15%
Golf Enterprise Fund	3,029,934	3,368,382	3,469,498	101,116	3.00%
HYCC Enterprise Fund	2,465,539	2,891,546	3,362,110	470,564	16.27%
Marina Enterprise Fund	693,176	742,051	785,442	43,392	5.85%
PEG Enterprise Fund	653,921	799,097	870,427	71,329	8.93%
Sandy Neck Enterprise Fund	830,453	984,812	973,203	(11,609)	-1.18%
Solid Waste Enterprise Fund	3,525,501	3,407,469	3,373,191	(34,278)	-1.01%
Water Pollution Control Enterprise Fund	3,686,422	4,299,130	4,404,025	104,894	2.44%
Water Supply Enterprise Fund	6,121,255	7,385,062	7,910,121	525,059	7.11%
Total All Budgeted Funds	\$201,787,419	\$214,948,190	\$231,500,851	\$16,552,662	7.70%
All Funds Net Of Transfers	\$188,213,475	\$202,348,371	\$218,010,425	\$15,662,054	7.74%
All Funds Net of Transfers and Snow Removal Deficit	\$188,213,475	\$202,007,264	\$217,210,425	\$15,203,161	7.53%
General Fund Net of Transfers and Snow Removal Deficit	\$159,960,862	\$170,450,043	\$179,180,012	\$8,729,969	5.12%
Full-time Equivalent Employees	1,338.07	1,335.14	1,371.76	37.62	

* Enterprise Funds reflect direct operating costs only.

The Town of Barnstable's total proposed FY 2023 operating budget for all appropriated funds is \$231,500,851. This is an increase from the approved FY 2022 budget by \$16,552,662, or 7.70%. In addition to the General Fund, these figures include the Town's nine Enterprise Fund operations and the Comprehensive Wastewater Management Plan Operating Budget.

Another way to look at the overall budget is to compare the change year-over-year net of transfers, as transfers are not direct expenditures for personnel services or operating expenses. Therefore, excluding transfers from the budget results in a FY2023 budget increase of \$15,662,054, or 7.74%. Furthermore, the overall budget shows a net increase of 37.62 full-time equivalent (FTE) positions. Most of the increase is within the school department, showing a net increase of 19.70, followed by municipal operations net increase of 5.42, Enterprise Funds net increase of 3.95, and the Comprehensive Wastewater Management Plan operations net increase of 8.55.

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

The **General Fund** proposed budget is increasing \$10.2 million, or 5.57%. Fixed costs excluding transfers are up \$2,995,692, or 5.63% mostly due to an increase in employee benefits, school assessments, debt service, and insurance. Transfers out is increasing \$1,026,072, or 8.23%. Municipal operations are increasing \$2.06 million, or 4.92%, and local education expenditures are increasing \$4,131,770, or 5.46%. Major factors contributing to the increase in the overall budget are contractual labor obligations, the Commonwealth Charter School Assessment, retiree health insurance benefits, insurance, snow & ice deficit, and debt service.

The **Airport Enterprise Fund** proposed direct operating budget is increasing by \$2,324,277, or 35.15%. Contractual labor obligations and jet fuel purchases account for most of the increase.

The **Golf Course Enterprise Fund** proposed direct operating budget is increasing by \$101,116, or 3.00%. Seasonal wage and debt service contribute most to the increase.

The **HYCC Enterprise Fund** proposed direct operating budget is increasing by \$470,564, or 16.27%. Increase in utility costs and debt service account for most of the budget increase.

The **Marina Enterprise Fund** proposed direct operating budget is increasing by \$43,392, or 5.85% mainly due to an increase in debt service, seasonal wage increases, and a partial salary allocation for the new Assistant Harbormaster position.

The **PEG Enterprise Fund** proposed direct operating budget is increasing by \$71,329, or 8.93%. This operation has requested a large capital outlay to make improvements to the James H. Crocker Hearing Room.

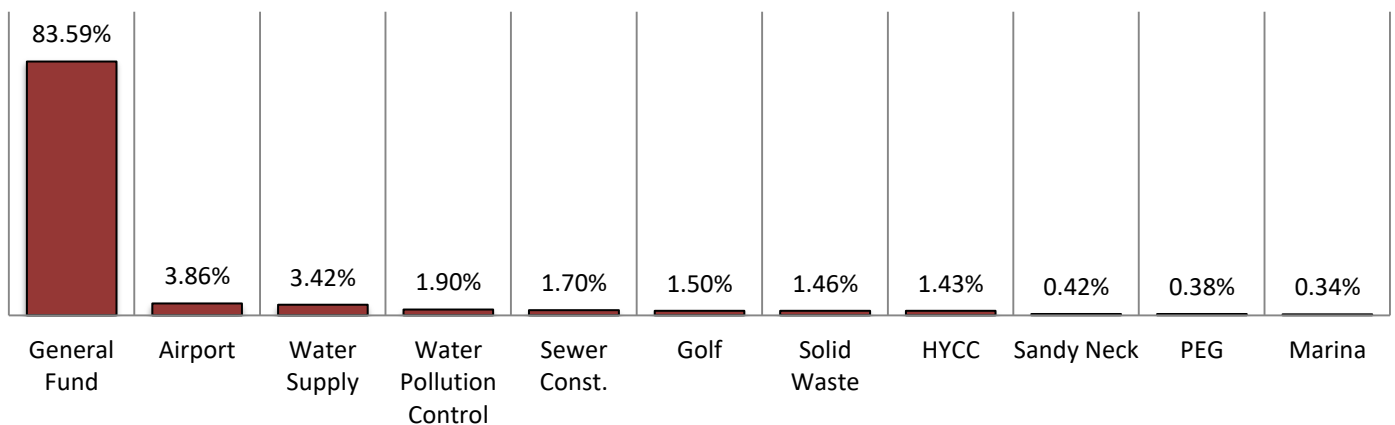
The **Sandy Neck Enterprise Fund** proposed direct operating budget is decreasing by (\$11,609), or (1.18%). The budget includes two new positions: Assistant Park Manager and Facility Maintenance Laborer. One-time sand nourishment is not being repeated in the FY2023 budget resulting in a budget decrease.

The **Solid Waste Enterprise Fund** proposed direct operating budget is increasing by \$44,199, or 10.37% as the cost of disposing household waste and recyclables continue to rise.

The **Water Pollution Control Enterprise Fund** proposed direct operating budget is increasing by \$104,894, or 2.44%. Two new Maintenance Laborer positions, increased electrical cost, and pump station alarm upgrades comprise a majority of the budget increase.

The **Water Supply Enterprise Fund** proposed direct operating budget is increasing by \$525,059, or 7.11% due to an increase in debt service and an increase in the contracted services with the outside vendor for managing the operation.

Distribution of All Appropriated Funds



The General Fund comprises 84% of all spending for the funds requiring annual appropriation. The airport and water supply operations are the two largest enterprise funds in terms of spending.

POSITION SUMMARY FOR ALL APPROPRIATED FUNDS

Department (Dept.)	FY14 FTE's	FY15 FTE's	FY16 FTE's	FY17 FTE's	FY18 FTE's	FY19 FTE's	FY20 FTE's	FY21 FTE's	FY22 FTE's	FY23 FTE's	Chg
Town Council	2.00	2.00	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	-
Town Manager	11.40	10.95	10.95	12.80	12.35	11.50	11.60	13.35	14.50	16.50	2.00
Office Administration	4.50	4.50	4.50	4.50	3.50	3.50	3.50	3.50	4.50	4.50	-
Asset Management	-	-	-	2.00	2.00	2.00	2.00	2.00	3.00	4.00	1.00
Communication	-	-	-	-	-	-	-	1.60	1.60	2.60	1.00
Licensing	2.90	2.45	2.45	2.30	2.60	1.75	1.75	1.75	1.00	1.00	-
PEG Enterprise Fund	4.00	4.00	4.00	4.00	4.25	4.25	4.35	4.50	4.40	4.40	-
Administrative Services Dept.	60.50	60.60	60.60	58.30	57.55	56.55	56.80	56.60	55.95	57.40	1.45
Finance	36.75	37.85	37.85	35.50	35.75	34.75	34.50	34.50	33.85	35.30	1.45
Legal	4.75	4.75	4.75	4.80	4.80	4.80	4.80	4.60	4.60	4.60	-
Human Resources	8.00	8.00	8.00	8.00	8.00	8.00	8.50	8.50	8.50	8.50	-
Information Technology	11.00	10.00	10.00	10.00	9.00	9.00	9.00	9.00	9.00	9.00	-
Marine & Environmental Affairs Dept.	14.65	15.90	15.85	16.65	17.30	17.00	16.90	17.00	17.00	19.50	2.50
Natural Resources	6.85	6.97	6.85	7.55	8.20	8.00	8.00	8.15	8.90	8.90	-
Harbormaster	3.60	3.73	3.60	3.70	3.60	3.85	3.75	3.80	3.70	4.60	0.90
Marina Enterprise Fund	1.45	1.45	1.65	1.65	1.65	1.30	1.30	1.20	1.30	1.40	0.10
Sandy Neck Enterprise Fund	2.75	3.75	3.75	3.75	3.85	3.85	3.85	3.85	3.10	4.60	1.50
Community Services Department	39.25	39.98	41.43	49.65	50.35	51.40	51.85	49.28	48.33	47.75	(0.58)
Recreation	7.70	7.40	7.40	8.40	7.60	7.60	7.25	8.00	9.55	10.20	0.65
Council On Aging	6.30	6.33	6.53	9.75	9.70	10.75	10.30	11.23	6.73	6.15	(0.58)
Communications & Public Information	-	-	-	-	3.45	3.35	3.25	-	-	-	-
Golf Enterprise Fund	15.75	15.75	17.00	17.00	17.10	17.10	17.10	16.10	18.35	17.45	(0.90)
HYCC Enterprise Fund	9.50	10.50	10.50	10.50	12.50	12.60	13.95	13.95	13.70	13.95	0.25
Planning & Development Dept.	18.80	17.30	17.30	17.15	16.50	19.00	19.00	19.50	19.50	19.50	-
Administration	3.00	2.50	2.50	2.50	2.50	4.00	3.50	3.50	3.50	3.50	-
Comprehensive Planning	1.00	1.00	1.00	0.75	1.00	1.00	0.75	0.75	0.75	0.75	-
Community Development	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	-
Regulatory Review	3.50	3.50	3.50	3.75	4.00	4.50	4.75	5.25	5.25	5.25	-
Economic Development	2.65	2.65	2.65	2.50	2.00	3.00	3.00	3.00	3.00	3.00	-
Parking Program	2.30	2.65	2.65	2.65	2.00	1.50	2.00	2.00	2.00	2.00	-
Conservation	4.00	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	-
Land Management	0.35	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	-
Traffic & Parking Management	1.00	-	-	-	-	-	-	-	-	-	-

POSITION SUMMARY FOR ALL APPROPRIATED FUNDS

Department (Dept.)	FY14 FTE's	FY15 FTE's	FY16 FTE's	FY17 FTE's	FY18 FTE's	FY19 FTE's	FY20 FTE's	FY21 FTE's	FY22 FTE's	FY23 FTE's	Chg
Police Department	125.75	130.75	132.75	132.75	139.75	144.80	145.80	145.80	144.80	144.80	-
Administrative & Investigative Services	23.00	24.00	24.00	24.00	24.00	24.00	27.00	26.00	25.00	25.00	-
Field Services	102.75	106.75	108.75	106.75	115.75	120.80	118.80	119.80	119.80	119.80	-
Public Works Department	116.33	116.33	118.33	121.25	120.95	119.95	122.95	119.25	127.27	138.82	11.55
Administration & Tech Support	12.93	12.93	12.93	12.00	11.50	11.50	11.50	9.20	16.95	25.50	8.55
Highway	35.50	35.50	35.50	37.50	37.70	37.70	37.70	37.00	37.00	37.00	-
Structures & Grounds	34.10	34.10	35.10	36.50	36.50	35.50	38.50	38.50	41.22	42.22	1.00
Solid Waste Enterprise Fund	15.75	15.75	16.75	16.95	16.95	16.95	16.95	15.95	15.75	15.75	-
WPC Enterprise Fund	15.15	15.15	15.15	15.35	15.35	15.35	15.35	15.35	14.15	16.15	2.00
Water Supply Enterprise Fund	2.90	2.90	2.90	2.95	2.95	2.95	2.95	2.25	2.20	2.20	-
Inspectional Services Department	24.88	24.88	24.40	24.65	26.65	26.75	26.75	27.55	27.89	27.89	-
Building Services	12.50	12.50	12.00	11.50	13.50	13.50	13.50	14.50	14.50	14.50	-
Health Services	12.38	12.38	12.40	13.15	13.15	13.25	13.25	13.05	13.39	13.39	-
Airport Enterprise Fund	25.50	25.50	25.00	23.00	23.00	23.00	23.00	23.00	24.00	25.00	1.00
Subtotal General Fund	346.31	349.44	351.30	358.45	368.20	374.00	377.25	375.58	383.69	397.66	13.97
Subtotal Enterprise Funds	92.75	94.75	96.70	95.15	97.60	97.35	98.80	97.15	97.95	100.90	3.95
Total Municipal Operations	439.06	444.19	448.00	457.60	466.80	471.35	476.05	471.73	481.64	498.56	16.92
Schools	809.23	830.35	834.15	840.40	841.70	848.90	848.90	866.34	906.05	925.75	19.70
Administration	6.00	7.00	6.80	6.80	6.80	6.30	6.30	11.00	11.80	12.00	0.20
Instructional Services	634.60	654.72	680.90	686.45	687.75	695.45	695.45	755.64	791.15	810.85	19.70
Health Services	13.93	13.93	16.20	16.20	16.20	16.20	16.20	16.80	18.20	18.20	-
Transportation	24.00	24.00	20.50	20.50	20.50	20.50	20.50	3.00	3.00	3.00	-
Food Services	13.00	13.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	-
Athletics	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	-
Other Student Services	46.46	46.46	40.90	41.40	41.40	41.40	41.40	14.25	16.25	16.05	(0.20)
Maintenance of Plant	59.24	59.24	53.45	53.65	53.65	53.65	53.65	55.25	55.25	55.25	-
Network & Technology	9.00	9.00	11.40	11.40	11.40	11.40	11.40	5.40	5.40	5.40	-
Total All Departments	1,248.29	1,274.54	1,282.15	1,294.00	1,307.50	1,320.25	1,324.95	1,338.07	1,387.69	1,424.31	37.62

Total full-time equivalents are increasing by 37.62 positions, 3.95 in the Enterprise Funds, 13.97 for the Municipal Operations and 19.70 for local schools.

THIS PAGE INTENTIONALLY LEFT BLANK

CONSOLIDATED RESOURCE/APPROPRIATION SUMMARY

	General Fund FY2023 Budget	Solid Waste Fund FY2023 Budget	Water Pollution Fund FY2023 Budget	Water Supply Fund FY2023 Budget	Sewer Construction Fund FY2023 Budget	Marina Fund FY2023 Budget	Sandy Neck Fund FY2023 Budget	Airport Fund FY2023 Budget
Resources:								
Property Taxes	\$140,513,424	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Other Taxes	8,801,030	-	-	-	2,575,000	-	-	-
Intergovernmental	26,273,280	-	-	-	-	-	-	58,400
Fines & Penalties	1,240,000	-	60,000	19,020	-	-	-	-
Fees, Licenses, Permits	2,888,750	-	9,180	152,949	-	696,500	625,000	1,821,125
Charges for Services	1,838,500	3,717,049	4,744,588	6,640,315	-	14,000	258,256	7,431,297
Interest and Other	1,482,500	55,000	228,800	603,628	179,074	11,000	105,000	444,228
Interfund Transfers*	7,744,925	-	-	675,250	750,000	75,400	-	-
Borrowing Authorizations	-	-	14,950,000	2,530,000	3,000,000	-	-	2,178,000
Total Resources	\$190,782,409	\$3,772,049	\$19,992,568	\$10,621,162	\$6,504,074	\$796,900	\$988,256	\$11,933,050
Operating Expenditures:								
Town Council*	\$245,576	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Town Manager*	1,224,864	-	-	-	-	-	-	-
Administrative Services*	5,833,588	-	-	-	-	-	-	-
Planning & Development*	2,200,360	-	-	-	-	-	-	-
Police	16,423,417	-	-	-	-	-	-	-
Inspectional Services	2,400,693	-	-	-	-	-	-	-
Public Works	10,859,063	3,319,241	3,305,520	4,844,773	1,746,347	-	-	-
Marine & Environmental Affairs	1,439,303	-	-	-	-	451,755	892,918	-
Community Services	2,392,497	-	-	-	-	-	-	-
Local School Operations	79,789,020	-	-	-	-	-	-	-
Airport Operations	-	-	-	-	-	-	-	8,758,473
Subtotal Operations	\$122,808,381	\$3,319,241	\$3,305,520	\$4,844,773	\$1,746,347	\$451,755	\$892,918	\$8,758,473
Other Requirements								
Debt Service	\$6,798,286	\$53,950	\$1,098,505	\$3,065,347	\$2,199,576	\$333,688	\$80,285	\$178,000
Employee Benefits*	26,024,124	334,547	363,069	55,386	-	26,253	63,963	426,264
Property, Casualty & Liability Ins.*	2,023,348	26,004	65,063	26,076	-	5,625	9,000	199,578
Staff Support, Audit, and Software Costs*	-	109,685	210,410	99,579	-	44,261	49,107	192,735
State, County & Local Assessments	15,689,184	-	-	-	-	-	-	-
Library & Tourism Grants	2,162,660	-	-	-	-	-	-	-
Other Fixed Costs	436,000	-	-	-	-	-	-	-
Snow & Ice Removal	800,000	-	-	-	-	-	-	-
Reserve For Abatements & Exemptions	1,600,000	-	-	-	-	-	-	-
Capital Program	-	422,347	15,185,000	2,795,000	5,250,000	-	-	3,287,000
Subtotal Other Requirements	\$55,533,601	\$946,532	\$16,922,048	\$6,041,389	\$7,449,576	\$409,826	\$202,356	\$4,283,576
Interfund Transfers	\$13,490,426	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Grand Total Expenditures	\$191,832,408	\$4,265,773	\$20,227,568	\$10,886,162	\$9,195,923	\$861,581	\$1,095,273	\$13,042,050
Excess (Deficiency) Cash Basis	\$(1,050,000)	\$(493,724)	\$(235,000)	\$(265,000)	(2,691,849)	\$(64,681)	\$(107,017)	\$(1,109,000)
Beg. Balance – Free Cash	24,427,135	1,481,144	9,870,222	1,292,886	19,596,419	1,134,781	929,558	6,240,318
Projected FY22 Excess (Deficiency)	1,115,280	(242,734)	604,121	1,083,326	-	142,629	(39,433)	4,502,865
Projected End. Balance – Free Cash	\$24,492,415	\$744,686	\$10,239,343	\$2,111,212	\$16,904,570	\$1,212,729	\$783,108	\$9,634,183

*Indirect Cost adjustments from General Fund to Enterprise Funds to reflect total direct and indirect operating cost.

CONSOLIDATED RESOURCE/APPROPRIATION SUMMARY

	Golf Fund FY2023 Budget	HYCC Fund FY2023 Budget	PEG Fund FY2023 Budget	Capital Projects Fund	Total FY2023 Budget	Total FY2022 Budget	Change FY22 - 23	Percent Change
Resources:								
Property Taxes	\$-	\$-	\$-	\$-	\$140,513,424	\$136,243,968	\$4,269,456	3.13%
Other Taxes	-	-	-	-	11,376,030	11,250,161	126,169	1.12%
Intergovernmental	-	-	-	-	26,331,680	19,454,615	6,877,065	35.35%
Fines & Penalties	-	-	-	-	1,319,020	1,387,833	(68,813)	-4.96%
Fees, Licenses, Permits	-	278,000	861,168	-	7,332,672	6,910,042	422,630	6.12%
Charges for Services	3,505,661	350,000	-	-	28,499,666	25,233,128	3,266,538	12.95%
Interest and Other	10,000	58,000	92,000	-	3,269,230	3,755,234	(486,004)	-12.94%
Interfund Transfers*	288,200	2,626,333	-	3,771,000	15,931,108	14,657,498	1,273,310	8.69%
Borrowing Authorizations	-	1,770,000	-	17,505,633	41,933,633	42,529,737	(596,104)	-1.40%
Total Resources	\$3,803,861	\$5,082,333	\$953,168	\$21,276,633	\$276,506,463	\$261,422,216	\$15,084,247	5.77%
Operating Expenditures:								
Town Council*	\$-	\$-	\$-	\$-	\$245,576	\$242,162	\$3,414	1.41%
Town Manager*	-	-	870,427	-	2,095,291	1,859,982	235,308	12.65%
Administrative Services*	-	-	-	-	5,833,588	5,796,466	37,122	0.64%
Planning & Development*	-	-	-	-	2,200,360	2,131,801	68,559	3.22%
Police	-	-	-	-	16,423,417	15,373,934	1,049,483	6.83%
Inspectional Services	-	-	-	-	2,400,693	2,353,579	47,114	2.00%
Public Works	-	-	-	-	24,074,944	22,021,817	2,053,128	9.32%
Marine & Environmental Affairs	-	-	-	-	2,783,976	2,473,259	310,716	12.56%
Community Services	2,965,623	2,127,235	-	-	7,485,355	7,069,694	415,661	5.88%
Local School Operations	-	-	-	-	79,789,020	75,657,251	4,131,769	5.46%
Airport Operations	-	-	-	-	8,758,473	6,440,596	2,317,877	35.99%
Subtotal Operations	\$2,965,623	\$2,127,235	\$870,427	\$-	\$152,090,693	\$141,420,541	\$10,670,152	7.54%
Other Requirements:								
Debt Service	\$503,875	\$1,234,875	\$-	\$-	\$15,546,387	\$14,823,756	\$722,632	4.87%
Employee Benefits*	278,759	175,254	58,664	-	27,806,282	27,128,304	677,978	2.50%
Property, Casualty & Liability Ins.*	24,815	118,397	2,095	-	2,500,000	2,150,000	350,000	16.28%
Staff Support, Audit, and Software Costs*	182,266	69,192	21,983	-	979,219	851,114	128,104	15.05%
State, County & Local Assessments	-	-	-	-	15,689,184	14,760,181	929,003	6.29%
Library & Tourism Grants	-	-	-	-	2,162,660	2,075,000	87,660	4.22%
Other Fixed Costs	-	-	-	-	436,000	422,000	14,000	3.32%
Snow & Ice Removal	-	-	-	-	800,000	341,107	458,893	134.53%
Reserve For Abatements & Exemptions	-	-	-	-	1,600,000	1,140,553	459,447	40.28%
Capital Program	-	1,770,000	-	25,442,939	54,152,286	51,751,562	2,400,724	4.64%
Subtotal Other Requirements	\$989,715	\$3,367,718	\$82,741	\$25,442,939	\$121,672,018	\$115,443,577	\$6,228,441	5.40%
Interfund Transfers	\$-	\$-	\$-	\$-	\$13,490,426	\$12,599,818	\$890,608	7.07%
Grand Total Expenditures	\$3,955,338	\$5,494,953	\$953,168	\$25,442,939	\$287,253,137	\$269,463,936	\$17,789,201	6.60%
Excess (Deficiency) Cash Basis	\$(151,477)	\$(412,620)	\$(0)	\$(4,166,306)	\$(10,746,674)	\$(8,041,720)	\$(2,704,954)	33.64%
Beg. Balance – Free Cash	1,901,944	663,490	2,883,500		70,421,397	56,434,741	13,986,656	
Projected FY22 Excess (Deficiency)	197,238	151,628	137,444		7,652,364			
Projected End. Balance – Free Cash	\$1,947,705	\$402,498	\$3,020,944		\$67,327,086	\$48,393,022	\$11,281,701	

*Indirect Cost adjustments from General Fund to Enterprise Funds to reflect total direct and indirect operating cost.

The total consolidated operations budget including other requirements and capital programs is increasing \$17.8 million, or 6.60%. Operations are increasing by \$10.6 million mostly due to the significant change in the school department budget by \$4.1 million. Other requirements are increasing by \$6.23 million, or 5.40% mostly due to the increase in capital program.

CHANGE IN FUND BALANCE

- All Funds Requiring Annual Appropriation

Fund	Certified Free Cash Beginning Balance	FY2022 Projected Excess/ (Deficiency)	FY2023 Resources	FY2023 Expenditures	Excess/ (Deficiency)	Projected Certified Free Cash Ending Balance	Percent Change
General Fund (GF)*	\$24,427,135	\$1,115,280	\$192,420,438	\$193,470,439	(1,050,001)	24,492,415	0.27%
GF Capital Program	-	-	-	-	(4,166,306)	(4,166,306)	0.00%
Total General Fund	\$24,427,135	\$1,115,280	\$192,420,438	\$193,470,439	(\$5,216,307)	\$20,326,109	-16.79%
Sewer Construction	19,596,419	-	6,504,074	9,195,923	(2,691,849)	16,904,570	-13.74%
Enterprise Funds:							
Airport	6,240,318	4,502,865	11,933,050	13,042,050	(1,109,000)	9,634,183	54.39%
Golf	1,901,944	197,238	3,803,861	3,955,338	(151,477)	1,947,705	2.41%
HYCC	663,490	151,628	5,082,333	5,494,953	(412,620)	402,498	-39.34%
Marina	1,134,781	142,629	796,900	861,581	(64,681)	1,212,729	6.87%
PEG	2,883,500	137,444	953,168	953,168	(0)	3,020,944	4.77%
Sandy Neck	929,558	(39,433)	988,256	1,095,273	(107,017)	783,108	-15.75%
Solid Waste	1,481,144	(242,734)	3,772,049	4,265,773	(493,724)	744,686	-49.72%
Water Pollution Control	9,870,222	604,121	19,992,568	20,227,568	(235,000)	10,239,343	3.74%
Water Supply	1,292,886	1,083,326	10,621,162	10,886,162	(265,000)	2,111,212	63.29%
Total All Funds	\$70,421,397	\$7,652,364	\$256,867,859	\$263,448,228	(\$10,746,675)	\$67,327,086	-4.39%

*Indirect Cost adjustments from General Fund to Enterprise Funds to reflect total direct and indirect operating cost.

Fund balance in the table above represents the "Certified Free Cash" portion of fund balance available for appropriation as certified by the Massachusetts Department of Revenue, Division of Local Services. A total of \$1.050 million of General Fund reserves will be used to fund the proposed FY 2023 operating budget and \$4.166 million for the capital program. Including the FY 2022, projected amounts will leave a reserve balance of \$20.3 million, which represents about 10.51% of General Fund expenditures. The reserve will be used to fund the proposed FY2023 operating budget for Town Council reserve fund (\$250,000) and snow & ice deficit (\$800,000).

The **Airport Enterprise Fund** will use (\$1,109,000) of reserves for the FY 2023 capital budget. The estimated remaining reserve balance represents 74% of the FY 2024 expenditures.

The **Golf Course Enterprise Fund** will use (\$151,477) of reserves for the FY 2023 operating budget. The estimated remaining reserves represent 50% of the FY 2023 expenditures.

The **Hyannis Youth & Community Center (HYCC) Enterprise Fund** will receive a \$1,391,458 General Fund Subsidy. HYCC will use (\$412,620) of reserves to balance the proposed FY 2023 operating budget. The estimated remaining reserves represent 7.32% of the FY 2023 expenditures. General Fund subsidies will continue to be provided for this enterprise operation into the future, as its revenue structure does not allow it to be self-supporting.

The **Marina Enterprise Funds** will use (\$64,681) of reserves to balance the proposed FY 2023 operating budget. The estimated remaining balance in the reserve represents approximately 140% of the FY 2023 expenditures.

The **Public, Education & Government Access Channel Enterprise Fund** will not use reserves to balance the operating budget. The estimated remaining reserve balance represents 317% of the FY 2023 expenditures.

The **Sandy Neck Enterprise Fund** will use (\$107,017) of reserves to balance the proposed FY 2023 operating budget. The estimated remaining balance in the reserves represents 71.50% of the FY 2023 expenditures.

The **Solid Waste Enterprise Fund** will use (\$493,724) of its reserves to balance the proposed FY 2023 operating and capital budgets. The estimated remaining reserve balance represents 17% of the FY 2023 expenditures.

The **Water Pollution Control Enterprise Fund** will use (\$235,000) of reserves in the proposed FY 2023 operating and capital budgets. The estimated remaining reserve balance is 50% of the FY 2023 expenditures.

The **Water Enterprise Fund** will use (\$265,000) of reserves for its FY 2023 capital budget. The estimated remaining reserve balance is 19% of the FY 2023 expenditures.

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

Certified Free Cash	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018	July 1, 2019	July 1, 2020	July 1, 2021
General Fund	\$13,949,203	\$13,131,098	\$16,197,155	\$12,643,236	\$14,688,744	\$18,524,377	\$24,427,135
Enterprise Funds:							
Airport	977,186	2,793,657	2,386,672	3,525,181	2,761,211	3,885,899	6,240,318
Golf	638,274	733,441	723,798	684,755	666,343	433,134	1,901,944
HYCC	318,809	502,380	496,529	634,810	593,821	724,944	663,490
Marinas	661,356	774,588	809,462	851,171	861,350	834,302	1,134,781
PEG*	1,704,942	1,937,915	2,149,696	2,328,719	2,324,141	2,685,352	2,883,500
Sandy Neck	478,853	714,332	943,846	895,176	909,529	705,282	929,558
Solid Waste	3,489,420	2,409,841	2,179,508	1,881,943	2,294,760	1,284,194	1,481,144
Water Pollution	7,611,524	8,661,669	8,797,951	9,230,479	8,734,747	9,942,322	9,870,222
Water Supply	3,336,150	3,257,325	1,249,454	2,157,029	1,274,703	622,194	1,292,886
Totals	\$33,165,717	\$34,916,246	\$35,934,071	\$34,832,499	\$35,109,349	\$39,642,000	\$50,824,978
Sewer Construction & Private Way Maintenance Improvements Fund	\$10,044,371	\$12,240,570	\$14,000,808	\$16,367,758	\$18,891,064	\$18,600,205	\$19,596,419
Comprehensive Water and Wastewater Management Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$533,161	\$1,554,108

As illustrated in the table above, total reserves for the General Fund and Enterprise Funds have ranged from \$33 to \$50.8 million. The town has generated more reserves than it has used over this period. In addition to the General Fund and Enterprise Funds, the Town has a reserve for Sewer Construction & Private Way Improvements Fund. This fund will be used to finance the Town's public sewer expansion. At the close of Fiscal Year 2021, this fund had a balance of \$19,596,419. The Town has also created a Comprehensive Water and Wastewater Management Fund, which has a balance of \$1,554,108. All of the Town's rooms tax on vacation rentals is credited to this fund.

MUNICIPAL OPERATIONS BUDGET AND FUNDING SUMMARY

Funding Category	Actual FY2021	Projected FY2022	Approved FY2022	Proposed FY2023	Change FY22 - 23	Percent Change
Taxes	\$27,840,865	\$30,313,191	\$33,368,414	\$35,317,210	\$1,948,796	5.84%
Intergovernmental	564,242	543,474	272,524	268,961	(3,563)	-1.31%
Fines, Forfeitures, Penalties	1,981,901	1,742,690	1,309,000	1,240,000	(69,000)	-5.27%
Fees, Licenses, Permits	3,698,304	3,674,541	2,575,285	2,688,750	113,465	4.41%
Charges for Services	2,427,349	2,081,144	1,833,500	1,838,500	5,000	0.27%
Interest and Other	1,337,502	1,361,403	1,077,401	1,012,500	(64,901)	-6.02%
Special Revenue Funds	669,660	649,940	649,940	653,440	3,500	0.54%
Enterprise Funds	923,525	851,115	851,115	979,219	128,104	15.05%
Total Sources of Funding	\$39,443,348	\$41,217,498	\$41,937,179	\$43,998,580	\$2,061,401	4.92%

Municipal Department	Actual FY2021	Projected FY2022	Approved FY2022	Proposed FY2023	Change FY22 - 23	Percent Change
Police	\$14,970,290	\$15,339,605	\$15,373,934	\$16,423,417	\$1,049,483	6.83%
Public Works	9,866,740	10,682,623	10,470,034	10,859,063	389,029	3.72%
Administrative Services	6,137,527	6,226,811	6,471,364	6,645,590	174,226	2.69%
Community Services	2,108,384	2,266,630	2,395,834	2,392,497	(3,337)	-0.14%
Marine & Environmental Affairs	1,132,423	1,194,211	1,261,370	1,439,303	177,933	14.11%
Inspectional Services	2,033,580	2,215,944	2,353,579	2,400,693	47,114	2.00%
Planning & Development	1,937,811	1,835,495	2,135,301	2,203,860	68,559	3.21%
Town Manager	980,910	1,183,688	1,192,788	1,348,165	155,377	13.03%
Town Council	275,683	272,490	282,975	285,992	3,017	1.07%
Total Appropriated Expenditures	\$39,443,348	\$41,217,498	\$41,937,179	\$43,998,580	\$2,061,401	4.92%

Full-Time Equivalent Employees (FTE's)

375.58	383.69	397.66	13.97
--------	--------	--------	-------

The Municipal Operations proposed FY 2023 budget is increasing by \$2,061,401 or 4.92% over the approved FY 2022 budget. In percentage terms, the Marine & Environmental Affairs Department budget has the largest increase 14.1% due to a new Assistant Harbormaster position and reallocation of salary from the Enterprise Funds. Town Manager's budget is the second largest budget increase at 13% due to two additional positions added to the budget. The Police Department has the largest monetary increase, \$1,049,483, mostly due contractual obligations in personnel cost. Public Works is the second largest monetary increase, \$389,029, which includes expanded field maintenance, water quality monitoring, new custodial and household hazardous waste disposal initiatives.

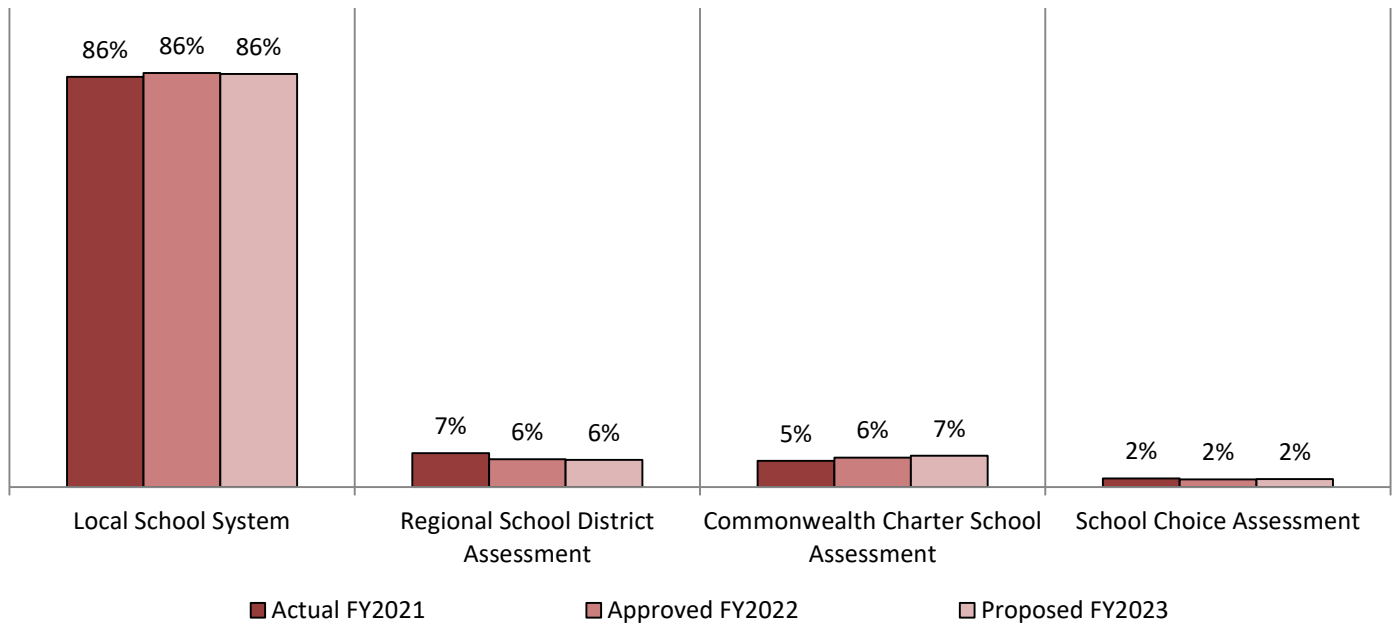
This proposed budget also includes funding for several cost increases in the areas of technology for the annual software licenses agreements, hardware maintenance, and cellular phone service.

Property taxes used to fund these operations will increase \$1,952,296, or 5.85%. Taxes provide 80% of the funding for this area of the General Fund budget.

EDUCATION BUDGET AND FUNDING SUMMARY

Funding Category	Actual FY2021	Projected FY2022	Approved FY2022	Proposed FY2023	Change FY22 - 23	Percent Change
Taxes	\$67,496,907	\$69,026,753	\$71,056,086	\$70,542,064	\$(514,022)	-0.72%
Intergovernmental	13,784,440	13,809,573	15,516,818	21,813,605	6,296,787	40.58%
Fees, Licenses, Permits	-	790	200,000	200,000	-	0.00%
Interest and Other	60,310	-	-	-	-	0.00%
School Savings Account	-	950,531	950,531	-	(950,531)	-100.00%
Total Sources of Funding	\$81,341,657	\$83,787,647	\$87,723,435	\$92,555,669	\$4,832,234	5.51%

Expenditure Category	Actual FY2021	Projected FY2022	Approved FY2022	Proposed FY2023	Change FY22 - 23	Percent Change
Local School System	\$69,648,042	\$71,886,463	\$75,822,251	\$79,789,021	\$3,966,770	5.23%
Regional School District Assessment	5,753,760	5,106,410	5,106,410	5,229,756	123,346	2.42%
Commonwealth Charter School Assessment	4,455,087	5,384,510	5,384,510	6,025,534	641,024	11.90%
School Choice Assessment	1,484,768	1,410,264	1,410,264	1,511,358	101,094	7.17%
Total Appropriation	\$81,341,657	\$83,787,647	\$87,723,435	\$92,555,669	\$4,832,234	5.51%



All General Fund expenditures on education for Barnstable students attending schools outside of the local school district total \$12,766,648 or 14% of the entire education budget. The regional school assessment for the Cape Cod Technical High School is the largest at 6% of all education expenditures. Tax support will decrease (\$514,023) in FY 2023 to fund these expenditures because the increase in Chapter 70 covers more of the budget. Tax support represents 76% of the budget.

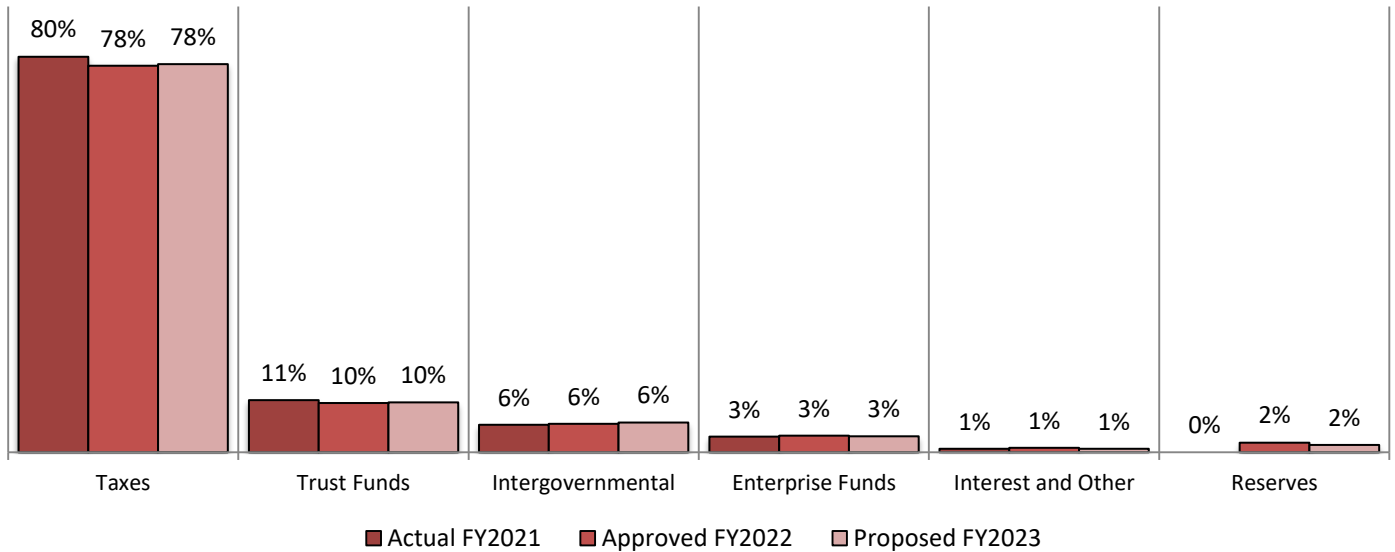
OTHER REQUIREMENTS AND FUNDING SUMMARY

Other Requirements Funding Category	Actual FY2021	Projected FY2022	Approved FY2022	Proposed FY2023	Change FY22 - 23	Percent Change
Taxes	\$51,482,990	\$53,218,375	\$51,255,256	\$54,621,829	\$3,366,573	6.57%
Intergovernmental	3,576,609	3,971,873	3,771,873	4,190,714	418,841	11.10%
Interest and Other	468,633	478,006	570,000	470,000	(100,000)	-17.54%
Special Revenue Funds	97,540	86,400	86,400	83,200	(3,200)	-3.70%
Enterprise Funds	2,020,320	2,185,775	2,185,775	2,258,809	73,034	3.34%
Trust Funds	6,797,324	6,515,178	6,515,178	7,008,286	493,108	7.57%
Reserves	-	1,276,592	1,276,592	1,050,000	(226,592)	-17.75%
Total Sources of Funding	\$64,443,416	\$67,732,199	\$65,661,074	\$69,682,838	\$4,021,764	6.13%

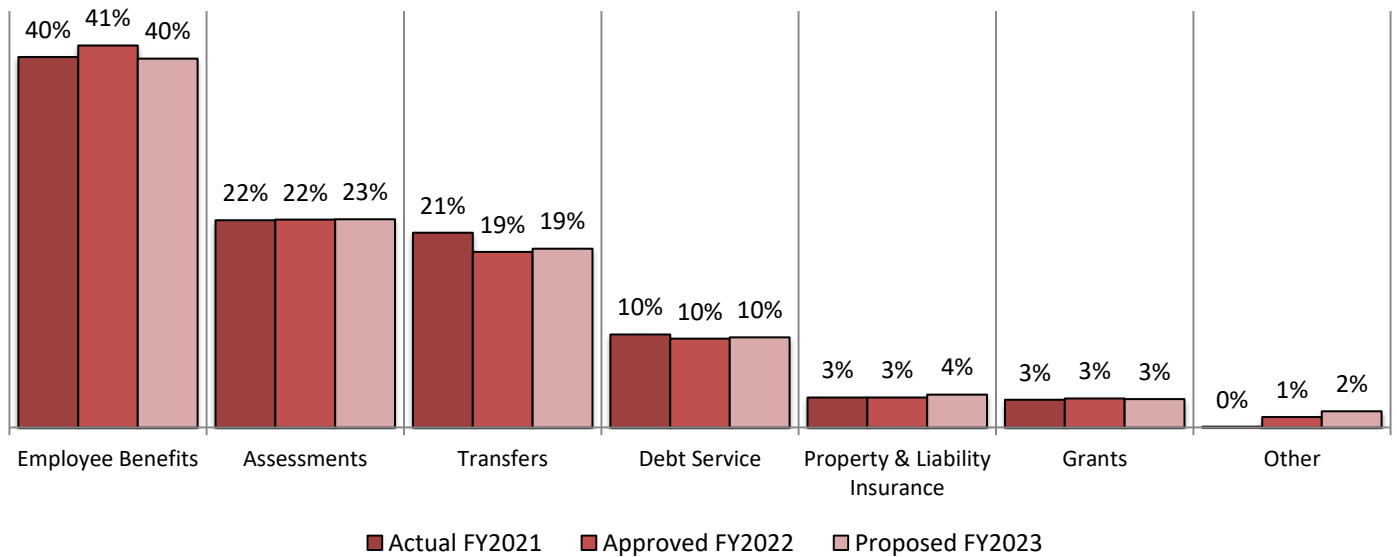
Expenditure Category	Actual FY2021	Projected FY2022	Approved FY2022	Proposed FY2023	Change FY22 - 23	Percent Change
Retirement Assessments	\$10,602,208	\$10,835,369	\$10,835,369	\$11,287,644	\$452,275	4.17%
OPEB Contribution	600,000	650,000	650,000	700,000	50,000	7.69%
Health Insurance for Active Employees	7,203,844	7,775,000	8,000,000	8,000,000	-	0.00%
Retiree Health & Sick Benefits	4,729,362	5,025,000	5,166,485	5,297,932	131,447	2.54%
Workers' Compensation & Unemployment	1,454,029	1,100,000	1,200,000	1,200,000	-	0.00%
Medicare & Life Insurance	1,224,437	1,270,000	1,276,450	1,320,706	44,256	3.47%
Total Employee Benefits	\$25,813,880	\$26,655,369	\$27,128,304	\$27,806,282	\$677,978	2.50%

Debt Service, Grants, Assessments & Other	Actual FY2021	Projected FY2022	Approved FY2022	Proposed FY2023	Change FY22 - 23	Percent Change
Debt Service	\$6,488,897	\$6,320,128	\$6,320,128	\$6,798,286	\$478,158	7.57%
Library Grants	1,899,691	1,948,000	1,948,000	2,035,660	87,660	4.50%
Tourism Grant	51,078	127,000	127,000	127,000	-	0.00%
Property & Liability Insurance	2,097,430	2,300,000	2,150,000	2,500,000	350,000	16.28%
Interest on Tax Refunds	5,954	-	-	-	-	0.00%
Celebrations	11,354	120,000	120,000	134,000	14,000	11.67%
Lombard Trust Rent	52,000	52,000	52,000	52,000	-	0.00%
Veterans' District Assessment & Benefit Payments	357,494	420,000	425,000	430,000	5,000	1.18%
Old Kings Highway	10,450	9,950	9,950	10,000	50	0.50%
Greenhead Fly Control District	5,820	5,820	5,820	5,820	-	0.00%
County Tax & Cape Cod Commission Assessments	1,215,102	1,230,279	1,230,279	1,261,036	30,757	2.50%
Mosquito Control	458,801	464,627	464,627	476,263	11,636	2.50%
Air Pollution Control Districts	22,201	21,953	21,953	23,143	1,190	5.42%
Regional School District Assessment	5,753,760	5,106,410	5,106,410	5,229,756	123,346	2.42%
Commonwealth Charter School Assessment	4,455,087	5,384,510	5,384,510	6,025,534	641,024	11.90%
School Choice Assessment	1,484,768	1,410,264	1,410,264	1,511,358	101,094	7.17%
RMV Non-renewal Surcharge	66,040	66,040	66,040	71,580	5,540	8.39%
Cape Cod Regional Transit Authority	608,332	623,542	623,542	639,133	15,591	2.50%
Special Education Assessment	11,333	11,786	11,786	5,561	(6,225)	-52.82%
Snow & Ice Deficit	-	341,107	341,107	800,000	458,893	134.53%
Town Council Reserve Fund	-	250,000	250,000	250,000	-	0.00%
Total Debt Service, Grants, Assessments & Other	\$25,055,592	\$26,213,416	\$26,068,416	\$28,386,130	\$2,317,714	8.89%
Subtotal Before Transfers	\$50,869,472	\$52,868,785	\$53,196,720	\$56,192,412	\$2,995,692	5.63%
Transfer to Capital Trust Fund	\$10,442,825	\$11,042,896	11,042,896	12,068,968	1,026,072	9.29%
Transfer to Capital Projects Funds	781,279	2,399,060	-	-	-	0.00%
Transfers to Enterprise Funds	2,349,840	1,421,458	1,421,458	1,421,458	-	0.00%
Total Transfers	\$13,573,944	\$14,863,414	\$12,464,354	\$13,490,426	\$1,026,072	8.23%
Grand Total Other Requirements	\$64,443,416	\$67,732,199	\$65,661,074	\$69,682,838	\$4,021,764	6.13%

3 Year Comparison of Funding Sources for Other Requirements



3 Year Comparison of Funding Sources for Other Requirements



Employee benefits, Capital Trust Fund transfers, and debt service comprise most of the spending in this category. Together they account for 70% of all spending in the fixed costs category. Taxes have provided most of the additional funding needed for the growth in spending in this area of the budget. Transfers from the Capital Trust Fund for debt service payments as a percentage of total resources has increased correspondingly with the decrease in other resource categories.

GENERAL FUND BUDGET SUMMARY

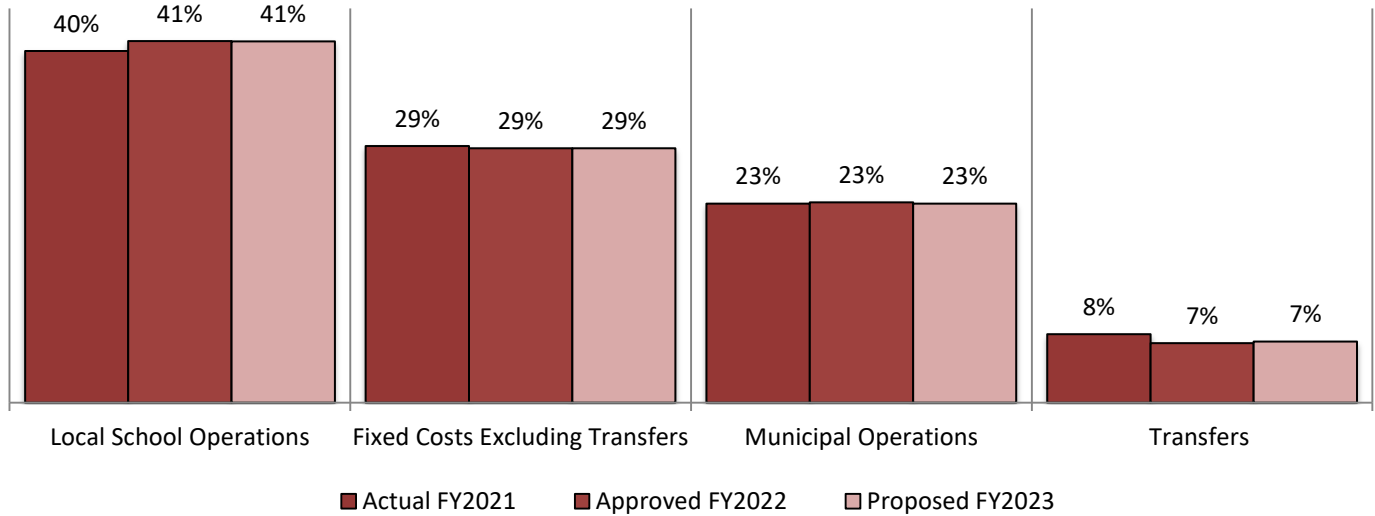
Funding Category	Actual FY2021	Projected FY2022	Approved FY2022	Proposed FY2023	Change FY22 - 23	Percent Change
Taxes	\$142,770,112	\$143,999,538	\$143,778,576	\$147,714,454	\$3,935,878	2.74%
Intergovernmental	17,925,291	18,324,920	19,561,215	26,273,280	6,712,065	34.31%
Fines & Penalties	1,981,901	1,742,690	1,309,000	1,240,000	(69,000)	-5.27%
Fees, Licenses, Permits	3,698,304	3,675,331	2,775,285	2,888,750	113,465	4.09%
Charges for Services	2,427,349	2,081,144	1,833,500	1,838,500	5,000	0.27%
Interest and Other	1,866,445	1,839,409	1,647,401	1,482,500	(164,901)	-10.01%
Special Revenue Funds	767,200	736,340	736,340	736,640	300	0.04%
Enterprise Funds	2,943,845	3,036,890	3,036,890	3,238,028	201,138	6.62%
Trust Funds	6,797,324	6,515,178	6,515,178	7,008,286	493,108	7.57%
Total Sources of Funding	\$181,177,771	\$181,951,440	\$181,193,385	\$192,420,439	\$11,227,053	6.20%

Expenditure Category						
Municipal Operations	\$39,443,348	\$41,217,498	\$41,937,179	\$43,998,580	\$2,061,401	4.92%
Local School Operations	69,648,042	71,886,463	75,657,251	79,789,021	4,131,770	5.46%
Fixed Costs Excluding Transfers	50,869,472	52,868,785	53,196,720	56,192,412	2,995,692	5.63%
Transfers	13,573,944	14,863,414	12,464,354	13,490,426	1,026,072	8.23%
Total Appropriation	\$173,534,806	\$180,836,160	\$183,255,504	\$193,470,439	\$10,214,935	5.57%

Excess (Deficiency)	\$7,642,965	\$1,115,280	\$(2,227,123)	\$(1,050,000)	\$1,177,118
Beginning - Certified Free Cash	19,011,289		26,654,254	24,427,135	
Projected FY22 Excess (Deficiency)				1,115,280	
Ending Projected Certified Free Cash	<u>\$26,654,254</u>		<u>\$24,427,135</u>	<u>\$24,492,415</u>	
Full-time Equivalent Employees	<u>1,241.92</u>		<u>1,289.74</u>	<u>1,323.41</u>	<u>33.67</u>

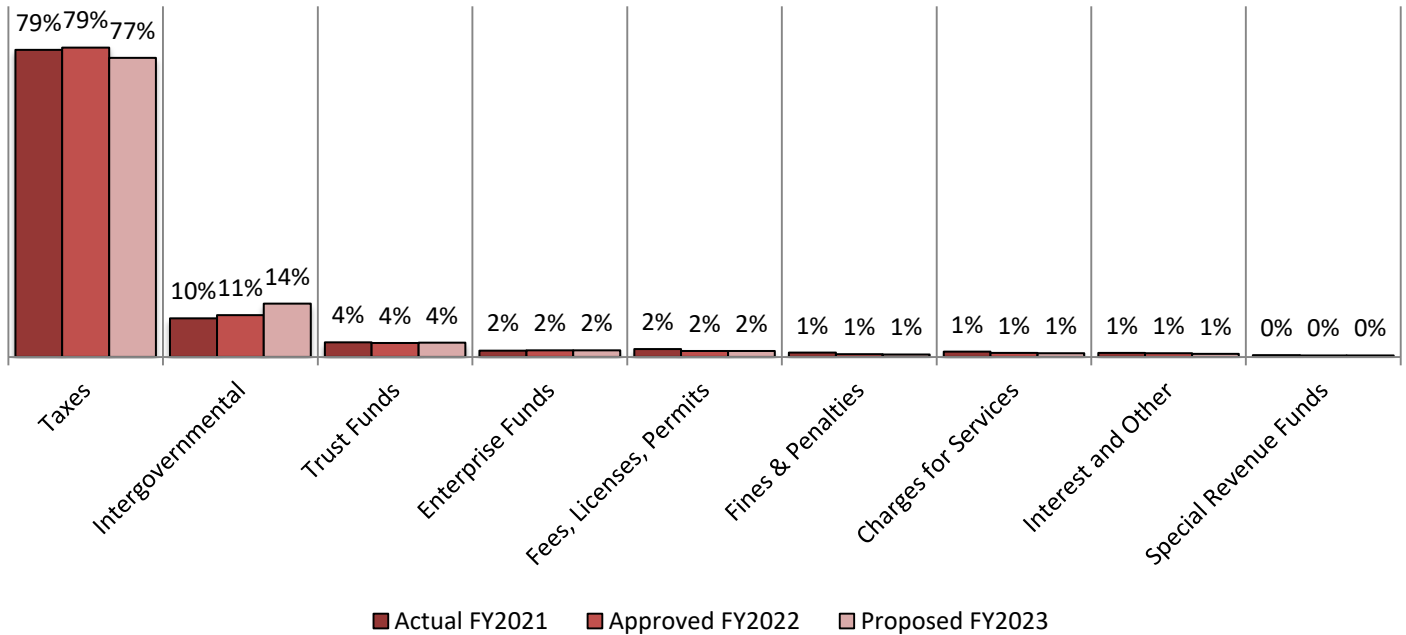
The total General Fund proposed FY 2023 budget is increasing \$10.2 million or 5.6% over the approved FY 2022 budget. Total recurring resources used to balance the budget are increasing \$11.4 million, or 6.3% resulting in a decrease in the use of reserves to balance the budget. Taxes provide 76% of the total sources of funding for the General Fund budget. This category includes property taxes, motor vehicle excise and rooms excise tax. Chapter 70 state aid represents the majority of the growth in resources and Intergovernmental aid is the second largest funding source at 13.6% of the total sources of funding for the General Fund budget. All other sources comprise 9% of the total sources of funding used to balance the budget.

3 Year Comparison General Fund Expenditures By Major Area



The local school system is the largest cost area for the General Fund accounting for 41% of all expenditures. Other Requirements (fixed costs) is the second largest area at 29%. Transfers include amounts allocated to the Capital Trust Fund for future capital improvements and financial support to the HYCC Enterprise Fund.

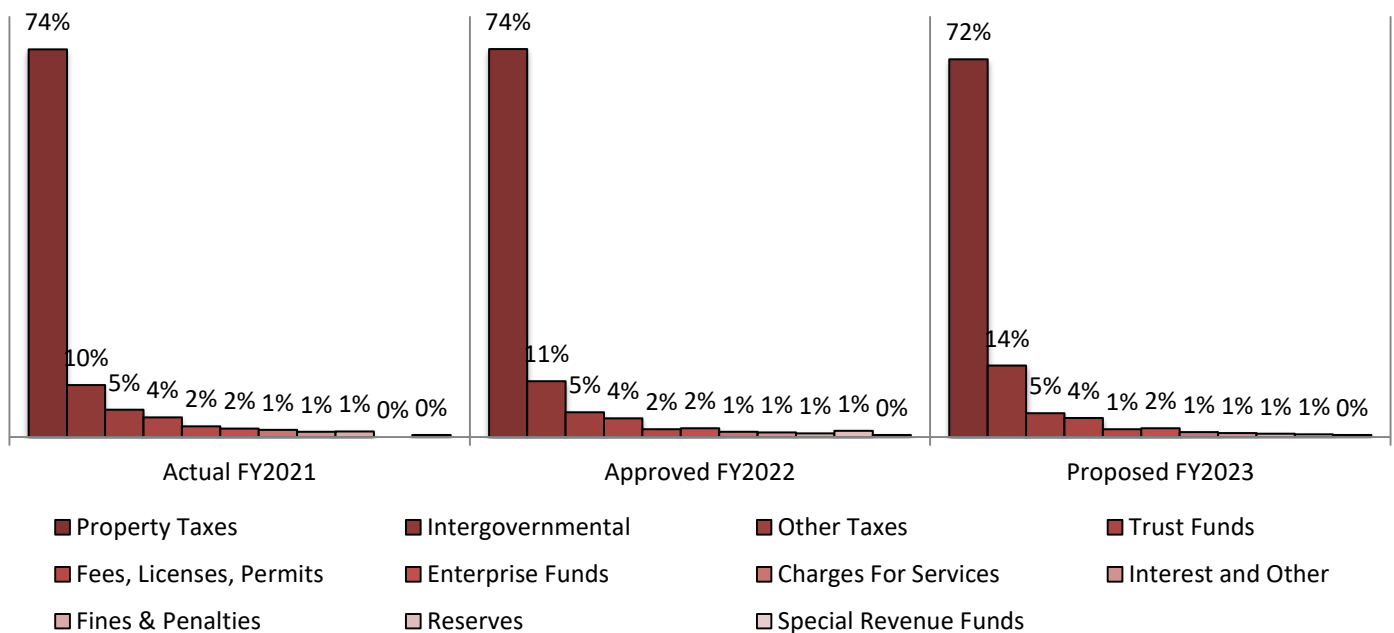
3 Year Comparison General Fund Resources



Taxes include property, motor vehicle and boat excise and local hotel/motel rooms tax. These sources of funding provide 79% of all General Fund operations. Intergovernmental revenue provides 14% of the funding.

GENERAL FUND REVENUE SUMMARY

Funding Category	Actual FY2021	Projected FY2022	Budget FY2022	Budget FY2023	Change FY22 - 23	Percent Change
Tax Levy	\$135,943,190	\$135,373,911	\$136,243,968	\$140,513,424	\$4,269,456	3.13%
Reserved for Abatements and Exemptions	(2,539,114)	(1,084,353)	(1,140,553)	(1,600,000)	(459,447)	40.28%
Property Taxes Available for Operations	\$133,404,076	\$134,289,558	\$135,103,415	\$138,913,424	\$3,810,009	2.82%
Other Taxes:						
Motor Vehicle Excise Tax	\$8,002,042	\$7,429,812	\$7,078,161	\$6,839,030	\$(239,131)	-3.38%
Boat Excise Tax	134,213	125,808	115,000	130,000	15,000	13.04%
Motel/Hotel Excise Tax	1,195,413	2,119,360	1,450,000	1,800,000	350,000	24.14%
Payments in Lieu of Tax	34,368	35,000	32,000	32,000	-	0.00%
Total Other Taxes	\$9,366,036	\$9,709,980	\$8,675,161	\$8,801,030	\$125,869	1.45%
Other Resources:						
Intergovernmental	\$17,925,291	\$18,324,920	\$19,561,215	\$26,273,280	\$6,712,065	34.31%
Fines & Penalties	1,981,901	1,742,690	1,309,000	1,240,000	(69,000)	-5.27%
Fees, Licenses, Permits	3,698,304	3,675,331	2,775,285	2,888,750	113,465	4.09%
Charges For Services	2,427,349	2,081,144	1,833,500	1,838,500	5,000	0.27%
Interest and Other	1,866,445	1,839,409	1,647,401	1,482,500	(164,901)	-10.01%
Special Revenue Funds	767,200	736,340	736,340	736,640	300	0.04%
Enterprise Funds	2,943,845	3,036,890	3,036,890	3,238,028	201,138	6.62%
Trust Funds	6,797,324	6,515,178	6,515,178	7,008,286	493,108	7.57%
Reserves	-	-	2,227,123	1,050,000	(1,177,123)	-52.85%
Total Other Resources	\$38,407,659	\$37,951,902	\$39,641,932	\$45,755,984	\$6,114,052	15.42%
Total General Fund Resources	\$181,177,771	\$181,951,440	\$183,255,508	\$193,470,439	\$10,214,930	5.57%



General Fund Revenue Forecast Assumptions

Property Taxes

Property taxes are projected to grow consistent with the provisions of Proposition 2½ and the Town Council’s budget policy. No property tax overrides are proposed for FY 2023 to balance the operating or capital budgets. The formula used to calculate the projected tax levy for FY 2023 is as follows:

FY2022 Base Levy	\$134,028,054
Prop 2½ allowable increase (2.5% of base)	3,350,701
Estimated new property tax growth	750,000
Cape Cod Commission environmental tax	652,469
Debt exclusions	1,732,200
Less reserve for abatements & exemptions	(1,600,000)
FY2023 Tax Levy available for operations	\$138,913,424

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

The tax for the Cape Cod Commission (CCC) is a tax that is added to the levy every year above the Proposition 2½ allowable increase. All Cape Cod communities pay this voter approved additional tax. The CCC assessments can only be increased by 2.5% every year.

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

Every year a provision for abatements and property tax exemptions must be made as well. For FY 2023 a provision of \$1,600,000 is being set aside, reducing the available property taxes to fund operations by this amount.

	Projected Tax Levy - Stated in Millions				
	2023P	2024P	2025P	2026P	2027P
Base levy from prior year	134.03	138.13	142.33	146.64	151.06
Prop. 2½ increase	3.35	3.45	3.56	3.67	3.78
Estimated new growth	0.75	0.75	0.75	0.75	0.75
Less reserve for abatements & exemptions	(1.60)	(1.60)	(1.60)	(1.60)	(1.60)
New base	\$136.53	\$140.73	\$145.04	\$149.46	\$153.98
Voter Approved Add-ons:					
CCC Environmental Tax	0.65	0.67	0.69	0.70	0.72
Debt exclusions*	1.73	1.59	1.55	1.50	1.45
Maximum allowable levy	\$138.91	\$143.00	\$147.27	\$151.66	\$156.16
Percent Change From Previous Year	2.82%	2.94%	2.99%	2.98%	2.97%

* All approved debt exclusions are for school construction projects.

The projected tax levy for the next five years is estimated to grow from \$134 million to \$156 million. This represents about a 3 percent increase per year. It is expected that the Town will have to increase the base levy by 2.5 percent every year and a factor for new building growth. New property tax growth is expected to average about \$750,000 per year, approximately. The Cape Cod Commission assessment is projected to increase 2.5 percent per year. A recently approved debt exclusion override is for the Cape Cod Regional Technical High School, which is expected to affect the town’s tax levy for several years.

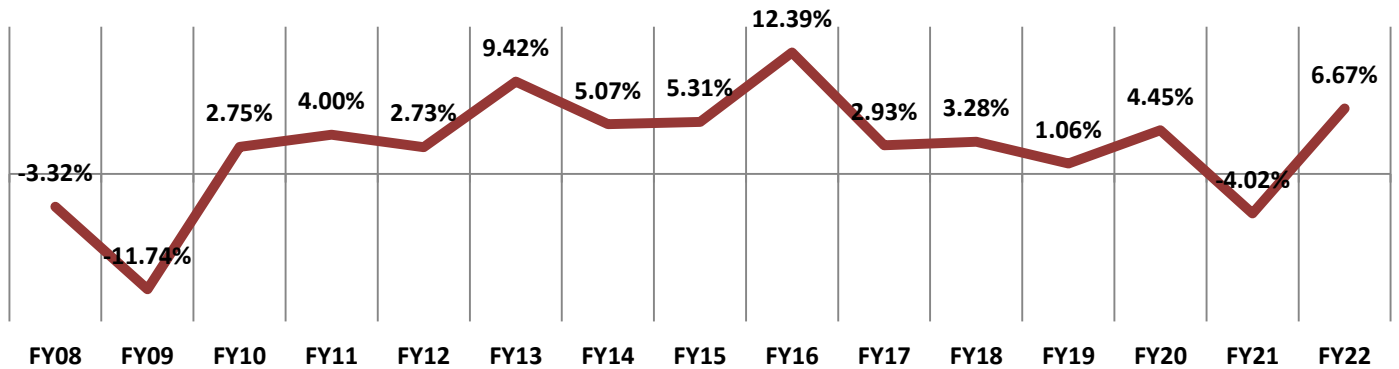
Motor Vehicle Excise Tax

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

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

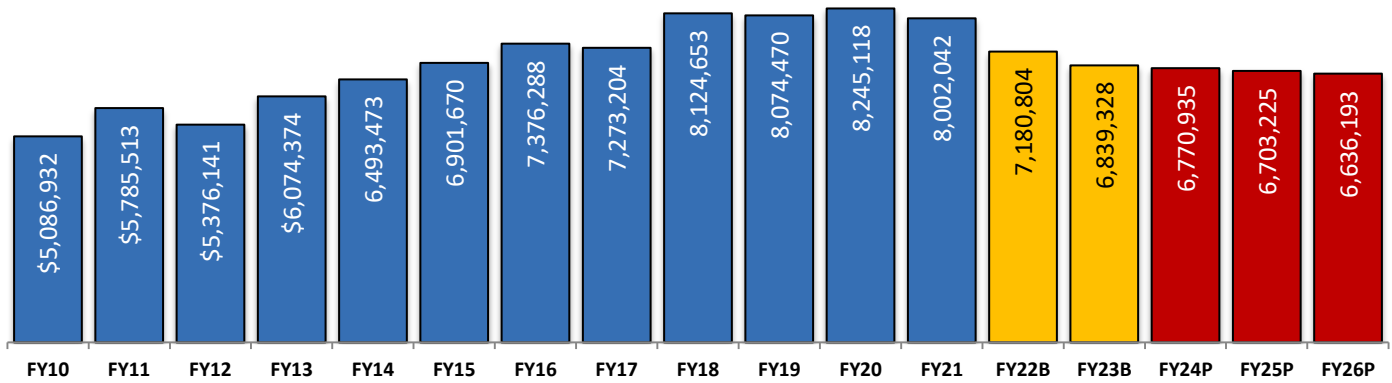
This category of revenue is difficult to project because of the many variables involved. These include the timing of the state in mailing commitments, the price changes in new vehicles, the volume of new vehicle purchases and leases, and changes in the economy. The Town receives a tax commitment from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

Motor Vehicle Excise Tax - January Commitment
Annual % Change



The auto industry has recovered from the 2008 recessionary year. Locally, many dealerships have made significant investments in their properties; however, this revenue source may have maxed out its potential due to the tremendous growth over the years. The January commitment annual change has remained positive 12 out of 15 fiscal years.

Motor Vehicle Excise Tax - Actual vs Projected

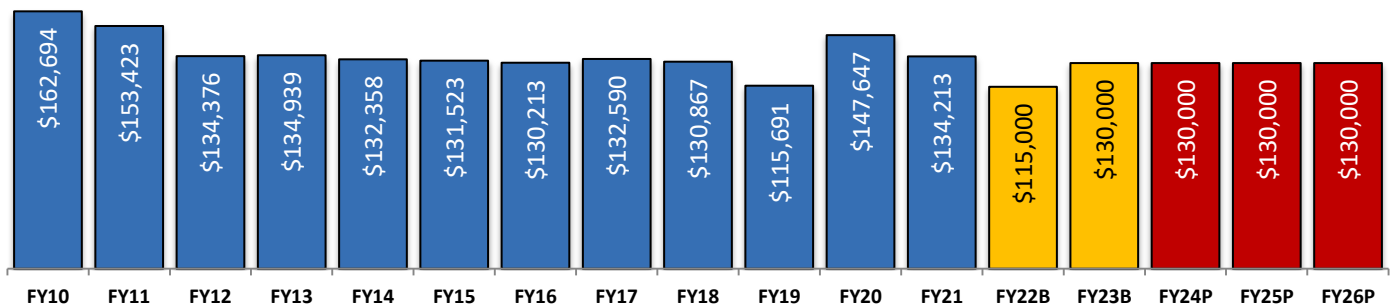


The blue bars represent the past twelve years of actual revenue collections, and yellow bars are FY 2022 and FY 2023 budgets. The town takes a conservative approach when budgeting for this source of revenue, which explains the budget figure being much lower than actuals. As per the National Automobile Dealers Association, new vehicle sales nationwide set a record at 17.6 million units sold in 2016, but predict future sales to decline. This area of revenue has reached its highest amount in FY 2020 at \$8.2 million. FY 2010 saw significant drop in revenue due to the 2008 recession. The recovery began in FY 2013, which saw this area grow to over \$8 million after several years in decline. The FY 2023 budget was conservatively projected. Projections over the next five years are will remain below historical figures represented by the red bars.

Boat Excise Tax

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

History of Boat Excise Tax Revenue - Actual and Budgeted

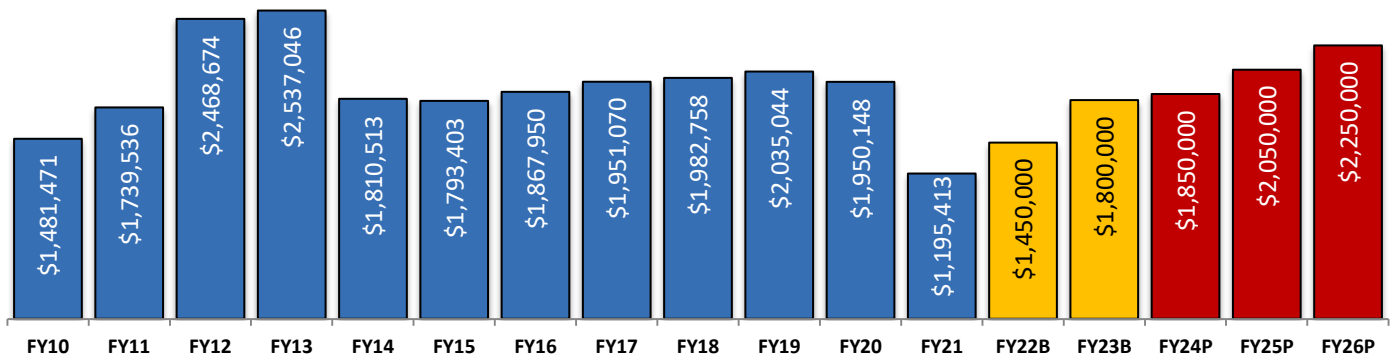


The blue bars represent the past twelve years of actual revenue collections, yellow bars are FY 2022 and FY 2023 budgets, the red bars represent projected revenue. As illustrated by the chart above, actual collections have ranged between \$135,000 and \$162,000 over the past eleven years.

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, potentially leading lower returns on the tax.

Rooms Excise Tax - Actual vs Projected



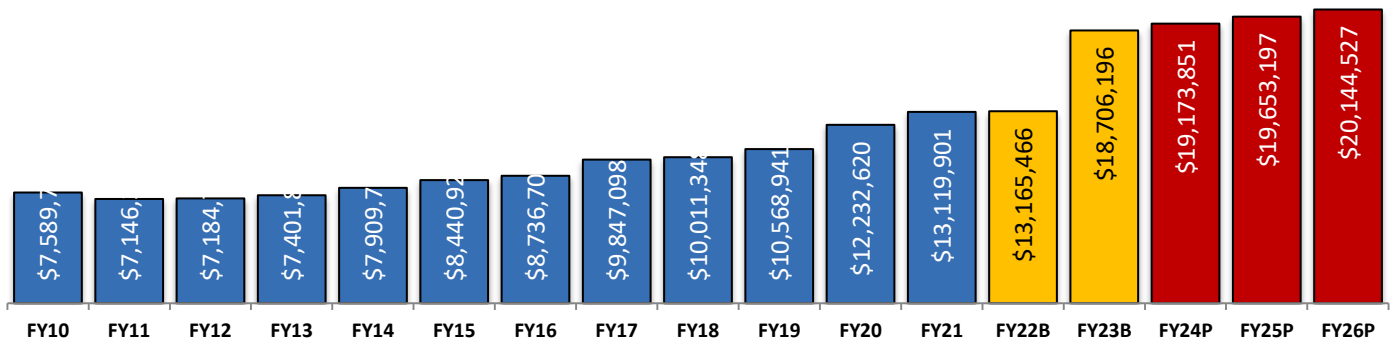
The blue bars represent the past twelve years of actual revenue collections, yellow bars are FY 2022 and FY 2023 budgets. The spikes in FY 2012 and FY 2013 are due to a 2% tax rate increase, which was subsequently dedicated to the Sewer Construction and Private Way Improvement Special Revenue Fund in FY 2014. This revenue source has maintained a steady increase over the years indicating tourism's attraction to Cape Cod. FY 2021 and FY 2022 are lower due to the pandemic but should trend back towards previous years amounts post-pandemic.

Intergovernmental

This category of revenue consists of several state aid classifications. Most notably are Chapter 70 (CH70) aid for education, and unrestricted general government aid. The estimate used for the FY 2021 budget proposal is based on the Governor’s proposed budget for FY 2021. The House and Senate will also propose budgets and then conference to reconcile their differences. Their budget is then sent to the Governor who can veto specific line items or make changes to state aid categories like CH70. The House and Senate can override any vetoes during late June or early July, after the Town has already approved its budget. As this is a political process, the Town has historically used the Governor’s proposal to develop its budget and make budget adjustments subsequent to the state budget passage if necessary.

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

Chapter 70 Aid for Education - Actual vs Projected



The blue bars represent the past twelve years of actual revenue collections, yellow bars are FY 2022 and FY 2023 budgets. The town’s CH70 aid has increased nearly \$3 million over the past eleven years going from \$6.9 million to \$10 million. The large increase in FY 2021 & FY 2022 budget is the result of the Governors commitments to the new Student Opportunity Act that seeks to increase funding over a seven-year plan for K-12 schools. Future projections for CH70 Aid include minimal increases.

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

Unrestricted Aid - Actual vs Projected

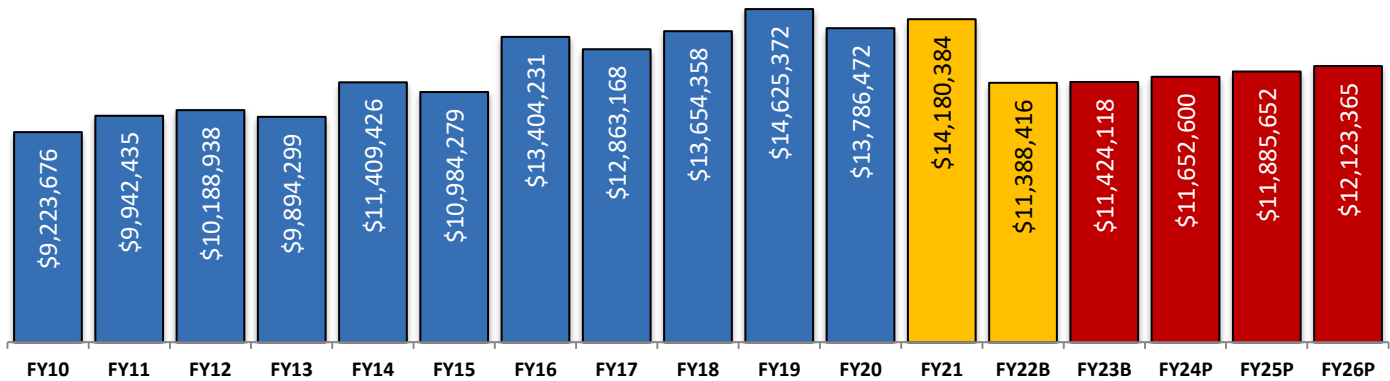


The blue bars represent the past TWELVE years of actual revenue collections, yellow bars are FY 2022 and FY 2023 budgets. The town was experiencing a steady decline in this revenue category from FY 2010 to FY 2013. FY 2014 to FY 2017 saw slight increases, and future projections include a 1.5% growth in this revenue category indicated by the red bars. Excess lottery distributions have been received in the past but are not included in this forecast. Additionally, casino gambling has been approved and it is projected that lottery sales will be negatively impacted. However, they could be offset by a new revenue sharing formula from casino gambling taxes imposed by the State.

Local Receipts

This category includes revenue generated from services, fees, permits, licenses, fines, penalties, investment income, and other sources generated at the local level. The historical activity levels in each category are monitored and then projected. Any fee adjustments are also taken into consideration and projections for each area are then produced based on activity levels and rates. This area of revenue is projected to be lower in FY 2021 based on recent events.

Local Receipts- Actual and Projected



The blue bars represent actual receipts collected through FY 2021 as well as the yellow bars for FY 2022 and FY 2023 budgets. The projected amounts represented by the red bars for FY 2024 through FY 2026.

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.

General Fund Reserves

The Town will use (\$1,050,000) in General Fund reserves to balance the proposed FY 2023 operating budget. The Town has historically been able to generate more reserves than what it has used to balance the budget due to conservative revenue estimation and unexpended appropriations. In addition, some of the costs being paid for with surplus are not recurring operating costs. The following is a history of General Fund reserves used and generated.

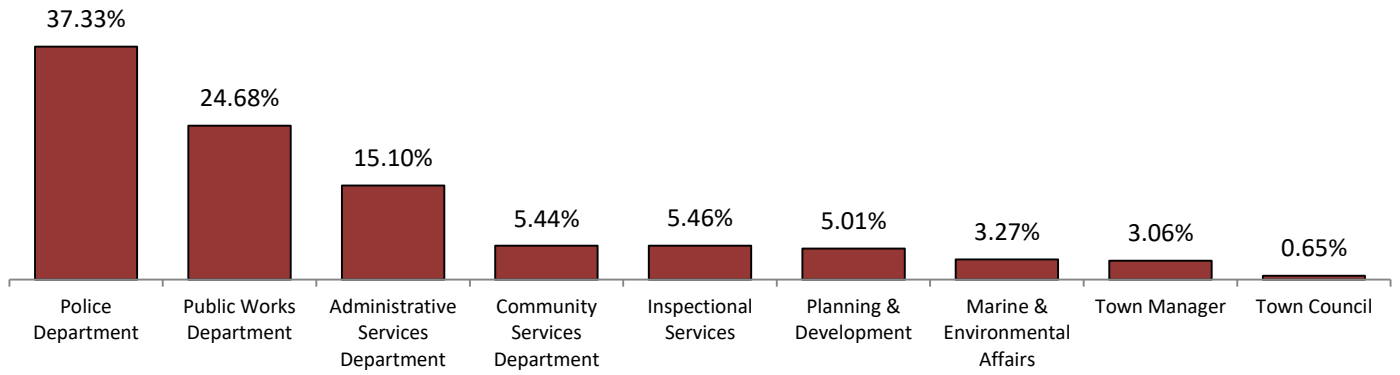
Certification Date:	Beginning	Used For:			Ending
	Balance	Operations	Capital	Generated	Balance
1-Jul-2015	13,370,039	(4,104,926)	(1,037,689)	5,721,779	13,949,203
1-Jul-2016	13,949,203	(2,726,877)	(4,000,000)	5,908,772	13,131,098
1-Jul-2017	13,131,098	(2,572,316)	(350,000)	5,988,373	16,197,155
1-Jul-2018	16,197,155	(3,587,352)	(4,260,175)	4,293,608	12,643,236
1-Jul-2019	12,643,236	(2,442,899)	(264,000)	4,752,408	14,688,745
1-Jul-2020	14,688,745	(2,870,718)	(233,554)	6,939,912	18,524,385
1-Jul-2021	18,524,385	(2,227,123)	(2,359,460)	10,489,333	24,427,135
	Average	(2,838,438)	(2,009,687)	6,058,820	

GENERAL FUND EXPENDITURE SUMMARY

Municipal Operations:	Actual FY2021	Projected FY2022	Approved FY2022	Proposed FY2023	Change FY22 - 23	Percent Change
Police Department	\$14,970,290	\$15,339,605	\$15,373,934	\$16,423,417	\$1,049,483	6.83%
Public Works Department	9,866,740	10,682,623	10,470,034	10,859,063	389,029	3.72%
Administrative Services Department	6,137,527	6,226,811	6,471,364	6,645,590	174,226	2.69%
Community Services Department	2,108,384	2,266,630	2,395,834	2,392,497	(3,337)	-0.14%
Inspectional Services	2,033,580	2,215,944	2,353,579	2,400,693	47,114	2.00%
Planning & Development	1,937,811	1,835,495	2,135,301	2,203,860	68,559	3.21%
Marine & Environmental Affairs	1,132,423	1,194,211	1,261,370	1,439,303	177,933	14.11%
Town Manager	980,910	1,183,688	1,192,788	1,348,165	155,377	13.03%
Town Council	275,683	272,490	282,975	285,992	3,017	1.07%
Total Municipal Operations	\$39,443,348	\$41,217,498	\$41,937,179	\$43,998,580	\$2,061,401	4.92%
All Education:						
Local School System	\$69,648,042	\$71,886,463	\$75,822,255	\$79,789,021	\$3,966,766	5.23%
Regional School District	5,753,760	5,106,410	5,106,410	5,229,756	123,346	2.42%
Commonwealth Charter Schools	4,455,087	5,384,510	5,384,510	6,025,534	641,024	11.90%
School Choice	1,484,768	1,410,264	1,410,264	1,511,358	101,094	7.17%
Total All Education	\$81,341,657	\$83,787,647	\$87,723,439	\$92,555,669	\$4,832,230	5.51%
Other Requirements Costs:						
Employee Benefits	\$25,813,880	\$26,655,369	\$27,128,304	\$27,806,282	\$677,978	2.50%
State & County Assessments	2,755,573	2,853,997	2,858,997	2,922,536	63,539	2.22%
Debt Service	6,488,897	6,320,128	6,320,128	6,798,286	478,158	7.57%
Grants	1,950,769	2,075,000	2,075,000	2,162,660	87,660	4.22%
Property & Liability Insurance	2,097,430	2,300,000	2,150,000	2,500,000	350,000	16.28%
Snow & Ice Removal Deficit	-	341,107	341,107	800,000	458,893	134.53%
Town Council Reserve Fund	-	250,000	250,000	250,000	-	0.00%
Celebrations, Rent & Other	69,308	172,000	172,000	186,000	14,000	8.14%
Total Other Requirements	\$39,175,857	\$40,967,601	\$41,295,536	\$43,425,764	\$2,130,228	5.16%
Total General Fund Before Transfers	\$159,960,862	\$165,972,746	\$170,956,154	\$179,980,013	\$9,023,859	5.28%
Transfers to Other Funds	13,573,944	14,863,414	12,464,354	13,490,426	1,026,072	8.23%
Grand Total General Fund	\$173,534,806	\$180,836,160	\$183,420,508	\$193,470,439	\$10,049,931	5.48%

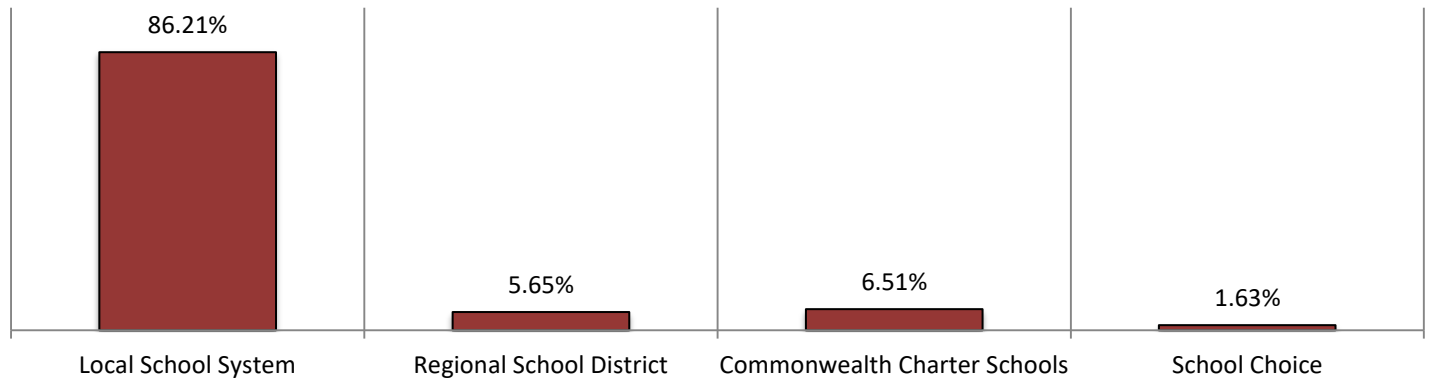
The municipal operations budget is increasing \$2.06 million, or 4.92%. Police Department represents the largest monetary change, but as a percentage change, the Marine & Environmental Affairs budget is showing the largest increase. Spending on all education requirements is increasing \$4,997,233, or 5.71%. Local school operations are increasing \$4,131,770 or 5.46% while assessments from other districts are increasing \$865,464 collectively. Other school assessments are related to the number of students attending schools outside the district as well as debt service cost associated with the new Cape Tech Vocational School construction project. Other Requirements (excludes school assessments) are increasing \$2,130,228, or 5.16%. Most of the increase in Other Requirements is due to employee benefits and carryover snow & ice deficits incurred in FY 2022. Transfers to Other Funds include needed financial support for the Hyannis Youth & Community Center. This line item also includes the annual transfer to the Capital Trust Fund for the town's capital program.

Distribution of Municipal Operations



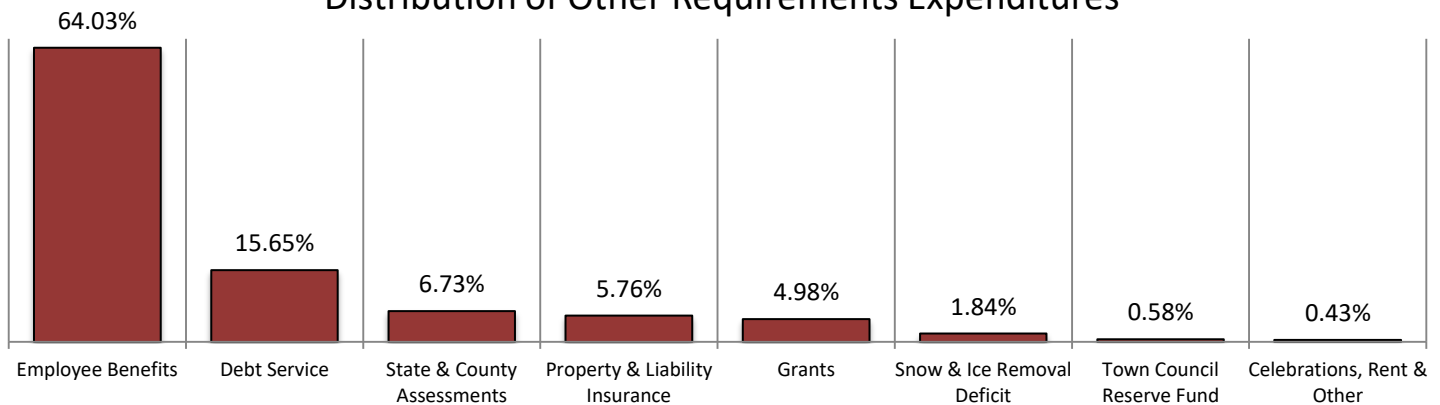
The two largest municipal operations are Police and Public Works, comprising 62% of all municipal spending. Administrative Services is the next largest area representing 15% and includes the Finance, Legal, Human Resources, and Information Technology divisions.

Distribution of All Education Expenditures



The local K to 12-school system accounts for 86% of all expenditures on education. The other 13% of education expenditures are directed towards other districts in which Barnstable students attend.

Distribution of Other Requirements Expenditures



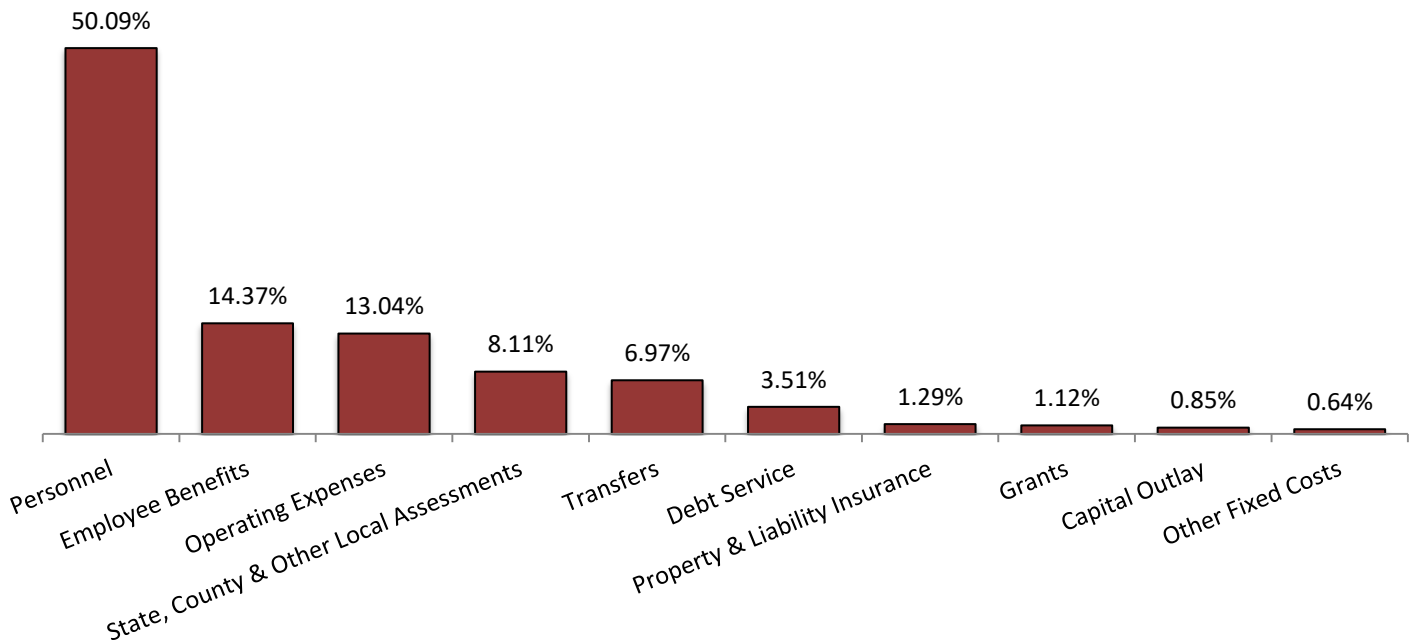
A majority of these expenditures are for employee benefits, assessments, and debt service. They comprise 86% of all expenditures in this category.

General Fund Budget by Major Expenditure Category

Expenditure Category	Actual FY2021	Projected FY2022	Approved FY2022	Proposed FY2023	Change FY22 - 23	Percent Change
Personnel	\$87,505,566	\$89,205,992	\$91,762,633	\$97,617,234	\$5,854,601	6.38%
Employee Benefits	25,813,880	26,655,369	27,128,304	27,806,282	677,978	2.50%
State, County & Other Local Assessments	14,449,188	14,755,181	14,760,181	15,689,184	929,003	6.29%
Transfers	13,573,944	14,863,414	12,464,354	13,490,426	1,026,072	8.23%
Debt Service	6,488,897	6,320,128	6,320,128	6,798,286	478,158	7.57%
Operating Expenses	19,893,350	22,510,654	24,249,065	24,532,115	283,050	1.17%
Grants	1,950,769	2,075,000	2,075,000	2,162,660	87,660	4.22%
Property & Liability Insurance	2,097,430	2,300,000	2,150,000	2,500,000	350,000	16.28%
Capital Outlay	1,692,475	1,387,315	1,582,732	1,638,252	55,520	3.51%
Other Fixed Costs	69,308	763,107	763,107	1,236,000	472,893	61.97%
Total Expenditures	\$173,534,806	\$180,836,160	\$183,255,504	\$193,470,439	\$10,214,935	5.57%

Personnel costs and the associated employee benefits account for \$6.5 million of the proposed FY 2023 General Fund budget change. This includes a net increase of 33.67 full-time equivalents in the municipal and local school operations. Operating expenses are increasing \$2,275,195, debt service is increasing \$478,158, and assessments are increasing \$929,003.

General Fund Budget By Major Expenditure Category



Salaries & wages and the associated benefits for all employees account for 65% of all General Fund expenditures. This is not unusual for a local government because it functions as a service provider.

LONG-TERM BUDGET PLANNING

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

New Property Tax Growth

Additional taxes generated from new building growth are estimated to continue to increase gradually over the next few years. Town Council Order 2021-174 revised the definition of a dwelling unit under Article V, Chapter 240, Section 47.2 Accessory Dwelling Units (ADUs) to the Zoning Ordinance. The intent and purpose of this amendment, as stated in the proposed ordinance is to increase the number of dwelling units available for year-round rental while remaining within our current wastewater capacity limitations.

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. Barnstable is considered a high effort community meaning that it falls into the group of communities that will not receive more than 17.5% of its foundation budget in the form of CH70 aid. The current state aid proposed for FY 2023 provides Barnstable with 17.23% of its foundation budget. As a result, future increases in this category of state aid will be of a similar percentage increase that occurs in the foundation budget.

Unrestricted General Government Aid

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 will receive its final reimbursement in FY 2019 from the Massachusetts School Building Authority (MSBA) for existing debt service on school construction projects. Based on this, school officials continue to submit "statements of interest" to the Massachusetts School Building Authority, which describe the preliminary plans for renovations and expansions to the existing facilities. Funding for new projects under this program is very competitive. The new program for financing school construction is derived from the state sales tax.

Investment Income

Interest rates have fallen precipitously over the past decade; however, the return on investment has been mitigated town's continued increase in cash balances over the same period. It is projected that investment rates will remain low in the future as the economy experiences a period of uncertainty. Banks are not always willing to pass on Federal Fund rates to depositors.

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 may also increase every year by any negotiated cost of living allowances.

Health Insurance

The Town of Barnstable belongs to a joint purchasing group (Cape Cod Municipal Health Group) for procuring health insurance for its employees. The group implemented plan design changes in FY2013 and again for FY2018 that may assist in mitigating the annual cost increases in premiums as the changes encourage the more effective use of health insurance. High deductible HSA plans were also implemented for FY2018. The Cape Cod Municipal Health Group continues to work on ways to reduce costs as well; for example, mail order prescriptions, health awareness, and smoking cessation programs.

Pension Assessments

The town belongs to the Barnstable County Retirement Association (BCRA). Each year, the County Retirement Board notifies each member town with the amount of its share of the county retirement pension expense. This assessment includes the normal costs for current retirees, an amount for the amortization of the unfunded liability of the system, and the expenses for running the system. Pension assessments are expected to continue to rise in the neighborhood of 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 year of the unfunded liability for the system, which will readjust the assessment levels. The unfunded liability of the system is being amortized through fiscal year 2037 as allowed by State law. At June 30, 2021, the Town reported a liability of \$105,434,281 for its proportionate share of the net pension liability.

Other Post-Employment Benefits (OPEB)

Similar to pensions, town employees can earn other post-employment benefits (OPEB) over their years of service that will not be received until after their employment with the town ends through retirement. In the Town of Barnstable, the OPEB consists principally in the form of health insurance. A GASB accounting rule requires that the town actuarially determine what its annual Actuarially Determined Contribution (ADC) would be to fully fund this benefit over a 26-year amortization period. In fiscal year 2022, the ADC is estimated to be \$8.6 million, so in essence, to fully fund health insurance for active and retired employees, the Town would have to budget \$8.6 million more per year for health insurance. If the Town elects not to fund all or part of this liability, it is expected that it will eventually lead to a bond rating downgrade as the rating agencies are watching very closely how governments across the country address, or don't address, this issue. It is expected that the Town will continue to cover 50% of the annual health insurance costs of eligible town retirees, as this is the minimum required by state law. Eligible retired teachers enter the state's health insurance program managed through the Group Insurance Commission. The Town is assessed its share of the cost each year by the state for retired teachers. The town must pay 80% to 85% of retired teacher's health insurance premiums depending upon their retirement date. This charge is included on the Town's Cherry Sheet. The Town has created an OPEB Trust Fund and annually makes an appropriation into the fund and it 5% of the estimated total OPEB liability. At June 30, 2021, the Town reported a liability of \$132,927,137 for its proportionate share of the net OPEB liability.

Utilities and Fuel

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

are expected to generate over to \$1 million in additional revenue annually. This new revenue source is used to balance operating budgets as well as provide increased funding for the capital program.

Private Roads

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

Clean Water

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

Capital Program

The Town of Barnstable has an inventory of over \$400 million in fixed assets. This includes land, land improvements, buildings, equipment and machinery, furniture and fixtures, boats, vehicles, trailers, computers, roads, sidewalks, bridges, runways, marinas, parks, fresh water ponds and lakes, dredged waterways, beaches, water and sewer lines and other. This inventory of assets requires the Town to invest considerable funds to replace or improve the assets over time. Town departments have identified in excess of \$450 million dollars in capital needs over the next 5 years. This is more than what the Town can immediately provide.

Infrastructure Maintenance

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

Technology

Updating technology is a main concern in the School Department. Previous technology upgrades have traditionally been performed as the facilities are renovated. The capital programs have averaged \$500,000 annually for the School Department's technology infrastructure, which includes upgrades and improvements to district telephone, video surveillance, and door entry systems. In addition, the Information Technology Division within the municipal operations budget has a financial plan that includes \$105,000 annually for hardware and software upgrades. Additional requests in capital budget for technology improvements include an animal tracking database, new voting machines, and Police Department IT equipment replacements and/or upgrades.

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 enormously from year to year depending upon the number of students enrolled and the type of services required. One new student could easily add over \$100,000 of costs to the School Department's budget. The State Circuit Breaker Reimbursement Program provides for some financial relief. Subject to appropriation, the state's share shall equal a percentage of the prior year's approved instructional costs in excess of four times the full amount of the prior year's state average per pupil foundation budget as defined in MGL CH70 and in accordance with the Department of Elementary and Secondary Education. For FY2020, the rate is approximately 65% reimbursement for eligible costs. 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 has consistently exceeded the minimum spending requirements.

Reserves Used To Balance Operating Budgets

The Town has used a portion of its General Fund reserves on an annual basis to balance the operating budget. The Massachusetts Department of Revenue certifies the General Fund reserve every year, also known as Certified Free Cash. From this reserve, the Town Council's policy is to set aside an amount equal to 4% of the Annual Operating Budget, net of transfers, for extraordinary and unforeseen events. Any 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 FY2008. This demonstrates a structurally balanced budget over the years. The generation of surplus is derived from unexpended appropriations and actual revenues out-performing budget estimates. The Town must be cautious about placing an over dependency on this funding source to pay for repeated operating costs. The current balance in the savings account is distributed in accordance with the revenue sharing agreement as follows:

	Municipal Savings	School Savings	Town Council Reserve	Total
Balance	\$8,020,516	\$9,689,454	\$7,738,818	\$24,427,135
Used for:				
Prior year snow removal deficit	(800,000)	-	-	(800,000)
FY 2023 Town Council reserve	-	-	(250,000)	(250,000)
FY 2023 Capital Program	(4,166,306)	-	-	(4,166,306)
Total Use of Reserves	(4,966,306)	-	(250,000)	(5,216,306)
Balance remaining before closing FY2023	\$3,054,210	\$9,689,454	\$7,488,818	\$19,210,829

The proposed FY 2023 budget reserves used are shown in the table above. Municipal operations will use a total of (\$4,966,306) in reserves. The town will also transfer (\$250,000) of Town Council reserves into a separate account for extraordinary and unforeseen events.

Bond Ratings

The town continues to manage its financial affairs in a prudent manner. In FY 2021, Standard and Poor's reaffirmed the town's bond rating at AAA. This excellent bond rating has been in effect since 2007 and should continue to allow the town to receive favorable borrowing rates on future debt issues, saving thousands of dollars in interest costs on bond issues.

Borrowing Rates

Borrowing rates are 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 \$13.81 million in March 2021 resulted in a net interest cost of 1.32% over the life of the bond. The town could seize this opportunity, coupled with its excellent bond rating, and implement an aggressive capital improvements program that could save thousands in borrowing costs, but it would require a revenue source to repay the bonds such as an increase in taxes or the redirection of existing resources from operations to debt service.

CAPITAL IMPROVEMENTS PLAN (CIP) SUBMISSIONS

Capital Program Development

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

Submission Cost and Fiscal Year Summary

The capital projects identified by departments in this year's capital improvement plan process represent a total of \$79 million of requests for FY 2023 and a combined total of \$598 million over a five-year period. Of the \$598 million, \$156 million represents Enterprise Funds, \$226 million are General Fund requests and \$216 million are Comprehensive Wastewater Management Plan (CWMP) requests.

Projects are distributed by fund as follows:

Projects distributed by fund as follows:

Fund	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Totals
Airport	3,287,000	2,010,000	15,780,000	13,500,000	20,750,000	55,327,000
Marina	-	7,050,000	-	-	-	7,050,000
Sandy Neck	-	3,450,000	-	-	-	3,450,000
HYCC	2,240,500	1,576,400	802,000	1,409,200	540,735	6,568,835
Water Pollution	15,185,000	2,809,000	2,737,000	1,875,000	2,433,000	25,039,000
Water Supply	2,795,000	5,850,000	16,250,000	31,250,000	1,250,000	57,395,000
Solid Waste	422,347	305,000	260,000	190,000	195,000	1,372,347
Totals	\$23,929,847	\$23,050,400	\$35,829,000	\$48,224,200	\$25,168,735	\$156,202,182

CWMP	\$5,250,000	\$30,300,000	\$97,625,000	\$26,900,000	\$5,5650,000	\$215,725,000
------	-------------	--------------	--------------	--------------	--------------	---------------

Department	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Totals
Police Dept.	1,167,321	1,586,827	1,200,397	-	-	3,954,545
Insp. Services	80,000	-	-	-	-	80,000
Marine & Environ	2,284,227	5,306,000	6,280,000	7,550,000	3,322,030	24,742,257
Comm. Services	10,992,326	26,106,319	5,647,776	7,731,911	2,038,856	52,517,188
Public Works	33,498,986	39,467,055	19,761,327	12,761,636	5,496,967	110,985,971
Schools	8,488,984	7,350,000	6,950,000	7,050,000	4,000,000	33,838,984
Totals	\$56,511,844	\$79,816,201	\$39,839,500	\$35,093,547	\$14,857,853	\$226,118,945

FY 2023 CAPITAL IMPROVEMENT PLAN BUDGET

Several factors were taken into consideration when determining which projects to recommend for funding in Fiscal Year 2023. In addition to the scoring by the senior staff, funding considerations are directed towards projects that had received previous funding, and therefore, are ready for the next stage of development; projects that would contribute to the economic development of the Town; projects that would preserve important infrastructure components of the Town; projects that improve high usage assets; projects that have outside funding available to offset the costs or can be covered by user fees; and projects that have an important public safety component associated with them. The recommended projects total \$48 million. The General Fund totals \$27 million, the Enterprise Funds total \$21.6 million, and the CWMP totals \$5.2 million. Funding for the Enterprise Fund programs



Wastewater Treatment Facility Effluent Disposal Sand Beds

consists of using \$2 million of Enterprise Fund reserves and \$19.6 million in new borrowing authorizations. The grant funds received will reduce the amount of any bonds authorized or reserves needed to finance the Airport Enterprise Fund’s capital program. The bonds issued for the Enterprise Fund projects are expected to be paid back with Enterprise Fund revenues with the exception of the HYCC Mechanical Improvements. Funding for the General Fund portion of the program consists of \$4.1 million in General Fund reserves, \$3.7 million Capital Trust Fund (CTF) reserves, \$19 million in new borrowing authorizations, and the transfer of \$21,000 remaining funds from a previously appropriated project. Lastly, we are recommending \$1.5 million in reserves and \$3 million borrowing under the Sewer Construction & Private Way Improvement Special Revenue Fund, and \$750,000 in Capital Trust Fund reserves for the Comprehensive Wastewater Management Plan (CWMP)

COMPREHENSIVE WASTEWATER MANAGEMENT PLAN	
Council Order Number and Project Name	Total Cost
2022-081 - Effluent Disposal Alternatives Budget Impact: In 2020, the Town completed a groundwater-modeling project to quantify the amount of effluent that can be disposed of at the Barnstable WPCF. The study concluded that the WPCF is nearing the limits of its disposal capacity and that additional effluent disposal capacity will be required to accommodate the significant increase in flows proposed in the Town’s Comprehensive Wastewater Management Plan (CWMP).	\$1,000,000
2022-082 - Old Craigville Road Sewer Expansion – Survey and Preliminary Design Budget Impact: This request is for engineering. Construction of the project will increase WPCD operating costs because of increased routine maintenance, personnel needs, electricity, etc. associated with the new infrastructure. Revenue will be generated in the form of sewer assessments and sewer usage fees. Construction is anticipated to be completed in FY 2029 so operating expenses and revenue is not projected until that time.	\$600,000
2022-083 - Shootflying Hill Road Sewer Expansion – Survey and Preliminary Design Budget Impact: This request is for engineering. Construction of the project will increase WPCD operating costs because of increased routine maintenance, personnel needs, electricity, etc. associated with the new infrastructure. Revenue will be generated in the form of sewer assessments and sewer usage fees. Construction is anticipated to be completed in FY 2028 so operating expenses and revenue is not projected until that time.	\$375,000
2022-084 - Old Yarmouth Road Sewer Expansion – Survey and Preliminary Design Budget Impact: This request is for engineering. Construction of the project will increase routine maintenance for the WPCD because of the new infrastructure being added to the system. Construction of the project will increase WPCD	\$275,000

operating costs because of increased routine maintenance, personnel needs, electricity, etc. associated with the new infrastructure. Revenue will be generated in the form of sewer assessments and sewer usage fees. Construction is anticipated to be completed in FY 2027 so operating expenses and revenue is not projected until the following year.

2022-085 - Nitrogen Removal Improvements at WPCF \$3,000,000

Budget Impact: This request is for engineering. Construction will result in increased costs including routine maintenance, electricity, personnel, etc. for the WPCD. These costs will not be known until the on-going evaluation is completed and a technology is selected.

WATER POLLUTION CONTROL ENTERPRISE FUND

Council Order Number and Project Name	Total Cost
2022-086 - Pump Station Rehabilitation Program	\$2,860,000
Budget Impact: This project will reduce the amount of labor required to unclog pumps. Upgrading the HVAC systems will help prevent corrosion in the wet well which will help improve the longevity of the pump station equipment. Electrical efficiency improvements will reduce electric usage.	
2022-087 - 720 Main Street Pump Station Replacement	\$11,000,000
Budget Impact: This project will reduce reactive maintenance related to the upkeep of an aging pump station. A slight increase in electrical usage can be anticipated as part of this project, as the building footprint will be larger than the existing station. This will increase heating and ventilation costs. The upsized pump system will also increase the amount of electricity used at this station.	
2022-088 - Water Pollution Control Facility Improvements	\$330,000
Budget Impact: Routine preventative maintenance will continue with less time spent carrying out reactive maintenance and equipment repair.	
2022-089 - Sewer System Rehabilitation – Infiltration and Inflow Removal	\$760,000
Budget Impact: This project will reduce the amount of stormwater entering the sewer system and will reduce pump runtimes during wet weather events resulting in a slight decrease in electrical usage and wear and tear on pump equipment. Flows to the plant should decrease during wet weather events reducing the effect of these events on the treatment process while freeing up disposal capacity.	
2022-090 - Truck 247 Replacement	\$165,000
Budget Impact: Less vehicle maintenance can be expected during the first five to six years of service. There will be less reactive maintenance and downtime for Truck 247, ensuring that it will be available for maintenance and emergency response. This increased size of this truck and reach of the crane will help serve larger sized submersible pump stations, allowing for more design flexibility for CWMP projects.	
2022-091 - Truck 254 Replacement	\$70,000
Budget Impact: There will be less reactive maintenance and downtime for Truck 247, ensuring that it will be available for maintenance and emergency response.	

WATER SUPPLY ENTERPRISE FUND

Council Order Number and Project Name	Total Cost
2022-092 - Pipe Replacement and Upgrade Program	\$1,050,000
Budget Impact: The synergies of executing this project in conjunction with the sewer expansion program will result in construction cost savings.	
2022-093 - Straightway Filtration Plant Design	\$1,000,000
Budget Impact: Future materials like activated carbon, treatment chemicals will need to be purchased.	
2022-094 - Ocean Street Water Main Looping Project, Construction	\$480,000
Budget Impact: The synergies with this project are the combined construction efforts of the water main installation and the sidewalks construction.	

2022-095 - Wells, Pump Stations, Treatment Plant Repair and Upgrade Program	\$200,000
Budget Impact: No future materials will need to be purchased, and routine maintenance may be reduced.	
2022-096 - Mary Dunn 1 Water Storage Tank Painting Project, Design	\$65,000
Budget Impact: This project will not reduce routine maintenance. No future materials will need to be purchased.	

SOLID WASTE ENTERPRISE FUND	
Council Order Number and Project Name	Total Cost
2022-097 - Container Replacement (2 Units)	\$50,000
Budget Impact: The project can help with improved efficiencies and reduce the possibility of container failure, which would limit the ability to accept and transport materials. Welding and metal fabrication materials will be needed when the containers age and rust begins to show.	
2022-098 - Generator Replacement	\$130,000
Budget Impact: The project can help with improved efficiencies and reduce the possibility of closure due to power outage. Anticipated costs will be fuel needed to operate the generator and routine maintenance and any necessary repairs in the event of an unexpected breakdown.	
2022-099 - Transfer Station Maintenance Building Improvements	\$242,347
Budget Impact: An existing facility will be fully utilized.	

GENERAL FUND INFRASTRUCTURE:	
Council Order Number and Project Name	Total Cost
2022-100 - Public Roads Maintenance	\$3,750,000
Budget Impact: Investments in roadway maintenance projects can prevent more costly roadway improvements, such a full roadway reconstruction.	
2022-101 - Freshwater Ponds – Monitoring and Management Plan Program	\$136,400
Budget Impact: Not applicable. This project is an evaluation.	
2022-102 - Stormwater Improvements at Impaired Ponds	\$350,000
Budget Impact: Operation and maintenance is necessary for all stormwater systems to keep them functioning appropriately. Green infrastructure (dry swales, bioretention, etc.) solutions require less O&M than grey infrastructure (leaching catch basins).	
2022-103 - Ocean Street Sidewalks and Kalmus Beach Entrance Project Construction	\$2,950,000
Budget Impact: The new sidewalk will require an increase in maintenance costs (plowing, etc.).	
2022-104 - Department of Public Works Offices Expansion Design	\$283,989
Budget Impact: This project expands office needs and replaces space lost from past removal of trailers; however, a custodian would be required for increased square footage.	
2022-105 - Snows Creek Culvert Replacement Project - Construction	\$1,400,000
Budget Impact: Maintenance for new sidewalk/culvert will be through operating budget.	
2022-106 - Emergency Generator Implementation Plan	\$431,313
Budget Impact: This project makes existing facilities more versatile.	

2022-107 - Town Hall Mechanical Improvements	\$2,025,852
Budget Impact: This project continues work funded in previous years.	
2022-108 - School Administration Building Mechanical Cooling Upgrades – Phase II	\$1,906,100
Budget Impact: There is a 5% to 8% energy savings expected from mechanical upgrades.	
2022-109 - Cape Cod Airfield Fuel Tank Replacement	\$231,000
Budget Impact: These renovations are not expected to have a measurable impact on the Operating Budget.	
2022-110 - Barnstable Police Department Improvements	\$1,167,321
Budget Impact: This project continues restoration of an existing facility, limiting the need for a new facility at greater cost.	
2022-111- Hyannis Youth and Community Center Facility Mechanical Improvements	\$1,770,000
Budget Impact: This project should reduce routine maintenance cost at the facility.	
2022-112 - Centerville Recreation Playground & Site Improvements	\$827,376
Budget Impact: Routine maintenance may be reduced.	
2022-113 - Hathaway’s Pond Bathhouse and Site Improvements	\$450,000
Budget Impact: Potential reduction in routine maintenance.	
2022-114 - Beach Parking Lot Rehabilitation - Keyes Memorial Beach	\$290,000
Budget Impact: Parking lots are maintained through the existing operating budget.	
2022-115 - Marine & Environmental Affair Interior Improvements	\$289,604
Budget Impact: N/A	
2022-116 - Long Pond Fishway Design and Permitting	\$50,000
Budget Impact: N/A	
2022-117 - McCarthy’s Landing Dinghy Dock Design and Permitting	\$65,000
Budget Impact: No, similar maintenance will be necessary occur upon replacement of the dinghy dock. This project includes anticipated increases in supplies, maintenance cost, electricity cost, and/or personnel costs.	
2022-118 - Mill Pond Fishway Design, Permitting, and Construction	\$120,000
Budget Impact: This project will reduce the required maintenance by improving the fish run and dam.	
2022-119 - Town Wide Bulkhead Assessments	\$150,000
Budget Impact: Future routine maintenance or potential large capital cost may be mitigated.	
2022-120 - Replace Measurement Compliance Unit (F-350 or equivalent)	\$80,000
Budget Impact: It will not reduce routine maintenance but it will reduce unforeseen maintenance costs associated with an older vehicle.	

SCHOOL FACILITIES:

Council Order Number and Project Name	Total Cost
2022-121 - Barnstable High School/Barnstable Intermediate School (BHS/BIS) Roof Top Unit Ventilator (RTU) Replacement Budget Impact: 10%/year energy savings	\$4,156,984
2022-122 - District Wide Door and Window Replacement Budget Impact: Potential reduced routine maintenance. 5%/year energy savings	\$1,000,000
2022-123 - Barnstable West Barnstable, Barnstable Community Innovation School and Centerville Elementary School Emergency Generators Budget Impact: \$2,000/yr	\$650,000
2022-124 - Barnstable High School Tennis Court Replacement Budget Impact: N/A	\$1,622,000
2022-125 - Transportation / Facilities Fuel Pump & Vehicle Lift Replacement Budget Impact: N/A	\$60,000
2022-126 - BPS Campus Wide Paving and Sidewalk Repair Budget Impact: N/A	\$350,000
2022-127 - Campus Wide Mechanical Upgrades (Burners, Boilers, HVAC & Pump Systems) Budget Impact: N/A	\$250,000
2022-128 - Campus Wide Flooring Replacement and Upgrades Budget Impact: N/A	\$100,000
2022-129 - Electric Utility Transformer Upgrade Budget Impact: N/A	\$300,000

AIRPORT ENTERPRISE FUND

Council Order Number and Project Name	Total Cost
2022-130 - Replace 1992 ARFF Equipment (ARFF Class IV Vehicle with High Reach Extendable Turret (HRET)) - Airport #820 (ARFF Truck and Equipment) Budget Impact: Future parts, firefighting foams, and fuel cost will be impact by this vehicle purchase.	\$978,000
2022-131 - Reporting, Testing, Mitigation, Monitoring (PFOS Soils) Phase IV Budget Impact: Ongoing impact is still unknown.	\$105,000
2022-132 - PFAS Mitigation Design and Implementation Budget Impact: Ongoing impact is still unknown.	\$1,004,000
2022-133 - Replacement of Mo-Gas and Diesel Fuel Con-Vault, Gas Boy & Alarm, and Emergency Generator Budget Impact: New facility will reduce labor, maintenance costs, and upgrade to a newer system with updated spill prevention. However, there will be maintenance fees associated with this project to maintain system; most of which will be borne on tenants.	\$1,200,000

FIVE YEAR FUNDING PLAN

A total of 170 projects amounting to \$598 million were submitted for requests over the next 5 years. This includes General Fund, Comprehensive Wastewater Management Plan (CWMP), and all Enterprise Funds. The town has several funding sources to finance its capital program: the Capital Trust Fund, which is used to finance General Fund capital, General Fund reserves, each individual Enterprise Fund, a new Stabilization Fund in which 100% of the local rooms tax on vacation rentals is credited, and the Sewer Construction & Private Way Maintenance and Improvement Fund.

The Capital Trust Fund is a mechanism that allows the town to accumulate funds from various sources to finance its General Fund supported capital program. These resources include property taxes, fees, rental income, revenue from renewable energy projects, investment income, free cash reserves, and excess overlay reserves. A transfer is made annually from the General Fund with a projected transfer for FY 2023 of \$12 million. This transfer will be part of the annual operating budget.

A newer funding tool in the form of the Sewer Construction & Private Way Maintenance and Improvement Fund was created. The state legislature approved a home rule petition that allows the town to credit one-hundred percent (100%) of the local meals tax and one-third (33%) of the local room's tax on traditional lodging to this fund. The town may appropriate monies in the fund for planning, designing, and construction of sewers and other means of comprehensive wastewater management and maintenance and improvement of private ways. This will be used to fund a portion of the Comprehensive Wastewater Management Plan (CWMP). In addition, the state legislature recently implemented a law change that requires the room occupancy tax to be applied to short-term rental property. The town has dedicated one-hundred (100%) of this to a Stabilization Fund called the Comprehensive Management of Water and Wastewater, which supports the Comprehensive Wastewater Management Plan (CWMP) and the Water Supply capital program.

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

The schedules on the following pages illustrate what a five-year Capital Improvement Plan might look like. Many of the projects that went through the evaluation process in the development of this year's Capital Improvement Plan can be funded over the next five years. The projects listed under FY 2023 are recommended for funding in this year's plan. The outer years of 2024 to 2027 are shown for illustrative purposes only. It is anticipated that many of these projects will come forward for funding in the respective year shown, however, some may be bumped due to shifting priorities, anticipated grant funding materializing and several other assumptions holding true. The projects in the outer years will be subjected once again to the evaluation process they went through this year.

Over the next five-years, the Town can anticipate funding \$461 million in capital projects. Self-funded Enterprise Funds total \$139 million, the Sewer Construction & Private Way Maintenance and Improvement Fund totals \$216 million, and the General Fund totals \$106 million. This includes 98 projects, 37 for the Enterprise funds, and 16 for the Comprehensive Water Management Plan and 45 for the General Fund.

Five Year Capital Improvement Plan for Enterprise Fund

LISTING OF CAPITAL IMPROVEMENT PROJECTS: ENTERPRISE FUNDS			FIVE YEAR COSTS					PROJECT
DEPT	PRIORITY	PROJECT TITLE	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTALS
BMA	1	Replace 1992 ARFF Equipment - Airport #820	978,000	-	-	-	-	978,000
BMA	2	Reporting, Testing, Mitigation, Monitoring (PFOS Soils)	105,000	-	-	-	-	105,000
BMA	3	PFAS Mitigation Design and Implementation	1,004,000	-	-	-	-	1,004,000
BMA	4	Replacement of Circa 1997 Mo-Gas and Diesel Fuel	1,200,000	-	-	-	-	1,200,000
BMA	5	Permitting - Airport Master Plan for Short-Term	-	525,000	-	-	-	525,000
BMA	6	Design & Implement Airport Security Camera Upgrades	-	650,000	-	-	-	650,000
BMA	7	Replace SRE Equipment 10-wheeler - Airport #47	-	385,000	-	-	-	385,000
BMA	8	Electric Aircraft Support Vehicle	-	450,000	-	-	-	450,000
BMA	9	Design, Construct, Relocate and Extend Taxiway B	-	-	8,800,000	-	-	8,800,000
BMA	10	Reconstruction and Re-Alignment of Taxiways Delta and Echo	-	-	5,300,000	-	-	5,300,000
BMA	11	Replace SRE Equipment - Airport #38	-	-	100,000	-	-	100,000
BMA	12	Replace SRE Equipment - Airport #32	-	-	80,000	-	-	80,000
BMA	13	Terminal Upgrades - Jetway/Gate/Hold Room Expansion	-	-	1,500,000	-	-	1,500,000
BMA	14	Easements for Future Construction/Runway Extension	-	-	-	13,500,000	-	13,500,000
BMA	15	Design & Construct Tree Clearing for RUNWAY 15/33	-	-	-	-	750,000	750,000
BMA	16	Design & Construct Extension of Runway 15 /33 and Runway	-	-	-	-	20,000,000	20,000,000
		TOTAL AIRPORT	\$3,287,000	\$2,010,000	\$15,780,000	\$13,500,000	\$20,750,000	\$55,327,000
WPC	1	Pump Station Rehabilitation Program	2,860,000	1,100,000	550,000	950,000	1,300,000	6,760,000
WPC	2	720 Main Street Pump Station Replacement	11,000,000	-	-	-	-	11,000,000
WPC	3	Water Pollution Control Facility Improvements	330,000	1,009,000	1,212,000	925,000	633,000	4,109,000
WPC	4	Crane Truck 247 Replacement	165,000	-	-	-	-	165,000
WPC	5	Sewer System Rehabilitation / Infiltration and Inflow Removal	760,000	-	225,000	-	500,000	1,485,000
WPC	6	Replacement of Truck 254 with a new ¾ ton pickup	70,000	-	-	-	-	70,000
WPC	7	Headworks Building Design and Construction	-	350,000	-	TBD	-	350,000
WPC	8	Effluent Sand Bed Valve Rehabilitation	-	350,000	-	-	-	350,000
WPC	9	MSB Generator Design and Construction	-	-	750,000	-	-	750,000
		TOTAL PUBLIC WORKS WATER POLLUTION CONTROL	\$15,185,000	\$2,809,000	\$2,737,000	\$1,875,000	\$2,433,000	\$25,039,000
WS	1	Pipe Replacement and Upgrade Program	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	5,250,000
WS	2	Wells, Pump Stations, Treatment Plant Repair & Upgrade Program	200,000	200,000	200,000	200,000	200,000	1,000,000
WS	3	Straightway Treatment Plant, 217 Straightway, Hyannis	1,000,000	-	15,000,000	-	-	16,000,000
WS	4	Mary Dunn 1: Water Storage Tank Repainting	65,000	600,000	-	-	-	665,000

Five Year Capital Improvement Plan for Enterprise Fund (Continued)

LISTING OF CAPITAL IMPROVEMENT PROJECTS: ENTERPRISE FUNDS			FIVE YEAR COSTS					PROJECT
DEPT	PRIORITY	PROJECT TITLE	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTALS
WS	5	Ocean Street Water Main Looping Project, Construction	480,000	-	-	-	-	480,000
WS	6	New Well Exploration Program	-	3,000,000	-	17,000,000	-	20,000,000
WS	7	Airport and Mary Dunn 1 Filtration Plant Design	-	1,000,000	-	13,000,000	-	14,000,000
TOTAL PUBLIC WORKS WATER SUPPLY			\$2,795,000	\$5,850,000	\$16,250,000	\$31,250,000	\$1,250,000	\$57,395,000
SW	1	Container Unit Replacement	50,000	55,000	60,000	65,000	70,000	300,000
SW	2	Generator Replacement	130,000	-	-	-	-	130,000
SW	3	Transfer Station Maintenance Building Improvements	242,347	-	-	-	-	242,347
SW	4	Compactor Unit Replacement	-	-	200,000	125,000	125,000	450,000
SW	5	Wheel Loader Replacement	-	250,000	-	-	-	250,000
TOTAL PUBLIC WORKS SOLID WASTE			\$422,347	\$305,000	\$260,000	\$190,000	\$195,000	\$1,372,347
TOTAL ENTERPRISE FUNDS PROJECT COSTS			\$21,689,347	\$10,974,000	\$35,027,000	\$46,815,000	\$24,628,000	\$139,133,347

Five Year Capital Improvement Plan for Comprehensive Wastewater Management Plan

LISTING OF CAPITAL IMPROVEMENT PROJECTS: CWMP			FIVE YEAR COSTS					PROJECT
DEPT	PRIORITY	PROJECT TITLE	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTALS
CWMP	1	Effluent Disposal Alternatives	1,000,000	TBD	TBD	TBD	TBD	1,000,000
CWMP	2	Nitrogen Removal Improvements at WPCF	3,000,000	-	35,000,000	-	-	38,000,000
CWMP	3	Old Craigville Road Sewer Expansion	600,000	1,400,000	-	17,000,000	-	19,000,000
CWMP	4	Shootflying Hill Road Sewer Expansion	375,000	-	875,000	-	11,250,000	12,500,000
CWMP	5	Old Yarmouth Road Sewer Expansion	275,000	600,000	-	7,150,000	-	8,025,000
CWMP	6	Marstons Mills River Treatment System - Mill Pond Dredging	TBD	TBD	TBD	TBD	TBD	-
CWMP	7	Great Marsh Road Sewer Expansion	-	-	500,000	1,200,000	-	1,700,000
CWMP	8	Vineyard Wind 2 Route and Mother's Park Pump Station	-	28,000,000	-	-	-	28,000,000
CWMP	9	Long Beach Sewer Expansion	-	300,000	700,000	-	8,000,000	9,000,000
CWMP	10	Route 28 West Sewer Expansion	-	-	35,000,000	-	-	35,000,000
CWMP	11	Phinney's Lane Sewer Expansion	-	-	25,000,000	-	-	25,000,000
CWMP	12	Osterville Woods Sewer Expansion	-	-	550,000	1,250,000	-	1,800,000
CWMP	13	South County Road Sewer Expansion	-	-	-	300,000	700,000	1,000,000
CWMP	14	Long Pond Area Sewer Expansion	-	-	-	-	35,000,000	35,000,000
CWMP	15	Prince Cove Sewer Expansion	-	-	-	-	400,000	400,000
CWMP	16	Huckins Neck Sewer Expansion	-	-	-	-	300,000	300,000
COMPREHENSIVE WASTEWATER MANAGEMENT PLAN			\$5,250,000	\$30,300,000	\$97,625,000	\$26,900,000	\$55,650,000	\$215,725,000

Five Year Capital Improvements Plan for General Fund

LISTING OF CAPITAL IMPROVEMENT PROJECTS: GENERAL FUND			FIVE YEAR COSTS					PROJECT
DEPT	PRIORITY	PROJECT TITLE	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTALS
MAR	1	Bismore Park Bulkhead Improvements	-	7,050,000	-	-	-	7,050,000
		TOTAL MARINE & ENVIRONMENTAL AFFAIRS MARINAS	\$-	\$7,050,000	\$-	\$-	\$-	\$7,050,000
SDY	1	Sandy Neck ORV Trail and Gatehouse Relocation Construction	-	800,000	-	-	-	800,000
SDY	2	Sandy Neck Parking Lot Relocation	-	-	2,650,000	-	-	2,650,000
		TOTAL MARINE & ENVIRONMENTAL AFFAIRS SANDY NECK	\$-	\$800,000	\$2,650,000	\$-	\$-	\$3,450,000
HYCC	1	Hyannis Youth & Community Center Facility Mechanical Impr.	1,770,000	1,576,400	-	802,000	-	4,148,400
		TOTAL COMMUNITY SERVICES HYCC	\$1,770,000	\$1,576,400	\$-	\$802,000	\$-	\$4,148,400
ISD	1	Replace Measurement Compliance Unit (F-350 or equivalent)	80,000	-	-	-	-	80,000
		TOTAL INSPECTIONAL SERVICES DEPARTMENT	\$80,000	\$-	\$-	\$-	\$-	\$80,000
BPD	1	Barnstable Police Department Improvements	1,167,321	-	1,586,827	-	1,200,397	3,954,545
		TOTAL POLICE DEPARTMENT	\$1,167,321	\$-	\$1,586,827	\$-	\$1,200,397	\$3,954,545
MEA	1	Marine & Environmental Affair Interior Improvements	289,604	-	-	-	-	289,604
MEA	2	Cotuit Town Dock Design & Permitting	-	70,000	TBD	-	-	70,000
MEA	3	Long Pond Fishway Design and Permitting	50,000	150,000	-	-	-	200,000
MEA	4	McCarthy's Landing Dinghy Dock Design and Permitting	65,000	TBD	-	-	-	65,000
MEA	13	Mill Pond Fishway Design, Permitting, and Construction	120,000	600,000	-	-	-	720,000
MEA	14	Town Wide Bulkhead Assessments	150,000	150,000	-	-	-	300,000
MEA	18	Scudder's Lane Boat Ramp	-	650,000	-	-	-	650,000
		TOTAL MARINE & ENVIRONMENTAL AFFAIRS DEPARTMENT	\$674,604	\$1,620,000	\$-	\$-	\$-	\$2,294,604
CSD	1	Centerville Recreation Playground & Site Improvements	827,376	300,315	-	-	-	1,127,691
CSD	2	Adult Community Center Master Plan Development	-	-	120,000	TBD	-	120,000
CSD	3	Skate Park Replacement Project	-	-	1,050,096	-	-	1,050,096
CSD	5	Beach Parking Lot Rehabilitation - Keyes Memorial Beach	290,000	-	-	-	-	290,000
CSD	6	Marstons Mills Playground & Parking Project	-	-	128,843	1,181,057	-	1,309,900
CSD	7	Salt Water Beach House Improvements	-	215,000	1,425,289	-	1,627,295	3,267,584
CSD	8	Kennedy Memorial Renovation Construction	-	-	-	-	1,961,935	1,961,935
CSD	15	Hathaway's Pond Bathhouse and Site Improvements	450,000	2,555,000	-	-	-	3,005,000
		TOTAL COMMUNITY SERVICES DEPARTMENT	\$1,567,376	\$3,070,315	\$2,724,228	\$1,181,057	\$3,589,230	\$12,132,206

Five Year Capital Improvements Plan for General Fund (Continued)

LISTING OF CAPITAL IMPROVEMENT PROJECTS: GENERAL FUND				FIVE YEAR COSTS					PROJECT
DEPT	PRIORITY	PROJECT TITLE	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	TOTALS	
DPW	1	Public Roads Maintenance	3,750,000	3,850,000	3,950,000	4,050,000	4,150,000	19,750,000	
DPW	2	Emergency Generator Implementation Plan	431,313	896,781	384,907	-	-	1,713,001	
DPW	3	Town Hall Mechanical Improvements	2,025,852	1,464,742	-	-	-	3,490,594	
DPW	4	School Administration Building Mechanical Cooling Upgrades	1,906,100	955,064	-	-	-	2,861,164	
DPW	5	Monitoring and Management Plan Report - Freshwater Ponds	136,400	260,000	135,000	380,000	180,000	1,091,400	
DPW	6	Ponds Solution Permitting and Implementation	-	150,000	150,000	150,000	150,000	600,000	
DPW	7	Stormwater Improvements at Ponds	350,000	300,000	300,000	300,000	300,000	1,550,000	
DPW	10	Ocean Street Sidewalks and Kalmus Beach Entrance Project Construction	2,950,000	-	-	-	-	2,950,000	
DPW	14	DPW Offices Expansion Design	283,989	2,438,881	-	-	-	2,722,870	
DPW	20	Old Town Hall - JFK Museum Improvements	-	817,935	860,301	126,124	-	1,804,360	
DPW	31	Equipment Storage Buildings	-	341,781	2,385,479	-	-	2,727,260	
DPW	42	50 Pearl Street Facility Management Plan Implementation	-	-	245,224	126,741	-	371,965	
DPW	54	Snows Creek Culvert	1,400,000	-	-	-	-	1,400,000	
DPW	56	Cape Cod Airfield Fuel Tank	231,000	-	-	-	-	231,000	
TOTAL PUBLIC WORKS DEPARTMENT			\$13,464,654	\$11,475,184	\$8,410,911	\$5,132,865	\$4,780,000	\$43,263,614	
SCH	1	Barnstable High School/Intermediate Roof Top Unit Ventilator	4,156,984	4,000,000	4,000,000	4,000,000	4,000,000	20,156,984	
SCH	2	District Wide Door and Window Replacement	1,000,000	1,000,000	-	-	-	2,000,000	
SCH	3	BWB/BCIS/Centerville Emergency Generators	650,000	650,000	-	-	-	1,300,000	
SCH	4	Barnstable High School Tennis Court Replacement	1,622,000	-	-	-	-	1,622,000	
SCH	5	Transportation / Facilities Fuel Pump & Vehicle Lift Replacement	60,000	-	-	-	-	60,000	
SCH	6	BPS Campus Wide Paving and Sidewalk Repair	350,000	-	-	-	-	350,000	
SCH	7	Campus Wide Mechanical Upgrades	250,000	-	-	-	-	250,000	
SCH	8	Flooring Replacement and Upgrades	100,000	-	-	-	-	100,000	
SCH	9	Electric Utility Transformer Upgrade	300,000	-	-	-	-	300,000	
SCH	10	Barnstable High School Sports Fields Upgrades: Phases 2 and 3	-	-	2,000,000	2,000,000	-	4,000,000	
TOTAL SCHOOL DEPARTMENT			\$8,488,984	\$5,650,000	\$6,000,000	\$6,000,000	\$4,000,000	\$30,138,984	
TOTAL GENERAL FUND PROJECT COSTS			\$27,212,939	\$31,241,899	\$21,371,966	\$13,115,922	\$13,569,627	\$106,512,353	
TOTAL CAPITAL IMPROVEMENTS PROGRAM COST			\$54,152,286	\$72,515,899	\$154,023,966	\$86,830,922	\$93,847,627	\$461,370,700	

SEWER CONSTRUCTION & PRIVATE WAY MAINTENANCE IMPROVEMENT FUND

Chapter 355 of the Acts of 2014 enacted by the General Court allows the Town of Barnstable to establish a Special Revenue Fund that may be used for planning, designing, and construction of sewers and other means of comprehensive wastewater management and maintenance and improvement of qualifying private ways.

Dedicated revenue sources for this fund include one-hundred (100%) of the local meals excise tax and one-third (33%) of the local rooms excise tax on traditional lodging. In addition, any or sewer assessments or road betterments to property abutters on sewer construction and private way improvements will be credited to this fund if the fund is used to finance the improvements.

Finally, the room occupancy tax now applies to short-term rentals and this revenue has been dedicated for the comprehensive management of water and wastewater, which includes the Comprehensive Wastewater Management Plan.

Major Assumptions Used In Table A:

- Rooms and meals tax revenue will grow 2.5% per year;
- Earnings on investments will average 0.5%;
- A General Fund subsidy will be provided to fund the Comprehensive Wastewater Management Plan that grows to \$3,750,000 by FY 2027;
- Sewer assessments of \$10,000 will be applied to new sewer customers;
- Sewer assessments will be amortized over 30 years;
- Sewer assessments will begin to be collected one year after the project's completion;
- New sewer customers will be phased in over a 10 year period once project is complete;
- Interest rate on sewer assessments (4%) will be 2% higher than the Town's borrowing rate (2%);
- A portion of the user rate revenue collected from new customers will be directed towards the debt service for the new infrastructure;
- Project costs for FY 2023 to FY 2027 are included in the projection and are estimated to inflate by 5% per year;
- Preliminary design costs will be financed with cash reserves;
- Principal subsidies on project costs are 10%;
- Loan amortization on bond issues will be 5 years for final design and 30 years for construction;
- The average interest rate on the bonds are estimated to be 2%;
- The bonds will be issued at a time so that the first loan payments will not be made until the following year, for example, the first payment on the FY 2022 bond issue will be in FY 2023;
- The Federal government will not make any changes and the tax advantages of municipal bonds will remain intact; and
- No other major changes will take place in the municipal bond market;
- Project management staff will increase over time as more infrastructure projects are implemented;

**TABLE A – Estimated Sewer Construction & Private Way Maintenance and Improvement Fund Cash Flow
5 Year Plan**

COMPREHENSIVE WASTEWATER MANAGEMENT PLAN										
PROGRAM CASHFLOW PROJECTION										
	Fiscal Year									
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Beginning Unreserved Fund Balance	\$ 16,944,518	\$ 18,147,802	\$ 17,007,473	\$ 17,369,924	\$ 15,713,720	\$ 10,628,927	\$ 4,534,754	\$ (4,238,996)	\$ (12,779,228)	\$ (20,614,698)
Resources:										
Rooms Tax on Traditional Lodging	1,000,000	1,025,000	1,050,625	1,076,891	1,103,813	1,131,408	1,159,693	1,188,686	1,218,403	1,248,863
Local Meals Tax	1,500,000	1,537,500	1,575,938	1,615,336	1,655,719	1,697,112	1,739,540	1,783,029	1,827,604	1,873,294
Short-term Rental Tax	-	1,000,000	1,025,000	1,050,625	1,076,891	1,103,813	1,131,408	1,159,693	1,188,686	1,218,403
Capital Trust Fund Contribution	-	750,000	1,500,000	2,250,000	3,000,000	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000
Earnings on Investments	84,723	90,739	85,037	86,850	78,569	53,145	22,674	-	-	-
Existing Sewer Assessments	88,335	85,917	77,803	75,685	72,974	70,888	68,801	66,715	64,628	62,542
New Sewer Assessments	-	-	-	132,489	183,146	183,146	378,540	533,295	1,107,785	1,353,279
New User Charge Revenue	-	-	9,988	30,987	50,874	77,948	118,022	196,425	298,539	469,432
Total Resources	2,673,057	4,489,156	5,324,390	6,318,862	7,221,986	8,067,460	8,368,678	8,677,843	9,455,645	9,975,813
Commitments:										
Total Project Management	626,994	1,059,036	1,513,610	2,212,200	2,497,314	2,572,234	2,649,401	2,728,883	2,810,749	2,895,072
Total Debt Service	642,778	2,320,449	3,117,580	4,547,360	9,444,813	10,696,002	14,493,027	14,489,192	14,480,366	14,477,199
Cash funded project expenses	200,000	2,250,000	330,750	1,215,506	364,652	893,397	-	-	-	-
Total Commitments	1,469,772	5,629,485	4,961,940	7,975,066	12,306,779	14,161,633	17,142,428	17,218,075	17,291,115	17,372,271
Increase (Decrease) in Fund Balance	1,203,285	(1,140,329)	362,451	(1,656,204)	(5,084,793)	(6,094,173)	(8,773,750)	(8,540,232)	(7,835,470)	(7,396,457)
Ending Fund Balance	\$ 18,147,802	\$ 17,007,473	\$ 17,369,924	\$ 15,713,720	\$ 10,628,927	\$ 4,534,754	\$ (4,238,996)	\$ (12,779,228)	\$ (20,614,698)	\$ (28,011,155)

This table illustrates that by FY 2028 the fund is projected to be in a deficit position so additional revenue sources need to be created to fully implement the schedule of planned sewer expansions in fiscal years 2023 through 2027. By fiscal year 2028, total annual debt service requirements exceed \$14 million per year. Decisions on additional funding sources will need to be made no later than fiscal year 2025 before the debt service on the planned sewer projects in this year begin to be paid back in fiscal year 2026.

CAPITAL TRUST FUND ANALYSIS

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

For the most part, this fund is not the funding source for Enterprise Fund capital improvements. Most Enterprise Funds pay one-hundred (100%) of their capital cost, which is recovered through their respective user fees. However, 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 Barnstable Harbor Marina bulkhead replacement. Although, some future projects cost for other Enterprise Funds may be too large and that the impact to the user fees becomes unmanageable, and thus a General Fund subsidy would be needed. An example would be the Bismore Park Bulkhead Improvements project and Sandy Neck Parking Lot and Gatehouse Relocation project.

The FY 2023 General Fund Capital Improvement Plan includes a combination of "pay-as-you-go" or cash financing and new bond issues. The cash-financing portion of the program is funded from the Capital Trust Fund reserves 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 flexibility within the budget because with just a debt service program, the CTF can become saturated with loan payments and prohibit the approval of any new projects until the debt service from other projects expire. This would also reduce the Town's flexibility in its resource allocation as future cash flows are committed to fixed annual loan payments.

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

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

The annual contribution to the CTF has grown from \$7.4 to \$12 million over the last ten years. This amount is projected to increase by more than \$750,000 per year for the next five years 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.

Table A below illustrates the CTF cash flow for the next ten years incorporating all existing loan payments and the FY 2023 proposed Capital Improvement Plan (CIP). Table B illustrates the CIP Five-Year Plan within the CTF over the next ten years.

Major Assumptions Used In Table A:

- Investment earnings will average 1.1% per year;
- The base transfer from the General Fund will increase 2.5% per year;
- Transfer In \$750,000 of New Property Growth
- Loan amortization on the FY2023: Total Bond Issues \$19 million
 - \$ 0 over 5-years;
 - \$ 450,000 over 10-years;
 - \$ 4.4 million over 15-years; and
 - \$ 14.4 million over 20-years.
- The net interest cost on the bonds are estimated to average 3%;
- The FY2023 bonds will be issued at a time so that the first loan payments will not be made until FY2024;
- There are no estimated savings from bond refinancing included in the projection;
- The Federal government will not make any changes and the tax advantages of municipal bonds will remain intact;
- No other major changes will take place in the municipal bond market; and
- The cash funded portion of the capital program will average total \$4 million per year.

Major Assumptions Used In Table B:

In addition to all of the assumptions in Table A, additional bond issues for the next four years are included for the FY2024 through FY2027 capital programs with the following amortization amounts:

FY2024: Total Bond Issue \$ 25.1 million

- \$ 1.1million annually over 5-years;
- \$ 3.1 million annually over 10-years;
- \$ 3.3 million annually over 15-years; and
- \$ 17.6 million annually over 20-years;

FY2025: Total Bond Issue \$ 16.3 million

- \$ 385,000 annually over 5-years;
- \$ 0 annually over 10-years;
- \$ 3.3 million annually over 15-years; and
- \$ 12.6 million annually over 20-years;

FY2026: Total Bond Issue \$ 7.9 million

- \$ 0 annually over 5-years
- \$ 802,000 annually over 10-years;
- \$ 1.2 million annually over 15-years; and
- \$ 6.0 million annually over 20-years;

FY2027: Total Bond Issue \$ 8.8 million

- \$ 0 annually over 5-years
- \$ 0 annually over 10-years;
- \$ 2.8 million annually over 15-years; and
- \$ 6.0 million annually over 20-years;

TABLE A – Capital Trust Fund Estimated Cash Flow FY 2023 – FY 2032

		ESTIMATED CAPITAL TRUST FUND CASH FLOW									
		FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032
1	Beginning Trust Fund Balance	\$ 16,143,987	\$ 15,338,364	\$ 13,753,467	\$ 13,405,010	\$ 13,629,990	\$ 14,836,659	\$ 17,345,674	\$ 20,809,159	\$ 24,830,300	\$ 29,554,617
Resources:											
2	Investment Earnings	177,584	168,722	151,288	147,455	149,930	163,203	190,802	228,901	273,133	325,101
3	Transfer From General Fund	12,068,968	13,120,692	14,198,709	15,303,677	16,436,269	16,847,176	17,268,355	17,700,064	18,142,566	18,596,130
4	General Fund Reserves	4,187,306	-	-	-	-	-	-	-	-	-
5	Total Current Year Resources	16,433,858	13,289,414	14,349,997	15,451,132	16,586,199	17,010,379	17,459,157	17,928,965	18,415,699	18,921,231
6	Total Available Resources	32,577,845	28,627,778	28,103,464	28,856,142	30,216,189	31,847,038	34,804,831	38,738,124	43,245,999	48,475,848
Commitments:											
7a	Existing Debt Service Payments Capital Fund	(5,858,799)	(5,271,085)	(4,352,210)	(4,144,595)	(3,551,670)	(3,229,415)	(3,008,815)	(2,889,859)	(2,671,459)	(2,453,119)
7b	Existing Debt Service Payments Enterprise Funds	(1,183,675)	(1,138,560)	(1,096,195)	(1,046,125)	(1,007,045)	(480,750)	(158,325)	(152,100)	(116,725)	(108,275)
8	Authorized Unissued Debt Prior Years CIP (\$14m)	(1,509,701)	(1,476,870)	(1,444,039)	(1,411,208)	(1,378,377)	(1,280,546)	(1,249,665)	(1,218,784)	(1,187,904)	(1,157,023)
9	Estimated Debt Service on FY23 CIP (\$19m)		(1,637,796)	(1,606,010)	(1,574,224)	(1,542,438)	(1,510,652)	(1,478,867)	(1,447,081)	(1,415,295)	(1,383,509)
10	Comprehensive Wastewater Management Plan (New Growth)	(750,000)	(1,500,000)	(2,250,000)	(3,000,000)	(3,750,000)	(3,750,000)	(3,750,000)	(3,750,000)	(3,750,000)	(3,750,000)
11	Public Roads Program	(3,750,000)	(3,850,000)	(3,950,000)	(4,050,000)	(4,150,000)	(4,250,000)	(4,350,000)	(4,450,000)	(4,550,000)	(4,650,000)
12	Other Cash Program	(4,187,306)	-	-	-	-	-	-	-	-	-
13	Total Current Year Commitments	(17,239,481)	(14,874,311)	(14,698,454)	(15,226,152)	(15,379,531)	(14,501,364)	(13,995,672)	(13,907,824)	(13,691,382)	(13,501,926)
14	Increase (Decrease) in Trust Fund	(805,623)	(1,584,897)	(348,457)	224,980	1,206,668	2,509,015	3,463,485	4,021,141	4,724,317	5,419,305
15	Ending Trust Fund Balance	\$ 15,338,364	\$ 13,753,467	\$ 13,405,010	\$ 13,629,990	\$ 14,836,659	\$ 17,345,674	\$ 20,809,159	\$ 24,830,300	\$ 29,554,617	\$ 34,973,922
16	Commitments as a % of Available Resources (max = 80%)	53%	52%	52%	53%	51%	46%	40%	36%	32%	28%
17	Amount of available trust fund resources CY (max = 80%)	8,822,795	8,027,912	7,784,317	7,858,762	8,793,421	10,976,266	13,848,193	17,082,675	20,905,417	25,278,753

This table illustrates the Capital Trust Fund’s (CTF) cash flow incorporating all existing loan payments on previously authorized projects and the recommended projects for FY 2023. Cash funded projects in FY 2023 total \$8.6 million and bond funded projects total \$19.2 million. The bonds will be issued in FY 2023 and the first estimated loan payment of \$1.6 million is anticipated to be made in FY 2024 as illustrated above on line 9. Line 7a & 7b in the table above includes all existing loan payments. Line 10 is a placeholder for the Comprehensive Wastewater Management Plan, which \$750,000 is from new property tax growth that has been added in line 3. Lines 11 and 12 include estimates on future cash appropriations for capital to be financed from the General Fund and Capital Trust Fund reserves. One-time additional resources to be added to the fund are included on lines 2 through 4. The percentage of the trust fund’s current year resources that are committed in any year are less than the Administrative Code limit of 80% (line 16) indicating that the fund has the capacity to absorb more debt financed projects in future years.

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

		ESTIMATED CAPITAL TRUST FUND CASH FLOW ANALYSIS									
		FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032
1	Beginning Trust Fund Balance	\$ 16,143,987	\$ 15,338,364	\$ 13,753,467	\$ 11,021,750	\$ 7,465,394	\$ 4,227,521	\$ 1,433,392	\$ (209,418)	\$ (1,417,014)	\$ (1,941,141)
Resources:											
2	Investment Earnings	177,584	168,722	151,288	121,239	82,119	46,503	15,767	-	-	-
3	Transfer From General Fund	12,068,968	13,120,692	14,198,709	15,303,677	16,436,269	16,847,176	17,268,355	17,700,064	18,142,566	18,596,130
4	General Fund Reserves	4,187,306	2,286,781	1,079,067	1,082,865	630,000	-	-	-	-	-
5	Total Current Year Resources	16,433,858	15,576,195	15,429,064	16,507,781	17,148,388	16,893,679	17,284,122	17,700,064	18,142,566	18,596,130
6	Total Available Resources	32,577,845	30,914,559	29,182,531	27,529,531	24,613,783	21,121,200	18,717,514	17,490,646	16,725,552	16,654,989
Commitments:											
7a	Existing Debt Service Payments Capital Fund	(5,858,799)	(5,271,085)	(4,352,210)	(4,144,595)	(3,551,670)	(3,229,415)	(3,008,815)	(2,889,859)	(2,671,459)	(2,453,119)
7b	Existing Debt Service Payments Enterprise Funds	(1,183,675)	(1,138,560)	(1,096,195)	(1,046,125)	(1,007,045)	(480,750)	(158,325)	(152,100)	(116,725)	(108,275)
8	Authorized Unissued Debt Prior Years CIP (\$14m)	(1,509,701)	(1,476,870)	(1,444,039)	(1,411,208)	(1,378,377)	(1,280,546)	(1,249,665)	(1,218,784)	(1,187,904)	(1,157,023)
9a	Estimated Debt Service on FY23 CIP (\$20m)		(1,637,796)	(1,606,010)	(1,574,224)	(1,542,438)	(1,510,652)	(1,478,867)	(1,447,081)	(1,415,295)	(1,383,509)
9b	Estimated Debt Service on FY24 CIP (\$25.1m)			(2,383,260)	(2,334,357)	(2,285,454)	(2,236,551)	(2,187,647)	(1,918,681)	(1,876,380)	(1,834,079)
9c	Estimated Debt Service on FY25 CIP (\$16.3m)				(1,420,763)	(1,392,848)	(1,364,934)	(1,337,020)	(1,309,106)	(1,204,210)	(1,178,605)
9d	Estimated Debt Service on FY26 CIP (\$7.9m)					(698,429)	(684,661)	(670,893)	(657,125)	(643,356)	(629,588)
9e	Estimated Debt Service on FY27 CIP (\$8.8m)						(750,298)	(735,700)	(721,102)	(706,504)	(691,905)
10	Comprehensive Wastewater Management Plan (New Growth)	(750,000)	(1,500,000)	(2,250,000)	(3,000,000)	(3,750,000)	(3,750,000)	(3,750,000)	(3,750,000)	(3,750,000)	(3,750,000)
11	Public Roads Program	(3,750,000)	(3,850,000)	(3,950,000)	(4,050,000)	(4,150,000)	(4,250,000)	(4,350,000)	(4,450,000)	(4,550,000)	(4,650,000)
12	Other Cash Program	(4,187,306)	(2,286,781)	(1,079,067)	(1,082,865)	(630,000)	(150,000)	-	-	-	-
13	Total Current Year Commitments	(17,239,481)	(17,161,092)	(18,160,781)	(20,064,137)	(20,386,262)	(19,687,808)	(18,926,932)	(18,907,660)	(18,666,693)	(18,370,302)
14	Increase (Decrease) in Trust Fund	(805,623)	(1,584,897)	(2,731,717)	(3,556,356)	(3,237,873)	(2,794,129)	(1,642,810)	(1,207,596)	(524,127)	225,828
15	Ending Trust Fund Balance	\$ 15,338,364	\$ 13,753,467	\$ 11,021,750	\$ 7,465,394	\$ 4,227,521	\$ 1,433,392	\$ (209,418)	\$ (1,417,014)	\$ (1,941,141)	\$ (1,715,313)
16	Commitments as a % of Available Resources (max = 80%)	53%	56%	62%	73%	83%	93%	101%	108%	112%	110%
17	Amount of available trust fund resources CY (max = 80%)	8,822,795	7,570,555	5,185,244	1,959,488	(695,236)	(2,790,848)	(3,952,921)	(4,915,143)	(5,286,252)	(5,046,311)

Including the proposed FY 2023 capital program, it is estimated the Capital Trust Fund would have to absorb approximately \$158 million in projects over the next 10-years. Based on the Capital Trust Fund available resources, it exceeds the maximum allowable commitment of 80% as shown on line 16. Cash financed capital is estimated at \$74 million and bond financed capital is estimated at \$84 million through FY 2027. This also includes the General Fund contributing an additional \$9.2 million in one-time use of reserves on selected projects over the five-year period. The estimated annual loan payments on the bonds are illustrated on lines 9a through 9e.

DEBT POSITION ANALYSIS

Type and Purpose of Debt

The Town sells bonds to finance major capital improvements that require large cash outlays. General Obligation Bonds (G.O.B) have been sold to fund capital improvements managed by various municipal operations such as schools, public works, marine, recreation, conservation, and the Town's Enterprise Fund operations. General Obligation Bonds are supported by the full faith and credit of the Town and 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 Funds, most of the GOB's are repaid with revenue generated by the Enterprise Funds and not property taxes. This arrangement provides for a more favorable borrowing rate on Enterprise Fund debt. Alternatively, Enterprise Funds would have to issue what are referred to as "Revenue Bonds", which would typically carry much higher interest rates because the collateral is Enterprise Fund revenue as opposed to property taxes.



Sandy Neck Parking Lot

Properly structured municipal debt is tax exempt. This feature is attractive to many investors who, in turn, require less interest than they would from non-tax-exempt investments. Typical rates for municipal bonds over the past several years have been in the 1.5% to 3% range. Rates have remained low as the economy is making municipal bonds more attractive for highly rated communities. When netted out against inflation, municipal borrowing costs, especially for strong credit worthy Towns such as Barnstable is desirable.

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

Current Debt Position

As of June 30, 2021, the Town of Barnstable had total bonded debt outstanding of \$113.6 million. The town's long-term debt increased by \$11.7 million during FY 2021. The Town issued \$27.8 million of long-term debt, of which \$9.6 million was for governmental activities and \$18.2 million was for business-type activities. The Town refunded \$4.7 million of long-term debt. A total of \$11.6 million in long-term debt principal was retired.

Projected Debt Payments by Project and Fund

The following four tables set forth the projected General Obligation Bond (G.O.B.) payments by issue for both the Town's governmental funds and the enterprise funds. There are also several low-cost financing loans through the Massachusetts Clean Water Trust (MCWT) for sewer construction and water system improvements.

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

	Maturities Through	Original Loan Amount	Interest Rate (%)	Outstanding at June 30, 2021
General Obligation Bonds Payable:				
Municipal Purpose Refunding of 2012	2023	\$10,037,900	2.00 - 4.00	\$1,618,500
Municipal Purpose Bonds of 2014	2024	6,248,000	2.00 - 3.00	1,515,000
Municipal Purpose Refunding of 2015	2027	5,265,500	2.00 - 4.50	2,321,000
Municipal Purpose Bonds of 2015	2035	3,089,000	2.00 - 4.50	2,070,000
Municipal Purpose Bonds of 2016	2036	12,113,000	2.00 - 4.00	8,370,000
Municipal Purpose Refunding of 2016	2028	1,674,000	2.00 - 4.00	763,000
Municipal Purpose Bonds of 2017	2037	5,105,700	3.00 - 4.00	3,365,000
Municipal Purpose Bonds of 2018	2038	6,840,000	3.00 - 5.00	6,380,000
Municipal Purpose Bonds of 2019	2039	8,266,800	3.00 - 5.00	6,970,000
Municipal Purpose Bonds of 2020	2040	8,049,100	2.00 - 5.00	7,510,000
Municipal Purpose Refunding of 2021	2031	2,529,450	4.00 - 5.00	2,529,450
Municipal Purpose Bonds of 2021	2041	4,315,100	2.00 - 5.00	4,315,100
Subtotal Governmental General Obligation Bonds Payable				\$47,727,050
Direct Borrowings Payable:				
MCWT Title V Bond of 2002	2023	200,000	3.00 – 5.25	20,408
MCWT Title V Bonds of 2006	2026	400,000	0.00	100,000
MCWT Title V Bond of 2007	2027	200,000	0.00	60,000
Subtotal Governmental Direct Borrowings Payable				\$180,408
Special Assessment Bonds Payable:				
Roadway Improvement Bonds of 2021	2036	2,745,000	1.20 - 2.00	2,745,000
Total Bonds Payable				\$50,562,458
Add: Unamortized premium on bonds				\$3,203,334
Total Bonds Payable, net				\$53,855,792

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

Year	General Obligation Bonds Payable			Year	Direct Borrowings Payable		
	Principal	Interest	Total		Principal	Interest	Total
2022	\$6,249,050	\$1,790,401	\$8,039,451	2022	\$40,204	\$765	\$40,969
2023	5,481,000	1,531,939	7,012,939	2023	40,204	255	40,459
2024	4,394,000	1,323,484	5,717,484	2024	30,000	0	30,000
2025	3,640,500	1,139,610	4,780,110	2025	30,000	0	30,000
2026	3,316,500	975,030	4,291,530	2026	30,000	0	30,000
2027	2,842,000	827,466	3,669,466	2027	10,000	0	10,000
2028	2,631,000	710,233	3,341,233	Total	\$180,408	\$1,020	\$181,428
2029	2,516,500	598,664	3,115,164				

2030	2,493,000	497,206	2,990,206
2031	2,248,500	397,956	2,646,456
2032	2,100,000	328,114	2,428,114
2033	2,045,000	265,112	2,310,112
2034	1,970,000	205,820	2,175,820
2035	1,660,000	152,256	1,812,256
2036	1,395,000	107,994	1,502,994
2037	915,000	69,830	984,830
2038	790,000	44,684	834,684
2039	510,000	23,528	533,528
2040	380,000	11,170	391,170
2041	150,000	3,000	153,000
Total	\$47,727,050	\$11,003,497	\$58,730,547

On February 9, 2021, the Town issued \$2,745,000 in taxable bonds for private road betterments, which are due to mature in 2036. The Commonwealth approved Special Legislation to allow the Town to issue special assessment debt for the repair of private roads. The Town has assessed betterments to the property owners who abut the improved roadways. Betterment collections are used to pay the debt service associated with the special assessment debt. The Town is liable to pay the debt service costs regardless of whether the assessment payments are made by the property owners. The betterment is secured via the lien process and payment would be made upon transfer of the property if a balance were outstanding. As of June 30, 2021, there are no delinquent receivables.

Bonds Payable Schedule – Enterprise Funds

General Obligation Bonds Payable:	Maturities Through	Original Loan Amount	Interest Rate (%)	Outstanding at June 30, 2021
Airport Enterprise Fund	2039	\$2,848,900	2.00 - 5.00	\$1,815,000
Golf Course Enterprise Fund	2037	3,313,200	2.00 - 5.00	1,757,000
Add: unamortized premium				61,483
Total Golf Course Enterprise Fund Bonds Payable, net				\$1,818,483
Solid Waste Enterprise Fund	2027	526,400	2.00 - 4.50	\$210,500
Wastewater Enterprise Fund	2041	7,053,700	2.00 - 5.00	\$5,567,300
Water Supply Enterprise Fund	2041	15,655,700	2.00 - 5.00	11,359,500
Add: unamortized premium				319,000
Total Water Supply Bonds Enterprise Fund Payable, net				\$11,678,500
Marina Enterprise Fund	2037	4,114,250	2.00 - 4.00	1,620,750
Add: unamortized premium				143,246
Total Marina Enterprise Fund Bonds Payable, net				\$1,763,996
Sandy Neck Enterprise Fund	2031	1,860,200	2.00 - 4.125	595,200
Add: unamortized premium				124,800
Total Sandy Neck Enterprise Fund Bonds Payable, net				\$720,000
Hyannis Youth and Community Center	2041	9,702,000	2.00 - 4.50	6,602,700
Add: unamortized premium				398,462

Total Hyannis Youth and Community Center Bonds Payable, net	\$7,001,162
Subtotal Enterprise Funds General Obligation Bonds Payable, net	\$30,574,941
Direct Borrowings Payable:	
Wastewater - MCWT	8,723,044
Water Supply - MCWT	20,449,953
Subtotal Enterprise Funds Direct Borrowings Payable	\$29,172,997
Total Bonds Payable, net	\$59,747,938

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

General Obligation Bonds Payable				Direct Borrowings Payable			
Year	Principal	Interest	Total	Year	Principal	Interest	Total
2022	\$3,225,950	\$1,074,212	\$4,300,162	2022	\$1,924,325	\$439,555	\$2,363,880
2023	3,239,000	945,278	4,184,278	2023	1,964,074	472,002	2,436,076
2024	3,106,000	812,312	3,918,312	2024	1,969,569	435,519	2,405,088
2025	3,124,500	679,674	3,804,174	2025	1,850,822	405,855	2,256,677
2026	2,798,500	553,558	3,352,058	2026	1,887,853	376,563	2,264,416
2027	2,738,000	452,964	3,190,964	2027	1,925,672	346,642	2,272,314
2028	1,544,000	357,348	1,901,348	2028	1,964,297	316,069	2,280,366
2029	1,088,500	296,872	1,385,372	2029	1,565,527	286,012	1,851,539
2030	1,067,000	250,304	1,317,304	2030	1,554,931	256,895	1,811,826
2031	991,500	207,404	1,198,904	2031	1,586,226	227,563	1,813,789
2032	905,000	174,596	1,079,596	2032	1,245,979	201,306	1,447,285
2033	905,000	147,438	1,052,438	2033	1,271,137	178,195	1,449,332
2034	895,000	122,592	1,017,592	2034	861,135	158,038	1,019,173
2035	895,000	98,478	993,478	2035	877,952	142,666	1,020,618
2036	875,000	74,364	949,364	2036	895,151	126,943	1,022,094
2037	710,000	50,716	760,716	2037	789,446	110,860	900,306
2038	460,000	31,462	491,462	2038	713,505	96,877	810,382
2039	400,000	20,564	420,564	2039	727,178	84,396	811,574
2040	335,000	11,476	346,476	2040	576,700	73,270	649,970
2041	225,000	4,500	229,500	2041	587,433	63,526	650,959
Totals	\$29,527,950	\$6,366,112	\$35,894,062	2042	467,209	53,550	517,759
				2043	475,247	43,338	518,585
				2044	486,548	32,882	519,430
				2045	498,118	22,178	520,296
				2046	509,963	11,220	521,183
				Totals	\$29,172,997	\$4,961,918	\$34,134,915

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, 2021, the Town has not incurred \$609,500 of the eligible construction costs related to the projects and as a result has not yet received the corresponding loan proceeds from MCWT. Accordingly, the Town has recorded \$609,500 as an intergovernmental receivable in its basic financial statements, as of June 30, 2021.

The Town is scheduled to be subsidized by the MCWT on a periodic basis for principal in the amount of \$148,109 and interest costs for \$24,325. The principal subsidies are guaranteed.

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, 2021, the Town had the following authorized and unissued debt:

Purpose	Amount
Sewer projects	\$49,242,2970
Water projects	1,935,985
Airport projects	35,150,550
School improvements	5,430,648
Cotuit Bay entrance channel dredging project	4,075,233
Private road repairs	165,736
Clear vegetation and obstruction project	300,000
Golf Course Improvements	959,179
Town Hall security improvements	1,908,596
Police Facility	1,146,464
Bismore Park	375,000
Patrol Vessel	310,000
HYCC Facility Improvements	1,644,600
Solid Handling Upgrades Construction	8,500,000
Public Bridget Maintenance and Repairs	500,000
Emergency Generator Implementation Plan	615,250
Totals	\$112,260,211

Much of the authorized and unissued debt for Airport projects will be rescinded in the future as they have received grants from the Federal Aviation Administration and Massachusetts Department of Transportation for their projects eliminating the need to borrow funds.

General Obligation Debt – Credit Ratings

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

In February 2021, the Town Treasurer conducted a \$2.789 million bond sale, which required a rating to be assigned to it prior to the sale. In their most recent bond rating analysis dated February 2021 Standard & Poor's (S&P) affirmed the 'AAA' rating on the Town's outstanding debt with a stable outlook. S&P cited the following reasons for their rating and stable outlook: **Long Term Rating: AAA/Stable** **New Barnstable GO Long Term Rating: AAA/Stable Affirmed**

Under our criteria, titled "Ratings above the Sovereign: Corporate And Government Ratings—Methodology And Assumptions," published Nov. 19, 2013, we rate Barnstable higher than the nation because we think the town can maintain better credit characteristics than the nation in a stress scenario based on its predominantly locally derived revenue base and our view that pledged revenue supporting bond debt service is at limited risk of negative sovereign intervention. In 2020, local property taxes generated nearly 70% of revenue, which demonstrated a lack of dependence

on central government revenue.

The town's general creditworthiness reflects our opinion of its:

- Very strong economy, with access to a broad and diverse metropolitan statistical area (MSA);
- Very strong management, with strong financial policies and practices under our Financial Management Assessment (FMA) methodology;
- Strong budgetary performance, with operating surpluses in the general fund and at the total governmental fund level in fiscal 2020, as well as reflecting some continued risk associated with the pandemic on near-term operations;
- Very strong budgetary flexibility, with an available fund balance in fiscal 2020 of 27% of operating expenditures;
- Very strong liquidity, with total government available cash at 23.3% of total governmental fund expenditures and 5.3x governmental debt service, and access to external liquidity we consider strong;
- Strong debt and contingent liability profile, with debt service carrying charges at 4.4% of expenditures and net direct debt that is 39.7% of total governmental fund revenue, as well as low overall net debt at less than 3.0% of market value and rapid amortization, with 74.9% of debt scheduled to be retired in 10 years, but a large pension and other postemployment benefit (OPEB) obligation and the lack of a plan to sufficiently address the obligation; and
- Strong institutional framework score.

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

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

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

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

Extract from Standard & Poor’s Credit Profile of Barnstable Dated February 4, 2021

“The rating reflects our opinion of Barnstable's very strong economy, supported by a wealthy tax base and high income. In addition, we think the town's continued maintenance of very strong budgetary flexibility, with available reserves averaging about 25% of expenditures during the past three fiscal years, due to positive financial performance and very strong management; further support our view of the rating. Although we think long-term retirement liabilities and costs and potential additional debt could pressure the budget, we believe that the town will likely manage these costs appropriately and that additional debt will likely remain relatively affordable due to Barnstable's size and wealthy tax base.”

General Obligation Debt - Limitations

There are legal limitations that govern the issuance of municipal debt. Under Massachusetts statutes, the debt limit of the Town of Barnstable is 5 percent of the valuation of taxable property as last equalized by the State Department of Revenue. The Town can authorize debt up to this amount without State approval. The current debt limitation for the Town of Barnstable is close to \$801.6 million, which is significantly higher than the Town's outstanding general obligation debt that is subject to this limitation. It should be pointed out that much of the existing Town debt does not factor into this limitation. There are categories of general obligation debt that are exempt from, and do not count against the debt limit such as certain school bonds, water bonds, solid waste disposal facility bonds, and water pollution abatement revenue bonds.

Town's Equalized Valuation (EQV)	<u>\$16,031,005,100</u>
Debt Limit – 5% of EQV	801,550,405
Less:	
Outstanding Debt Applicable to Limit	69,205,033
Authorized and Unissued Debt	<u>112,260,211</u>
Legal Debt Margin	<u>\$620,085,161</u>
% of debt limit debt applicable to the limit	22.64%

General Obligation Debt – Affordability

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

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

Direct and Overlapping Governmental Activities Debt

As of June 30, 2021

Town of Barnstable, Massachusetts	Debt Outstanding	Percentage Applicable (1), (2)	Share of Overlapping Debt
Debt repaid with property taxes and user charges:			
Barnstable County	\$22,991,188	17.00%	\$3,910,801
Cape Cod Regional Technical High School	66,050,000	27.00%	17,833,500
Barnstable Fire District	1,975,000	100.00%	1,975,000
Centerville-Osterville-Marston Mills Fire District	1,427,551	100.00%	1,427,551
Cotuit Fire District	2,842,104	100.00%	2,842,104
Hyannis Fire District	16,455,000	100.00%	16,455,000

Subtotal, overlapping debt	44,443,956
Town direct debt	53,855,792
Total direct and overlapping debt	\$98,299,748

- (1) County expenses, including debt service, are assessed upon the towns within the county in proportion to their taxable valuation.
- (2) The fire districts are special governmental units. The Town serves as a collecting agent for taxes and transfers funds directly to the fire districts on a weekly basis.

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

Town of Barnstable Debt Ratios

Current Status

Criteria

0.51%

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

Formula – Total Government Obligation Bonds Debt Service ÷ Equalized Valuation

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

5.57%

Municipal Debt Burden – Current Year

Formula - Total Government Obligation Bonds Debt Service ÷ Total General Fund Expenditures

Standard & Poor's rates this as Low (Below 8%)

\$2,322

Net Debt Per Capita

Formula – Governmental Fund Debt (Short + Long Term Debt) ÷ Town population

Standard & Poor's rates this as Low (below \$2,000)

\$327,725

Per Capita Market Value

Formula – Equalized Valuation ÷ Population

Standard & Poor's rates this as Extremely Strong (Above \$100,000)

Administrative Policies In Relation To Debt

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

Debt Refinancing

Refunding (or refinancing) bonds are characterized as either current refunding's or advance refunding's. A current refunding is one in which the outstanding (refunded) bonds are redeemed within 90 days of the date the refunding bonds are issued. In an advance refunding, the refunded bonds are redeemed more than 90 days from the date the refunding bonds are issued. Changes to federal tax law in late 2017 eliminated the ability of governments to issue tax-exempt advance refunding bonds. Taxable advance refunding's of tax-exempt or taxable bonds are still permitted. However, if this opportunity is reintroduced, an advance refunding of outstanding debt shall only be considered when present value savings of at least 3% of the principal amount of the refunded bonds are produced, unless: (1) a debt restructuring is necessary or (2) bond covenant revisions are necessary in order to facilitate the ability to provide

services or to issue additional debt. The Town, in collaboration with its Financial Advisor, will continually monitor the municipal bond market conditions to identify refinancing opportunities. An analysis shall be conducted when necessary to determine whether debt financing, cash purchase, or leasing is the most cost effective method of financing for the Town.

General Obligation Debt

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

The debt-to- assessed value ratio for the Town of Barnstable is 0.71%.

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

The Town's debt coverage ratio is 5.57%.

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

The Town's debt-to-income per capita ratio is 6.6%.

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

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

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

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

Capital Trust Fund

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

1. The Capital Trust Fund will be funded through a general operation set aside of at least \$1.9 million annually. The estimated commitment for FY 2023 is approximately \$12 million. This is expected to increase by 2.5% for the next 5 years.

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

Debt Summarized

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

Debt Amortization Schedules as of June 30, 2022

SCHOOLS INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
CTF Advance Refund 6/15/2003 School Remodel	04/18/12	09/15/22	193,400	15,300	-	-	-	-	-	-	-	-	-
CTF Advance Refund 6/15/2003 School Remodel	04/18/12	09/15/22	242,700	20,196	-	-	-	-	-	-	-	-	-
CTF School Roof Repairs	11/22/13	11/15/23	600,000	62,250	60,750	-	-	-	-	-	-	-	-
CTF HS Library AC Units	11/22/13	11/15/23	450,000	46,688	45,563	-	-	-	-	-	-	-	-
CTF School Fire & Communications System	11/22/13	11/15/23	200,000	20,750	20,250	-	-	-	-	-	-	-	-
CTF School Computer Network Infrastructure	11/22/13	11/15/23	189,000	15,563	15,188	-	-	-	-	-	-	-	-
CTF Early Learning Center Modular Facility	02/17/15	02/15/35	2,000,000	141,125	137,125	133,125	129,125	126,125	123,125	120,625	118,000	115,000	112,000
CTF School Health & Safety Improvements	02/17/15	02/15/26	193,400	21,740	19,980	19,260	18,540	-	-	-	-	-	-
CTF MME Roof Replacement (I) \$750,000	02/17/15	02/15/26	329,800	43,240	40,720	34,240	32,960	-	-	-	-	-	-
CTF School Upgrades 2 (I) \$150,000 Refunded	02/17/15	02/15/27	47,400	5,820	5,620	4,920	4,240	4,120	-	-	-	-	-
CTF BHMCPs Roof (I) \$910,000 Refunded	02/17/15	02/15/27	426,900	50,610	48,890	46,170	44,490	42,230	-	-	-	-	-
CTF Elementary School Modular Classroom	02/25/16	06/30/36	3,720,000	265,706	258,306	250,906	243,506	236,106	232,406	227,781	223,850	218,300	212,750
CTF BIS Façade & Roof Improvements	02/25/16	06/30/36	3,353,000	242,781	235,981	229,181	222,381	210,581	207,281	203,156	199,650	194,700	189,750
CTF BCHMCPs Façade & Roof Improvements	02/25/16	06/30/26	260,000	29,000	28,000	27,000	26,000	-	-	-	-	-	-
CTF High School & Middle School Boiler	02/25/16	06/30/26	350,000	40,600	39,200	37,800	36,400	-	-	-	-	-	-
CTF W Village Elementary A/C Replacement	02/25/16	06/30/26	250,000	29,000	28,000	27,000	26,000	-	-	-	-	-	-
CTF School Facility Improvements 1 (I)	06/21/16	06/30/28	295,700	34,800	33,600	32,400	31,800	31,200	30,600	-	-	-	-
CTF School Parking Lot Light Pole Replacement (I)	02/23/17	06/30/27	435,000	53,400	51,600	44,800	43,200	41,600	-	-	-	-	-
CTF School Unit Ventilator Upgrade (I)	02/23/17	06/30/27	230,000	29,200	23,200	22,400	21,600	20,800	-	-	-	-	-
CTF Horace Mann Roof (I) (#2016-081)	02/27/18	06/30/38	2,350,000	191,119	187,519	181,519	175,519	169,519	163,519	152,519	147,919	143,319	139,869
CTF Barnstable Public Schools Unit Ventilator (I)	02/27/18	06/30/28	225,000	30,750	25,000	24,000	23,000	22,000	21,000	-	-	-	-
CTF Hyannis West Elementary Learning Center (I)	02/27/18	06/30/38	2,968,500	239,856	235,356	227,856	220,356	212,856	205,356	197,856	191,856	185,856	176,356
CTF Barnstable Public Schools Asbestos	02/27/18	06/30/28	270,000	32,000	31,250	30,000	28,750	27,500	26,250	-	-	-	-
CTF Barnstable High School Stadium Bleachers (I)	02/27/18	06/30/33	966,000	93,950	92,000	88,750	85,500	82,250	79,000	75,750	73,150	70,550	63,600
CTF Barnstable High School Cafeteria Window (I)	02/27/18	06/30/38	400,000	32,125	31,525	30,525	29,525	28,525	27,525	26,525	25,725	24,925	24,325
CTF Hyannis West Elementary School Roof Truss	02/26/19	06/30/39	850,000	73,800	71,550	69,300	67,050	64,800	62,550	60,300	53,050	51,050	49,850
CTF Barnstable High School Sports Field Upgrade	02/26/19	06/30/34	4,600,000	469,100	453,600	433,100	417,850	402,600	387,350	372,100	356,850	341,600	332,450
CTF Barnstable High School Engineering Phase 2	02/25/20	06/30/25	144,000	34,250	32,750	26,250	-	-	-	-	-	-	-
CTF Barnstable Public Schools Mechanical	02/25/20	06/30/40	250,000	23,225	22,475	21,725	20,975	20,225	19,475	18,725	17,975	12,375	12,075
CTF Barnstable Public Schools Environmental Lab	02/25/20	06/30/40	222,000	21,775	21,025	15,275	14,775	14,275	13,775	13,275	12,775	12,375	12,075
CTF BPS & BIS Roof Top Ventilators (#2019-098)	02/25/20	06/30/40	1,500,000	122,063	118,313	114,563	110,813	107,063	103,313	99,563	95,813	92,813	90,563
CTF Centerville Elementary Ventilator	02/25/20	06/30/40	500,000	40,688	39,438	38,188	36,938	35,688	34,438	33,188	31,938	30,938	30,188
CTF Hyannis West Elementary School Roof	02/25/20	06/30/40	450,000	39,500	38,250	37,000	35,750	34,500	33,250	32,000	30,750	24,750	24,150
CTF Centerville Elementary Roof (#2019-102)	02/25/20	06/30/40	250,000	23,225	22,475	21,725	20,975	20,225	19,475	18,725	17,975	12,375	12,075
CTF Barnstable High School Sports Field	02/25/20	06/30/35	1,100,000	113,350	109,600	105,850	102,100	98,350	94,600	90,850	87,100	79,100	77,000
CTF School Building Improvements Refi 6/15/10	03/15/21	06/30/30	337,450	51,525	50,200	48,850	46,975	45,600	43,700	41,800	39,900	-	-
CTF School Improvement (I) Refi 6/15/11	03/15/21	06/30/26	133,250	31,825	30,500	29,175	28,350	-	-	-	-	-	-
CTF School Facilities Upgrades/Repairs II	03/15/21	06/30/26	44,400	10,275	10,350	9,900	9,450	-	-	-	-	-	-
CTF School Facilities Upgrades/Repairs III	03/15/21	06/30/26	44,400	10,275	10,350	9,900	9,450	-	-	-	-	-	-
CTF School Facilities Upgrades/Repairs V (I)	03/15/21	06/30/31	358,750	52,690	50,840	49,490	48,115	46,215	39,315	37,665	36,515	34,840	-
CTF School District-Wide Communication,	03/15/21	06/30/26	404,500	96,000	92,000	88,000	84,000	-	-	-	-	-	-
CTF Elementary School HVAC Chiller	03/15/21	06/30/41	400,000	33,000	32,000	31,000	30,000	29,000	28,000	27,000	26,000	25,000	24,200
CTF BHS and BIS Rooftop Ventilator Replacement	03/15/22	03/15/42	3,205,000	291,650	278,400	270,400	262,400	256,000	248,000	240,000	232,000	224,000	216,000
Total Schools Interest & Principal				3,325,784	3,178,738	2,911,543	2,788,858	2,429,953	2,243,303	2,089,403	2,018,790	1,893,865	1,799,275
LAND ACQUISITION INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
CTF Land Acquisition (I) - Hyannis Golf Course	02/17/15	02/15/26	325,200	43,040	35,520	34,240	32,960	-	-	-	-	-	-
CTF Land Acquisition - CAP \$365,200 Refunded	06/21/16	06/30/23	115,000	21,840	-	-	-	-	-	-	-	-	-
Total Land Acquisition Interest & Principal				64,880	35,520	34,240	32,960	-	-	-	-	-	-

PUBLIC WAYS INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
CTF Advance Refund 6/15/2003 Drainage 1 (i)	04/18/12	09/15/22	193,200	15,504	-	-	-	-	-	-	-	-	-
CTF Private Road Repairs (I) \$633,000	11/22/13	11/15/23	633,000	62,250	60,750	-	-	-	-	-	-	-	-
CTF Sidewalk Overlays	11/22/13	11/15/23	190,000	15,563	15,188	-	-	-	-	-	-	-	-
CTF Bumps River Bridge Repair	11/22/13	11/15/23	120,000	10,375	10,125	-	-	-	-	-	-	-	-
CTF Guardrail Improvements (#2015-098)	02/25/16	06/30/36	170,000	17,400	16,800	16,200	15,600	-	-	-	-	-	-
CTF Sidewalk Improvements (#2015-098)	02/25/16	06/30/36	230,000	23,200	22,400	21,600	20,800	-	-	-	-	-	-
CTF Road Repairs (#2015-102)	02/25/16	06/30/31	518,000	44,719	43,319	41,919	40,519	39,119	38,419	37,544	31,800	30,900	-
CTF Road Repairs - Governor's Way (#2016-037)	02/25/16	06/30/31	304,000	25,725	24,925	24,125	23,325	22,525	22,125	21,625	21,200	20,600	-
CTF Private Road Repairs \$1,607,900	06/21/16	06/30/23	509,000	104,000	-	-	-	-	-	-	-	-	-
CTF Private Roads Repairs (I) \$167,300	02/23/17	06/30/31	167,300	13,400	13,000	12,600	12,200	11,800	11,400	11,000	10,600	10,300	-
CTF Guardrail & Sidewalk Improvement Program	02/23/17	06/30/32	680,750	61,650	59,850	58,050	56,250	54,450	52,650	50,850	49,050	47,700	46,350
CTF Guardrail & Sidewalk (I) (#2017-073)	02/27/18	06/30/33	287,000	28,550	27,950	26,950	25,950	24,950	23,950	22,950	22,150	16,350	15,900
CTF Sidewalk Improvements (#2019-125)	02/25/20	06/30/35	314,000	30,400	29,400	28,400	27,400	26,400	25,400	24,400	23,400	22,600	22,000
CTF Crosswalk Improvements (#2019-128)	02/25/20	06/30/35	113,100	13,850	13,350	12,850	12,350	11,850	6,350	6,100	5,850	5,650	5,500
CTF Baxter's Neck Road - Private Way Refi	03/15/21	06/30/26	138,338	21,050	20,175	19,800	18,900	-	-	-	-	-	-
CTF Bumps River Bridge Repair (#2019-124)	03/15/21	06/30/41	900,000	74,250	72,000	69,750	67,500	65,250	63,000	60,750	58,500	56,250	54,450
CTF Public Bridge Maintenance and Repairs (I)	03/15/22	03/15/32	500,000	74,000	71,500	69,000	66,500	64,500	62,000	59,500	57,000	54,500	52,000
CTF Emergency Generator Implementation Plan	03/15/22	03/15/32	615,250	94,813	91,300	88,050	79,800	77,400	74,400	71,400	68,400	65,400	62,400
Total Public Ways Interest & Principal				730,698	592,031	489,294	467,094	398,244	379,694	366,119	347,950	330,250	258,600

PUBLIC FACILITIES INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
CTF Advance Refund 6/15/2003 Building	04/18/12	09/15/22	96,600	6,732	-	-	-	-	-	-	-	-	-
CTF Advance Refund 6/15/2003 Police Facility	04/18/12	09/15/22	626,900	61,200	-	-	-	-	-	-	-	-	-
CTF Tennis Courts	11/22/13	11/15/23	500,000	51,875	50,625	-	-	-	-	-	-	-	-
CTF US Custom House upgrades	11/22/13	11/15/23	263,000	25,938	25,313	-	-	-	-	-	-	-	-
CTF Osterville Community Building Upgrades	11/22/13	11/15/23	200,000	20,750	20,250	-	-	-	-	-	-	-	-
CTF Police Station Upgrades	11/22/13	11/15/23	168,000	15,563	15,188	-	-	-	-	-	-	-	-
CTF Town Hall Interior Upgrades	11/22/13	11/15/23	150,000	15,563	15,188	-	-	-	-	-	-	-	-
CTF Guyer Barn Upgrades	11/22/13	11/15/23	148,000	15,438	10,125	-	-	-	-	-	-	-	-
CTF MEA Facility Upgrades	11/22/13	11/15/23	131,000	10,375	10,125	-	-	-	-	-	-	-	-
CTF Pearl St Building Upgrades	11/22/13	11/15/23	114,000	10,375	10,125	-	-	-	-	-	-	-	-
CTF S&G Facility Roof Repairs	11/22/13	11/15/23	103,000	10,375	10,125	-	-	-	-	-	-	-	-
CTF West Barnstable Community Building	11/22/13	11/15/23	72,000	5,188	5,063	-	-	-	-	-	-	-	-
CTF Highway Operations Facility Construction	11/22/13	11/15/23	66,000	5,188	5,063	-	-	-	-	-	-	-	-
CTF Centerville Recreation Building	02/17/15	02/15/35	185,000	13,663	13,263	12,863	12,463	12,163	11,863	11,613	11,350	11,050	10,750
CTF Senior Center - Parking Lot Expansion	02/17/15	02/15/30	290,000	24,925	24,125	23,325	22,525	21,925	21,325	20,825	10,300	-	-
CTF Police Facilities	02/17/15	02/15/35	288,000	20,719	20,119	19,519	18,919	18,469	18,019	17,644	17,250	16,800	16,350
CTF Police Station Construction (I) \$400,000 Adv	02/17/15	02/15/25	181,650	20,160	19,440	18,720	-	-	-	-	-	-	-
CTF Senior Center - Garden Level \$457,000	02/17/15	02/15/27	195,000	22,420	21,660	20,900	20,140	19,570	-	-	-	-	-
CTF Town Building Repairs & Renovations	02/17/15	02/15/27	317,600	38,410	37,090	30,770	29,650	27,810	-	-	-	-	-
CTF Bismore Park Visitor Center - CAP \$150,000	06/21/16	06/30/23	48,000	10,400	-	-	-	-	-	-	-	-	-
CTF Bismore Park Visitor Center \$465,000	06/21/16	06/30/23	147,500	29,120	-	-	-	-	-	-	-	-	-
CTF Municipal Building Improvements \$297,000	06/21/16	06/30/28	49,300	5,800	5,600	5,400	5,300	5,200	5,100	-	-	-	-
CTF Police Station Remodeling (#2015-100)	02/25/16	06/30/36	355,000	27,444	26,644	25,844	25,044	24,244	18,844	18,469	18,150	17,700	17,250
CTF Town Hall Remodeling (#2015-101)	02/25/16	06/30/36	939,000	69,831	62,831	61,031	59,231	57,431	56,531	55,406	54,450	53,100	51,750
CTF Joshua's Pond Recreational Facility	02/25/16	06/30/31	282,000	25,194	24,394	23,594	22,794	21,994	16,594	16,219	15,900	15,450	-
CTF Craigville Beach Bathhouse (#2016-031)	02/25/16	06/30/36	450,000	34,525	33,525	32,525	31,525	25,525	25,125	24,625	24,200	23,600	23,000
CTF Beach Facility Improvement (I) (#2016-110)	02/23/17	06/30/27	438,000	53,400	51,600	44,800	43,200	41,600	-	-	-	-	-
CTF Osterville Bay Elem School Improvements (I)	02/23/17	06/30/37	724,300	53,594	52,194	50,794	49,394	47,994	46,594	45,194	43,794	42,744	41,694
CTF Lombard Field Improvements (I) (#2016-113)	02/23/17	06/30/37	895,000	68,738	66,938	65,138	63,338	61,538	59,738	57,938	56,138	54,788	53,438
CTF West Barnstable Shooting Range (I)	02/27/18	06/30/28	314,000	38,400	37,500	36,000	34,500	33,000	31,500	-	-	-	-
CTF Design and Hazmat Removal Project Army	02/26/19	06/30/24	461,750	99,000	94,500	-	-	-	-	-	-	-	-
CTF Senior Center Renovations (#2018-076)	02/26/19	06/30/39	659,000	57,288	55,538	53,788	52,038	50,288	48,538	46,788	45,038	38,288	37,388

CTF Osterville Recreation Building Design	02/26/19	06/30/39	675,000	57,888	56,138	54,388	52,638	50,888	49,138	47,388	45,638	43,888	42,838
CTF Town Hall Restroom Renovations	02/26/19	06/30/39	560,000	49,056	47,556	46,056	44,556	43,056	41,556	40,056	38,556	37,056	31,156
CTF Former Marston Mills Elementary School	02/26/19	06/30/24	176,050	38,500	36,750	-	-	-	-	-	-	-	-
CTF School Administration Building (#2018-092)	02/26/19	06/30/24	285,000	60,500	57,750	-	-	-	-	-	-	-	-
CTF School Administration Building Remodeling	02/25/20	06/30/40	996,000	81,263	78,763	76,263	73,763	71,263	68,763	66,263	63,763	61,763	60,263
CTF Craigville Bath House (#2019-116)	02/25/20	06/30/40	255,000	23,375	22,625	21,875	21,125	20,375	19,625	18,875	18,125	17,525	12,075
CTF Craigville Parking Lot (#2019-116)	02/25/20	06/30/35	160,000	15,200	14,700	14,200	13,700	13,200	12,700	12,200	11,700	11,300	11,000
CTF Marston Mills Tennis Courts (#2019-117)	02/25/20	06/30/35	620,000	66,300	64,050	56,800	54,800	52,800	50,800	48,800	46,800	45,200	44,000
CTF Public Bridge Improvements and Repairs	02/25/20	06/30/40	500,000	40,688	39,438	38,188	36,938	35,688	34,438	33,188	31,938	30,938	30,188
CTF Police Facility Refi 6/15/10	03/15/21	06/30/30	187,450	28,850	27,825	26,800	26,275	25,225	24,175	23,125	22,575	-	-
CTF Municipal Facility Improvements Refi	03/15/21	06/30/29	33,750	5,475	5,275	5,075	4,875	5,175	4,950	4,725	-	-	-
CTF Town Hall Security Improvements	03/15/21	06/30/41	480,000	40,850	39,600	38,350	37,100	35,850	34,600	33,350	32,100	30,850	29,850
CTF Osterville Field Construction & Site	03/15/21	06/30/36	705,600	75,750	73,250	70,750	68,250	60,750	58,500	56,250	54,000	51,750	49,950
CTF 200 Main Street Mansard Evaluation &	03/15/21	06/30/41	374,000	32,400	31,400	30,400	29,400	28,400	27,400	26,400	25,400	24,400	23,600
CTF Salt Storage Facility Design & Construction	03/15/21	06/30/41	345,000	31,750	30,750	29,750	28,750	27,750	26,750	25,750	24,750	18,750	18,150
CTF Police Facility Improvements (I) (#2021-098)	03/15/22	03/15/42	806,432	78,354	69,600	67,600	65,600	64,000	62,000	60,000	58,000	56,000	54,000
CTF Police Site Security Fence (I) (#2021-099)	03/15/22	03/15/42	340,032	33,834	32,800	31,800	30,800	30,000	29,000	28,000	27,000	21,000	20,250
CTF Marston Mills School Demolition (I)	03/15/22	03/15/27	360,011	87,262	78,750	85,500	81,750	78,750	-	-	-	-	-
CTF Town Hall Mechanical Improvements (I)	03/15/22	03/15/42	1,908,596	179,076	165,300	160,550	155,800	152,000	147,250	142,500	137,750	133,000	128,250
Total Public Facilities Interest & Principal				1,993,954	1,796,465	1,379,353	1,316,178	1,263,918	1,051,413	981,588	934,663	856,938	807,188
WATERWAYS INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
CTF East Bay Dredging	11/22/13	11/15/23	600,000	62,250	60,750	-	-	-	-	-	-	-	-
CTF Hyannis Harbor Bulkhead Construction	11/22/13	11/15/23	142,000	10,375	10,125	-	-	-	-	-	-	-	-
CTF Millway Boat Ramp & Dock Upgrades	11/22/13	11/15/23	133,000	10,375	10,125	-	-	-	-	-	-	-	-
CTF Marstons Mills Fish Run Reconstruction	02/17/15	02/15/30	326,000	25,225	24,425	23,625	22,825	22,225	21,625	21,125	20,600	-	-
CTF Pleasant St. Dock - 1 \$350,000 Refunded	06/21/16	06/30/23	109,500	21,840	-	-	-	-	-	-	-	-	-
CTF Pleasant St. Dock - 2 \$350,000 Refunded	06/21/16	06/30/23	110,000	21,840	-	-	-	-	-	-	-	-	-
CTF Boat Ramps - CAP \$927,000 Refunded	06/21/16	06/30/23	290,000	57,200	-	-	-	-	-	-	-	-	-
CTF Paving: Bay Street Boat Ramp (#2015-099)	02/25/16	06/30/26	142,000	17,000	16,400	10,800	10,400	-	-	-	-	-	-
CTF Channel Dredging - Barnstable Harbor	02/25/16	06/30/26	490,000	57,600	55,600	48,600	46,800	-	-	-	-	-	-
CTF Blish Point Boat Access Channel Dredging	02/23/17	06/30/37	943,900	74,506	72,506	70,506	63,506	61,706	59,906	58,106	56,306	54,956	53,606
CTF Dredging Refi 6/15/10	03/15/21	06/30/24	78,800	30,550	24,150	-	-	-	-	-	-	-	-
CTF Prince Cove/Hayward Rd. Boat Ramp Refi	03/15/21	06/30/26	177,650	42,100	40,850	39,075	37,800	-	-	-	-	-	-
CTF Channel Dredging - (#2019-119)	03/15/21	06/30/41	406,000	33,000	32,000	31,000	30,000	29,000	28,000	27,000	26,000	25,000	24,200
CTF Patrol Vessel Replacement (I) (#2021-103)	03/15/22	03/15/32	310,000	49,900	48,150	41,400	39,900	38,700	37,200	35,700	34,200	32,700	31,200
Total Waterways Interest & Principal				513,761	395,081	265,006	251,231	151,631	146,731	141,931	137,106	112,656	109,006
WATER QUALITY INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
CTF Advance Refund 6/15/2003 Drainage 2 (i)	04/18/12	09/15/22	96,700	6,834	-	-	-	-	-	-	-	-	-
CTF Water Quality Evaluation	11/22/13	11/15/23	230,000	20,750	20,250	-	-	-	-	-	-	-	-
CTF Hamblin Pond Alum Treatment (#2015-112)	02/25/16	06/30/31	300,000	25,725	24,925	24,125	23,325	22,525	22,125	21,625	21,200	20,600	-
CTF Lake Treatment Refi 6/15/10	03/15/21	06/30/25	54,350	15,550	14,875	14,700	-	-	-	-	-	-	-
CTF Stormwater Improvements - Impaired Ponds	03/15/21	06/30/41	300,000	24,750	24,000	23,250	22,500	21,750	21,000	20,250	19,500	18,750	18,150
CTF Stormwater Improvements - Impaired Ponds	03/15/22	03/15/32	325,000	50,600	48,850	47,100	45,350	43,950	37,200	35,700	34,200	32,700	31,200
Total Water Quality Interest & Principal				144,209	132,900	109,175	91,175	88,225	80,325	77,575	74,900	72,050	49,350
TOTAL GENERAL FUND BOND OBLIGATIONS				6,773,286	6,130,735	5,188,610	4,947,495	4,331,970	3,901,465	3,656,615	3,513,409	3,265,759	3,023,419
AIRPORT INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
Airport Terminal Ramp Construction - Phase 2	02/23/17	06/30/37	428,000	32,413	31,613	30,813	30,013	29,213	28,413	27,613	26,813	26,013	25,213
Airport New Fuel Farm (I) (#2013-102)	02/23/17	06/30/36	634,500	47,875	46,675	45,475	44,275	43,075	41,875	40,675	39,475	38,275	37,075
Airport East Ramp Design & Construction (O)	02/23/17	06/30/37	641,200	43,169	41,669	40,169	38,669	37,169	35,669	34,169	32,669	31,169	29,669

Runway Reconstruction & Generator	02/26/19	06/30/39	355,500	32,144	31,144	30,144	29,144	28,144	27,144	26,144	25,144	19,144	18,694
Airfield Improvements	02/26/19	06/30/31	59,700	7,150	6,900	6,650	6,400	6,150	5,900	5,650	5,400	5,150	-
Total Airport Fund Bonds				162,750	163,500	159,050	154,600	155,150	150,500	155,850	150,800	146,700	138,100
GOLF COURSE INTEREST & PRINCIPAL													
	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
Hyannis Golf Course Acquisition \$3,900,000	02/17/15	02/15/25	1,951,500	288,200	291,960	290,160	-	-	-	-	-	-	-
Olde Barnstable Building Improvements	02/25/16	06/30/26	174,000	23,200	22,400	21,600	20,800	-	-	-	-	-	-
Hyannis Building Improvements (#2015-106)	02/25/16	06/30/26	140,000	17,400	16,800	16,200	15,600	-	-	-	-	-	-
Olde Barnstable Fairgrounds Golf Course (I)	02/23/17	06/30/37	245,000	21,113	20,513	19,913	19,313	13,713	13,313	12,913	12,513	12,213	11,913
Hyannis Golf Course Improvements (I)	02/23/17	06/30/37	292,700	22,475	21,875	21,275	20,675	20,075	19,475	18,875	18,275	17,825	17,375
Hyannis Golf Course Turf Maintenance (I)	02/27/18	06/30/23	310,000	61,800	-	-	-	-	-	-	-	-	-
Olde Barnstable Turf maintenance Equipment	03/15/22	03/15/32	467,179	69,688	65,150	52,900	51,150	49,750	68,000	65,250	62,500	59,750	52,000
Total Golf Course				503,875	438,698	422,048	127,538	83,538	100,788	97,038	93,288	89,788	81,288
WATER POLLUTION CONTROL INTEREST & PRINCIPAL													
	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
Shallow Well Injection - CW-00-60 - Pool 8	08/25/04	08/01/22	436,370	30,750	-	-	-	-	-	-	-	-	-
Shallow Well Injection - CW-00-60 - Pool 8	08/25/04	08/01/22	(9,028)	(9,028)	-	-	-	-	-	-	-	-	-
Sewer 98-44A	07/14/06	08/01/23	1,582,178	120,681	115,000	-	-	-	-	-	-	-	-
Sewer 98-44A (Subsidy)	07/14/06	08/01/23	(subsidy)	(38,360)	(34,430)	-	-	-	-	-	-	-	-
Sewer 98-49A	12/14/06	08/01/23	556,458	41,976	40,000	-	-	-	-	-	-	-	-
Sewer 98-49A (Subsidy)	12/14/06	08/01/23	(subsidy)	(13,463)	(12,096)	-	-	-	-	-	-	-	-
MWPAT CW-04-35	12/15/09	07/15/27	4,938,114	326,668	326,668	326,668	326,668	326,668	326,668	-	-	-	-
Sewer 05-28 Restructured	03/15/11	07/15/28	629,403	41,636	41,637	41,637	41,637	41,636	41,637	41,636	-	-	-
Sewer CW-04-35A Pool 13	06/06/12	07/15/27	1,469,137	107,259	107,247	107,234	107,221	107,207	107,193	-	-	-	-
Rehab Clarifiers (#2015-091)	06/21/16	06/30/28	251,000	26,080	33,200	27,000	26,500	26,000	25,500	-	-	-	-
Pump Station/Sewer Main Const (#2009-132)	02/25/16	06/30/36	1,000,000	71,813	69,813	67,813	65,813	63,813	62,813	61,563	60,500	59,000	57,500
Wastewater Treatment Plant Clarifiers Rehab (O)	02/23/17	06/30/37	1,146,000	90,019	87,619	85,219	82,819	75,419	73,219	71,019	68,819	67,169	65,519
Wastewater Treatment Plant Backup Generator	02/23/17	06/30/37	862,000	67,650	65,850	64,050	62,250	60,450	58,650	56,850	50,050	48,850	47,650
Sewer System Evaluation Surveys (#2019-131)	02/25/20	06/30/25	343,500	80,250	76,750	68,250	-	-	-	-	-	-	-
Rendezvous Lane Pump Station Replacement	03/15/21	06/30/41	1,160,000	98,200	95,200	92,200	89,200	86,200	83,200	80,200	77,200	74,200	71,800
Pump Station Rehabilitation (#2020-175)	03/15/21	06/30/29	40,300	6,750	6,500	6,250	6,000	5,750	5,500	5,250	-	-	-
720 Main Street Sewer Pump Station	03/15/22	03/15/26	23,500	9,625	5,700	5,450	5,200	-	-	-	-	-	-
Total Water Pollution Control Enterprise Fund				1,058,505	1,024,657	891,769	813,307	793,143	784,379	316,518	256,569	249,219	242,469
SOLID WASTE INTEREST & PRINCIPAL													
	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
Advance Refund 6/15/2003 Transfer Station	04/18/12	09/15/22	241,500	20,910	-	-	-	-	-	-	-	-	-
Solid Waste Facility (I) \$630,000 Refunded	02/17/15	02/15/27	284,900	33,040	31,920	30,800	29,680	28,840	-	-	-	-	-
Total Solid Waste Fund				53,950	31,920	30,800	29,680	28,840	-	-	-	-	-
WATER SUPPLY INTEREST & PRINCIPAL													
	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
MWPAT DWS-09-02	07/08/10	07/15/30	2,788,911	169,184	169,184	169,185	169,184	169,184	169,184	169,184	169,184	169,184	-
DWP-11-10 Series 17A	05/22/13	01/15/33	560,761	34,285	34,332	34,382	34,431	34,482	34,534	34,587	34,641	34,698	34,754
Water Co. (Level Debt) (O) \$10,000,000	02/17/15	02/15/27	5,704,800	692,070	691,870	689,750	692,750	692,160	-	-	-	-	-
Water Main Loop	02/17/15	02/15/35	540,000	40,538	39,338	38,138	36,938	36,038	35,138	34,388	23,600	23,000	22,400
DW-09-02 Series 16	05/14/15	07/15/32	533,117	35,213	35,256	35,300	35,346	35,391	35,439	35,487	35,536	35,586	35,637
DWP-11-09 Series 17A	05/14/15	01/15/33	793,438	52,831	52,904	52,980	53,057	53,135	53,215	53,298	53,381	53,466	53,553
Pipe Replacement Upgrade FY17 (#2015-085)	02/25/16	06/30/36	900,000	64,631	62,831	61,031	59,231	57,431	56,531	55,406	54,450	53,100	51,750
Hyannis Water System Pipe Replacement (O)	02/23/17	06/30/37	858,400	67,450	65,650	63,850	62,050	60,250	58,450	51,650	50,050	48,850	47,650
DWP-14-09 Mass Clean Water Trust	04/13/17	07/15/37	1,467,339	89,240	89,354	89,471	89,591	89,713	89,838	89,966	90,096	90,229	90,366
Well Reactivation (O) (#2017-080)	02/27/18	06/30/38	276,000	23,313	22,863	22,113	21,363	20,613	19,863	19,113	18,513	17,913	17,463
Water Pipe Replacement (O) (#2017-081)	02/27/18	06/30/38	468,000	39,075	38,325	37,075	35,825	34,575	33,325	32,075	31,075	30,075	24,325
Mary Dunn Water Storage Tank Site Work (O)	02/27/18	06/30/38	600,500	48,188	47,288	45,788	44,288	42,788	41,288	39,788	38,588	37,388	36,488

Water Carbon Filter Units (O) (#2017-079)	02/27/18	06/30/18	440,000	57,100	55,750	53,500	51,250	44,000	42,000	-	-	-	-
Pipe Replacement Upgrade FY19 (#2018-081)	02/26/19	06/30/39	1,050,000	90,563	87,813	85,063	82,313	79,563	76,813	74,063	66,313	63,813	62,313
Carbon Treatment System Construction at	02/26/19	06/30/28	318,500	45,500	43,750	42,000	40,250	38,500	36,750	-	-	-	-
Well Exploration Program (2013-087)	02/26/19	06/30/28	489,500	71,000	68,250	65,500	62,750	55,000	52,500	-	-	-	-
MCWT Series 19 DWP-13-01 Reamortization	04/11/19	07/15/36	1,736,865	120,740	120,898	121,059	121,225	121,394	121,566	121,742	121,922	122,106	122,294
Water Pipe Replacement (#2019-135)	02/25/20	06/30/40	950,500	80,188	77,688	75,188	72,688	70,188	67,688	65,188	62,688	55,688	54,338
MCWT Bonds; Series 21 DWP-16-17 (#2014-073,	09/25/20	06/30/39	2,428,471	159,306	159,479	159,656	159,837	160,021	160,209	160,403	160,599	160,800	161,006
New Well Exploration Program (#2018-083)	03/15/21	06/30/41	314,500	30,000	24,000	23,250	22,500	21,750	21,000	20,250	19,500	18,750	18,150
CTF 50% Water Infrastructure Construction	03/15/21	06/30/41	1,000,000	82,500	80,000	77,500	75,000	72,500	70,000	67,500	65,000	62,500	60,500
Pipe Replacement & Upgrades (#2020-120)	03/15/21	06/30/41	750,000	64,950	62,950	60,950	58,950	56,950	54,950	52,950	50,950	48,950	42,350
MCWT DWP-18-10 (#2017-099, 2018-173)	05/11/21	01/15/46	9,754,852	505,248	505,776	506,318	506,872	507,439	508,019	508,614	509,223	509,846	510,484
MCWT DWP-19-28 (#2019-215)	05/11/21	01/15/41	2,642,303	130,437	130,632	130,828	131,025	131,221	131,418	131,616	131,813	132,011	132,209
Water Pipe Replacement and Upgrades (O)	03/15/22	03/15/42	946,000	88,800	85,250	82,750	80,250	78,250	75,750	73,250	70,750	68,250	60,750
Total Water Enterprise Fund			2,882,347	2,851,431	2,822,621	2,798,961	2,762,534	2,045,466	1,890,515	1,857,870	1,836,200	1,638,776	
MARINA INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
Advance Refund 6/14/2004 Prince Cove Marina	04/18/12	09/15/22	864,000	91,800	-	-	-	-	-	-	-	-	-
Gateway Marina Dredging (#2015-108)	02/25/16	06/30/26	280,000	29,000	28,000	27,000	26,000	-	-	-	-	-	-
Prince Cover Marina Bulkhead (#2015-109)	02/25/16	06/30/36	570,000	42,188	40,988	39,788	38,588	37,388	36,788	36,038	35,400	29,500	28,750
Gateway Marina Maintenance Dredging (I)	02/23/17	06/30/37	476,500	37,475	36,475	35,475	34,475	33,475	32,475	31,475	30,475	29,725	28,975
CTF Marina Bulkhead Repair I Refi 6/15/11	03/15/21	06/30/30	271,950	45,400	38,725	37,800	36,350	35,400	33,925	32,450	30,975	-	-
Marina Bulkhead Repair II Refi 6/15/11	03/15/21	06/30/30	243,800	34,975	33,775	32,575	31,875	35,650	34,175	32,700	36,225	-	-
Marina Bismore Park Bulkhead Imp. Design (I)	03/15/22	03/15/27	184,000	52,850	41,650	39,900	38,150	36,750	-	-	-	-	-
Total Marina Enterprise Fund			333,688	219,613	212,538	205,438	178,663	137,363	132,663	133,075	59,225	57,725	
SANDY NECK INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
Sandy Neck Beach House I Refi 6/15/11	03/15/21	06/30/31	470,600	63,315	58,690	56,190	55,715	64,665	62,065	58,965	59,890	55,640	-
Sandy Neck Beach House II Refi 6/15/11	03/15/21	06/30/26	26,250	5,100	4,900	5,200	9,975	-	-	-	-	-	-
Sandy Neck Beach House III Refi 6/15/11	03/15/21	06/30/31	98,350	11,870	11,495	11,120	10,745	10,870	15,470	14,820	14,170	13,520	-
Total Sandy Neck Enterprise Fund			80,285	75,085	72,510	76,435	75,535	77,535	73,785	74,060	69,160	-	
HYCC INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
CTF HYCC 1 (I) \$1,000,000 Refunded	02/17/15	02/15/27	474,900	56,470	53,550	51,670	49,790	47,380	-	-	-	-	-
CTF HYCC 2 (I) \$8,000,000 Refunded	02/17/15	02/15/27	3,794,400	447,650	430,450	413,330	396,290	380,070	-	-	-	-	-
CTF HYCC 3 (I) \$1,600,000 Refunded	02/17/15	02/15/27	759,000	89,550	86,510	82,470	79,470	76,220	-	-	-	-	-
CTF HYCC 4 (I) \$6,765,000 Refunded	06/21/16	06/30/28	3,320,000	384,480	374,200	360,800	344,100	332,600	316,200	-	-	-	-
CTF HYCC Roof, HVAC, and Parking & Security	02/25/20	06/30/40	679,000	56,425	54,675	52,925	51,175	49,425	47,675	45,925	44,175	42,775	41,725
CTF HYCC Facility Improvements (#2020-103)	03/15/21	06/30/41	674,700	62,450	60,450	58,450	51,450	49,700	47,950	46,200	44,450	42,700	36,300
CTF HYCC Facility Improvements (I) (#2021-106)	03/15/22	03/15/42	1,484,000	137,850	129,900	126,150	122,400	119,400	115,650	111,900	108,150	104,400	100,650
Total HYCC Enterprise Fund			1,234,875	1,189,735	1,145,795	1,094,675	1,054,795	527,475	204,025	196,775	189,875	178,675	
ROAD BETTERMEND REVOLVING FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
Gleneagle Drive Private Road Repairs	02/25/20	06/30/30	675,000	96,100	92,600	89,100	80,600	77,350	74,100	70,850	67,600	-	-
Crosby Circle Private Road Repairs (#2017-148)	02/25/21	06/30/30	44,000	5,800	5,700	5,600	5,500	5,400	5,300	5,200	5,100	-	-
Pine Ridge & Waquoit Private Road (#2017-149)	02/25/21	06/30/33	113,200	11,920	11,720	11,520	11,320	11,120	10,920	10,720	10,520	10,320	10,200
Woodland Avenue Private Road Repair	02/25/21	06/30/33	71,900	11,095	5,895	5,795	5,695	5,595	5,495	5,395	5,295	5,195	5,135
Bunker Hill Private Road Repair (#2017-168)	02/25/21	06/30/33	296,450	29,905	29,405	28,905	28,405	27,905	27,405	26,905	26,405	25,905	25,605
Beach Plum & Smoke Valley Private Road	02/25/21	06/30/33	447,600	47,465	46,665	45,865	45,065	44,265	38,465	37,765	37,065	36,365	35,945
Ice Valley & Fox Island Private Road (#2017-170)	02/25/21	06/30/33	512,300	53,560	52,660	51,760	50,860	49,960	49,060	48,160	47,260	46,360	45,460
Locust Lane Private Road (#2018-140)	02/25/21	06/30/29	38,750	5,700	5,600	5,500	5,400	5,300	5,200	5,100	-	-	-
Multiple Temporary Private Road (#2018-151)	02/25/21	06/30/34	335,300	35,575	34,975	29,375	28,875	28,375	27,875	27,375	26,875	26,375	26,075
Laura Road Private Road #2018-167)	02/25/21	06/30/26	28,500	5,400	5,300	5,200	5,100	-	-	-	-	-	-

Wheeler Road Private Road (#2020-045)	02/25/21	06/30/36	510,650	43,485	42,785	42,085	41,385	40,685	39,985	39,285	38,585	37,885	37,465
Goodview Way Private Road (#2020-080)	02/25/21	06/30/36	218,850	18,625	18,325	18,025	17,725	17,425	17,125	16,825	16,525	16,225	16,045
Nyes Neck Private Road (#2020-189)	02/25/21	06/30/36	127,500	12,095	11,895	11,695	11,495	11,295	11,095	10,895	10,695	10,495	5,375
Total Road Betterment Revolving Fund				376,725	363,525	350,425	337,425	324,675	312,025	299,475	287,025	210,325	202,925
COMMUNITY PRESERVATION FUND INTEREST & PRINCIPAL													
	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
Advance Refund 6/15/2003 Landbank	04/18/12	09/15/22	964,600	96,492	-	-	-	-	-	-	-	-	-
Advance Refund 6/15/2004 Landbank	04/18/12	09/15/22	5,385,600	567,732	-	-	-	-	-	-	-	-	-
Advance Refund 6/15/2004 Landbank	04/18/12	09/15/22	227,300	25,500	-	-	-	-	-	-	-	-	-
Land Acquisition - 2004-105 Bone Hill \$200k	02/17/15	02/15/25	90,850	10,080	9,720	9,360	-	-	-	-	-	-	-
Land Acquisition - 06-15-05 - 2004-106 \$180k	02/17/15	02/15/25	73,600	4,480	4,320	4,160	-	-	-	-	-	-	-
Land Acquisition - Hyannis Golf \$5,500,000	02/17/15	02/15/25	2,496,300	277,620	266,700	255,320	-	-	-	-	-	-	-
Land Acquisition - Archibald \$500,000 Refunded	02/17/15	02/15/26	212,100	26,450	25,530	24,610	23,690	-	-	-	-	-	-
Town Hall Renovations Refi 6/15/10	03/15/21	06/30/30	487,550	74,675	72,525	70,350	67,650	65,450	62,725	60,500	57,750	-	-
Total Community Preservation Fund				1,083,029	378,795	363,800	91,340	65,450	62,725	60,500	57,750	-	-
TITLE V FUND INTEREST & PRINCIPAL													
	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
Title V - Phase I - 97-1131 Series 6	07/01/04	08/01/22	190,580	10,459	-	-	-	-	-	-	-	-	-
Title V - Phase I - 97-1131 Series 6 (Subsidy)	07/01/04	08/01/22	(subsidy)	(255)	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-
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	-	-	-	-	-	-
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	-	-	-	-	-
Total Title V				40,204	30,000	30,000	30,000	10,000	-	-	-	-	-
SEWER CONSTRUCTION & PRIVATE WAY MAINT. IMP. FUND INTEREST & PRINCIPAL													
	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
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	-
Sewer CWS-09-07-A Series 16	05/14/15	07/15/32	4,592,367	303,329	303,701	304,082	304,471	304,868	305,273	305,688	306,111	306,544	306,986
310 Main Street, Barnstable (Centerville)	02/25/20	06/30/40	549,000	47,438	45,938	44,438	42,938	41,438	39,938	38,438	31,938	30,938	30,188
1456 Falmouth Road, Route 28, Barnstable	02/25/20	06/30/40	283,900	23,975	23,225	22,475	21,725	20,975	20,225	19,475	18,725	18,125	17,675
RT 28 East Sewer Expansion Pump Station,	03/15/21	06/30/41	800,000	66,000	64,000	62,000	60,000	58,000	56,000	54,000	52,000	50,000	48,400
Total Sewer Construction & Private Way Maintenance and Improvement Fund				640,059	636,182	632,313	628,451	624,598	620,753	616,918	608,092	604,925	403,249
TOTAL ENTERPRISE FUND AND OTHER FUND BOND OBLIGATIONS				8,450,292	7,403,139	7,133,668	6,387,849	6,156,920	4,819,008	3,847,286	3,715,303	3,455,416	2,943,207
GRAND TOTAL TOWN OF BARNSTABLE BOND OBLIGATIONS				15,223,578	13,533,874	12,322,278	11,335,344	10,488,890	8,720,473	7,503,901	7,228,712	6,721,174	5,966,625
SCHOOLS INTEREST & PRINCIPAL													
	Issue Date	Maturity Date	Original Amount	Pymts FY 2033	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042
School Remodel II	04/18/12	09/15/22	193,400	-	-	-	-	-	-	-	-	-	-
CTF Advance Refund 6/15/2003 School Remodel I	04/18/12	09/15/22	242,700	-	-	-	-	-	-	-	-	-	-
CTF School Roof Repairs	11/22/13	11/15/23	600,000	-	-	-	-	-	-	-	-	-	-
CTF HS Library AC Units	11/22/13	11/15/23	450,000	-	-	-	-	-	-	-	-	-	-
CTF School Fire & Communications System	11/22/13	11/15/23	200,000	-	-	-	-	-	-	-	-	-	-
CTF School Computer Network Infrastructure	11/22/13	11/15/23	189,000	-	-	-	-	-	-	-	-	-	-
CTF Early Learning Center Modular Facility	02/17/15	02/15/35	2,000,000	109,000	106,000	103,000	-	-	-	-	-	-	-
CTF School Health & Safety Improvements \$478,000	02/17/15	02/15/26	193,400	-	-	-	-	-	-	-	-	-	-
CTF MME Roof Replacement (I) \$750,000 Refunded	02/17/15	02/15/26	329,800	-	-	-	-	-	-	-	-	-	-
CTF School Upgrades 2 (I) \$150,000 Refunded	02/17/15	02/15/27	47,400	-	-	-	-	-	-	-	-	-	-
CTF BHMCPs Roof (I) \$910,000 Refunded	02/17/15	02/15/27	426,900	-	-	-	-	-	-	-	-	-	-
CTF Elementary School Modular Classroom (#2015-115)	02/25/16	06/30/36	3,720,000	207,200	201,650	196,100	190,550	-	-	-	-	-	-
CTF BIS Façade & Roof Improvements (#2015-116)	02/25/16	06/30/36	3,353,000	184,800	179,850	174,900	169,950	-	-	-	-	-	-
CTF BCHMCPs Façade & Roof Improvements (#2015-117)	02/25/16	06/30/26	260,000	-	-	-	-	-	-	-	-	-	-

CTF High School & Middle School Boiler Upgrades	02/25/16	06/30/26	350,000	-	-	-	-	-	-	-	-	-	-
CTF W Village Elementary A/C Replacement (#2015-120)	02/25/16	06/30/26	250,000	-	-	-	-	-	-	-	-	-	-
CTF School Facility Improvements 1 (I) \$916,600 Refunded	06/21/16	06/30/28	295,700	-	-	-	-	-	-	-	-	-	-
CTF School Parking Lot Light Pole Replacement (I)	02/23/17	06/30/27	435,000	-	-	-	-	-	-	-	-	-	-
CTF School Unit Ventilator Upgrade (I) (#2016-083)	02/23/17	06/30/27	230,000	-	-	-	-	-	-	-	-	-	-
CTF Horace Mann Roof (I) (#2016-081)	02/27/18	06/30/38	2,350,000	136,419	132,969	129,519	126,069	122,475	118,738	-	-	-	-
CTF Barnstable Public Schools Unit Ventilator (I) (#2017-062)	02/27/18	06/30/28	225,000	-	-	-	-	-	-	-	-	-	-
CTF Barnstable High School Learning Center (I) (#2017-063)	02/27/18	06/30/38	2,968,500	172,006	167,656	163,306	158,956	154,425	149,713	-	-	-	-
CTF Barnstable Public Schools Asbestos Abatement (I)	02/27/18	06/30/28	270,000	-	-	-	-	-	-	-	-	-	-
CTF Barnstable High School Stadium Bleachers (I) (#2017-067)	02/27/18	06/30/33	966,000	61,800	-	-	-	-	-	-	-	-	-
CTF Barnstable High School Cafeteria Window (I) (#2017-068)	02/27/18	06/30/38	400,000	23,725	23,125	22,525	21,925	21,300	20,650	-	-	-	-
CTF Hyannis West Elementary School Roof Truss System	02/26/19	06/30/39	850,000	48,650	47,450	46,250	45,050	43,850	42,600	41,300	-	-	-
CTF Barnstable High School Sports Field Upgrade (#2018-064)	02/26/19	06/30/34	4,600,000	323,300	314,150	-	-	-	-	-	-	-	-
CTF Barnstable High School Engineering Phase 2 Sports Field	02/25/20	06/30/25	144,000	-	-	-	-	-	-	-	-	-	-
CTF Barnstable Public Schools Mechanical Upgrades	02/25/20	06/30/40	250,000	11,775	11,475	11,275	11,075	10,875	10,663	10,450	10,225	-	-
CTF Barnstable Public Schools Environmental Lab (#2019-097)	02/25/20	06/30/40	222,000	11,775	11,475	11,275	11,075	10,875	10,663	10,450	10,225	-	-
CTF BPS & BIS Roof Top Ventilators (#2019-098)	02/25/20	06/30/40	1,500,000	88,313	86,063	84,563	83,063	81,563	79,969	78,375	76,688	-	-
CTF Centerville Elementary Ventilator (#2019-099)	02/25/20	06/30/40	500,000	29,438	28,688	28,188	27,688	27,188	26,656	26,125	25,563	-	-
CTF Hyannis West Elementary School Roof (#2019-101)	02/25/20	06/30/40	450,000	23,550	22,950	22,550	22,150	21,750	21,325	20,900	20,450	-	-
CTF Centerville Elementary Roof (#2019-102)	02/25/20	06/30/40	250,000	11,775	11,475	11,275	11,075	10,875	10,663	10,450	10,225	-	-
CTF Barnstable High School Sports Field Upgrades	02/25/20	06/30/35	1,100,000	74,900	72,800	71,400	-	-	-	-	-	-	-
CTF School Building Improvements Refi 6/15/10	03/15/21	06/30/30	337,450	-	-	-	-	-	-	-	-	-	-
CTF School Improvement (I) Refi 6/15/11	03/15/21	06/30/26	133,250	-	-	-	-	-	-	-	-	-	-
CTF School Facilities Upgrades/Repairs II Refi 6/15/11	03/15/21	06/30/26	44,400	-	-	-	-	-	-	-	-	-	-
CTF School Facilities Upgrades/Repairs III Refi 6/15/11	03/15/21	06/30/26	44,400	-	-	-	-	-	-	-	-	-	-
CTF School Facilities Upgrades/Repairs V (I) Refi 6/15/11	03/15/21	06/30/31	358,750	-	-	-	-	-	-	-	-	-	-
CTF School District-Wide Communication, Surveillance	03/15/21	06/30/26	404,500	-	-	-	-	-	-	-	-	-	-
CTF Elementary School HVAC Chiller Replacement	03/15/21	06/30/41	400,000	23,600	23,200	22,800	22,400	22,000	21,600	21,200	20,800	20,400	-
CTF BHS and BIS Rooftop Ventilator Replacement (I)	03/15/22	03/15/42	3,205,000	209,600	203,200	198,400	193,600	188,800	184,000	179,200	174,400	169,600	164,800
Total Schools Interest & Principal				1,751,625	1,644,175	1,297,325	1,094,625	715,975	697,238	398,450	348,575	190,000	164,800
LAND ACQUISITION INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2033	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042
CTF Land Acquisition (I) - Hyannis Golf Course \$748,000	02/17/15	02/15/26	325,200	-	-	-	-	-	-	-	-	-	-
CTF Land Acquisition - CAP \$365,200 Refunded	06/21/16	06/30/23	115,000	-	-	-	-	-	-	-	-	-	-
Total Land Acquisition Interest & Principal													
PUBLIC WAYS INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2033	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042
CTF Advance Refund 6/15/2003 Drainage 1 (i)	04/18/12	09/15/22	193,200	-	-	-	-	-	-	-	-	-	-
CTF Private Road Repairs (I) \$633,000	11/22/13	11/15/23	633,000	-	-	-	-	-	-	-	-	-	-
CTF Sidewalk Overlays	11/22/13	11/15/23	190,000	-	-	-	-	-	-	-	-	-	-
CTF Bumps River Bridge Repair	11/22/13	11/15/23	120,000	-	-	-	-	-	-	-	-	-	-
CTF Guardrail Improvements (#2015-098)	02/25/16	06/30/36	170,000	-	-	-	-	-	-	-	-	-	-
CTF Sidewalk Improvements (#2015-098)	02/25/16	06/30/36	230,000	-	-	-	-	-	-	-	-	-	-
CTF Road Repairs (#2015-102)	02/25/16	06/30/31	518,000	-	-	-	-	-	-	-	-	-	-
CTF Road Repairs - Governor's Way (#2016-037)	02/25/16	06/30/31	304,000	-	-	-	-	-	-	-	-	-	-
CTF Private Road Repairs \$1,607,900	06/21/16	06/30/23	509,000	-	-	-	-	-	-	-	-	-	-
CTF Private Roads Repairs (I) \$167,300	02/23/17	06/30/31	167,300	-	-	-	-	-	-	-	-	-	-
CTF Guardrail & Sidewalk Improvement Program (I)	02/23/17	06/30/32	680,750	-	-	-	-	-	-	-	-	-	-
CTF Guardrail & Sidewalk (I) (#2017-073)	02/27/18	06/30/33	287,000	15,450	-	-	-	-	-	-	-	-	-
CTF Sidewalk Improvements (#2019-125)	02/25/20	06/30/35	314,000	21,400	20,800	20,400	-	-	-	-	-	-	-
CTF Crosswalk Improvements (#2019-128)	02/25/20	06/30/35	113,100	5,350	5,200	5,100	-	-	-	-	-	-	-
CTF Baxter's Neck Road - Private Way Refi 6/15/11	03/15/21	06/30/26	138,338	-	-	-	-	-	-	-	-	-	-
CTF Bumps River Bridge Repair (#2019-124)	03/15/21	06/30/41	900,000	53,100	52,200	51,300	50,400	49,500	48,600	47,700	46,800	45,900	-
CTF Public Bridge Maintenance and Repairs (I) (#2021-111)	03/15/22	03/15/32	500,000	-	-	-	-	-	-	-	-	-	-

CTF Emergency Generator Implementation Plan (I)	03/15/22	03/15/32	615,250	-	-	-	-	-	-	-	-	-	-
Total Public Ways Interest & Principal				95,300	78,200	76,800	50,400	49,500	48,600	47,700	46,800	45,900	-
PUBLIC FACILITIES INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2033	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042
CTF Advance Refund 6/15/2003 Building Improvements	04/18/12	09/15/22	96,600	-	-	-	-	-	-	-	-	-	-
CTF Advance Refund 6/15/2003 Police Facility Addition	04/18/12	09/15/22	626,900	-	-	-	-	-	-	-	-	-	-
CTF Tennis Courts	11/22/13	11/15/23	500,000	-	-	-	-	-	-	-	-	-	-
CTF US Custom House upgrades	11/22/13	11/15/23	263,000	-	-	-	-	-	-	-	-	-	-
CTF Osterville Community Building Upgrades	11/22/13	11/15/23	200,000	-	-	-	-	-	-	-	-	-	-
CTF Police Station Upgrades	11/22/13	11/15/23	168,000	-	-	-	-	-	-	-	-	-	-
CTF Town Hall Interior Upgrades	11/22/13	11/15/23	150,000	-	-	-	-	-	-	-	-	-	-
CTF Guyer Barn Upgrades	11/22/13	11/15/23	148,000	-	-	-	-	-	-	-	-	-	-
CTF MEA Facility Upgrades	11/22/13	11/15/23	131,000	-	-	-	-	-	-	-	-	-	-
CTF Pearl St Building Upgrades	11/22/13	11/15/23	114,000	-	-	-	-	-	-	-	-	-	-
CTF S&G Facility Roof Repairs	11/22/13	11/15/23	103,000	-	-	-	-	-	-	-	-	-	-
CTF West Barnstable Community Building Upgrades	11/22/13	11/15/23	72,000	-	-	-	-	-	-	-	-	-	-
CTF Highway Operations Facility Construction	11/22/13	11/15/23	66,000	-	-	-	-	-	-	-	-	-	-
CTF Centerville Recreation Building	02/17/15	02/15/35	185,000	5,450	5,300	5,150	-	-	-	-	-	-	-
CTF Senior Center - Parking Lot Expansion	02/17/15	02/15/30	290,000	-	-	-	-	-	-	-	-	-	-
CTF Police Facilities	02/17/15	02/15/35	288,000	10,900	10,600	10,300	-	-	-	-	-	-	-
CTF Police Station Construction (I) \$400,000 Adv Refunded	02/17/15	02/15/25	181,650	-	-	-	-	-	-	-	-	-	-
CTF Senior Center - Garden Level \$457,000 Refunded	02/17/15	02/15/27	195,000	-	-	-	-	-	-	-	-	-	-
CTF Town Building Repairs & Renovations \$685,000	02/17/15	02/15/27	317,600	-	-	-	-	-	-	-	-	-	-
CTF Bismore Park Visitor Center - CAP \$150,000	06/21/16	06/30/23	48,000	-	-	-	-	-	-	-	-	-	-
CTF Bismore Park Visitor Center \$465,000 Refunded	06/21/16	06/30/23	147,500	-	-	-	-	-	-	-	-	-	-
CTF Municipal Building Improvements \$297,000 Refunded	06/21/16	06/30/28	49,300	-	-	-	-	-	-	-	-	-	-
CTF Police Station Remodeling (#2015-100)	02/25/16	06/30/36	355,000	16,800	16,350	15,900	15,450	-	-	-	-	-	-
CTF Town Hall Remodeling (#2015-101)	02/25/16	06/30/36	939,000	50,400	49,050	47,700	46,350	-	-	-	-	-	-
CTF Joshua's Pond Recreational Facility (#2015-111)	02/25/16	06/30/31	282,000	-	-	-	-	-	-	-	-	-	-
CTF Craigville Beach Bathhouse (#2016-031)	02/25/16	06/30/36	450,000	22,400	21,800	21,200	20,600	-	-	-	-	-	-
CTF Beach Facility Improvement (I) (#2016-110)	02/23/17	06/30/27	438,000	-	-	-	-	-	-	-	-	-	-
CTF Osterville Bay Elem School Improvements (I)	02/23/17	06/30/37	724,300	40,644	39,594	38,456	37,319	36,181	-	-	-	-	-
CTF Lombard Field Improvements (I) (#2016-113)	02/23/17	06/30/37	895,000	52,088	50,738	49,275	47,813	41,350	-	-	-	-	-
CTF West Barnstable Shooting Range (I) (#2017-074)	02/27/18	06/30/28	314,000	-	-	-	-	-	-	-	-	-	-
CTF Design and Hazmat Removal Project Armory Building	02/26/19	06/30/24	461,750	-	-	-	-	-	-	-	-	-	-
CTF Senior Center Renovations (#2018-076)	02/26/19	06/30/39	659,000	36,488	35,588	34,688	33,788	32,888	31,950	30,975	-	-	-
CTF Osterville Recreation Building Design & Construction	02/26/19	06/30/39	675,000	41,788	40,738	34,688	33,788	32,888	31,950	30,975	-	-	-
CTF Town Hall Restroom Renovations	02/26/19	06/30/39	560,000	30,406	29,656	28,906	28,156	27,406	26,625	25,813	-	-	-
CTF Former Marston Mills Elementary School	02/26/19	06/30/24	176,050	-	-	-	-	-	-	-	-	-	-
CTF School Administration Building (#2018-092)	02/26/19	06/30/24	285,000	-	-	-	-	-	-	-	-	-	-
CTF School Administration Building Remodeling (#2019-148)	02/25/20	06/30/40	996,000	58,763	57,263	56,263	55,263	54,263	53,200	52,138	46,013	-	-
CTF Craigville Bath House (#2019-116)	02/25/20	06/30/40	255,000	11,775	11,475	11,275	11,075	10,875	10,663	10,450	10,225	-	-
CTF Craigville Parking Lot (#2019-116)	02/25/20	06/30/35	160,000	10,700	10,400	10,200	-	-	-	-	-	-	-
CTF Marston Mills Tennis Courts (#2019-117)	02/25/20	06/30/35	620,000	42,800	41,600	40,800	-	-	-	-	-	-	-
CTF Public Bridge Improvements and Repairs (#2019-122)	02/25/20	06/30/40	500,000	29,438	28,688	28,188	27,688	27,188	26,656	26,125	25,563	-	-
CTF Police Facility Refi 6/15/10	03/15/21	06/30/30	187,450	-	-	-	-	-	-	-	-	-	-
CTF Municipal Facility Improvements Refi 6/15/10	03/15/21	06/30/29	33,750	-	-	-	-	-	-	-	-	-	-
CTF Town Hall Security Improvements (#2019-129)	03/15/21	06/30/41	480,000	29,100	28,600	28,100	27,600	27,100	21,600	21,200	20,800	20,400	-
CTF Osterville Field Construction & Site Improvement	03/15/21	06/30/36	705,600	48,600	47,700	46,800	45,900	-	-	-	-	-	-
CTF 200 Main Street Mansard Evaluation & Repair	03/15/21	06/30/41	374,000	23,000	22,600	22,200	16,800	16,500	16,200	15,900	15,600	15,300	-
CTF Salt Storage Facility Design & Construction (#2020-107)	03/15/21	06/30/41	345,000	17,700	17,400	17,100	16,800	16,500	16,200	15,900	15,600	15,300	-
CTF Police Facility Improvements (I) (#2021-098)	03/15/22	03/15/42	806,432	52,400	50,800	49,600	48,400	47,200	46,000	44,800	43,600	42,400	41,200
CTF Police Site Security Fence (I) (#2021-099)	03/15/22	03/15/42	340,032	19,650	19,050	18,600	18,150	17,700	17,250	16,800	16,350	15,900	15,450
CTF Marston Mills School Demolition (I) (#2021-113)	03/15/22	03/15/27	360,011	-	-	-	-	-	-	-	-	-	-
CTF Town Hall Mechanical Improvements (I) (#2021-114)	03/15/22	03/15/42	1,908,596	124,450	120,650	117,800	114,950	112,100	109,250	106,400	103,550	100,700	97,850

Total Public Facilities Interest & Principal				775,738	755,638	733,188	645,888	500,138	407,544	397,475	297,300	210,000	154,500
WATERWAYS INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2033	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042
CTF East Bay Dredging	11/22/13	11/15/23	600,000	-	-	-	-	-	-	-	-	-	-
CTF Hyannis Harbor Bulkhead Construction	11/22/13	11/15/23	142,000	-	-	-	-	-	-	-	-	-	-
CTF Millway Boat Ramp & Dock Upgrades	11/22/13	11/15/23	133,000	-	-	-	-	-	-	-	-	-	-
CTF Marstons Mills Fish Run Reconstruction	02/17/15	02/15/30	326,000	-	-	-	-	-	-	-	-	-	-
CTF Pleasant St. Dock - 1 \$350,000 Refunded	06/21/16	06/30/23	109,500	-	-	-	-	-	-	-	-	-	-
CTF Pleasant St. Dock - 2 \$350,000 Refunded	06/21/16	06/30/23	110,000	-	-	-	-	-	-	-	-	-	-
CTF Boat Ramps - CAP \$927,000 Refunded	06/21/16	06/30/23	290,000	-	-	-	-	-	-	-	-	-	-
CTF Paving: Bay Street Boat Ramp (#2015-099)	02/25/16	06/30/26	142,000	-	-	-	-	-	-	-	-	-	-
CTF Channel Dredging- Barnstable Harbor (#2016-035)	02/25/16	06/30/26	490,000	-	-	-	-	-	-	-	-	-	-
CTF Blish Point Boat Access Channel Dredging (I)	02/23/17	06/30/37	943,900	52,256	50,906	49,444	47,981	46,519	-	-	-	-	-
CTF Dredging Refi 6/15/10	03/15/21	06/30/24	78,800	-	-	-	-	-	-	-	-	-	-
CTF Prince Cove/Hayward Rd. Boat Ramp Refi 6/15/11	03/15/21	06/30/26	177,650	-	-	-	-	-	-	-	-	-	-
CTF Channel Dredging - (#2019-119)	03/15/21	06/30/41	406,000	23,600	23,200	22,800	22,400	22,000	21,600	21,200	20,800	20,400	-
CTF Patrol Vessel Replacement (I) (#2021-103)	03/15/22	03/15/32	310,000	-	-	-	-	-	-	-	-	-	-
Total Waterways Interest & Principal				75,856	74,106	72,244	70,381	68,519	21,600	21,200	20,800	20,400	
WATER QUALITY INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2033	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042
CTF Advance Refund 6/15/2003 Drainage 2 (i)	04/18/12	09/15/22	96,700	-	-	-	-	-	-	-	-	-	-
CTF Water Quality Evaluation	11/22/13	11/15/23	230,000	-	-	-	-	-	-	-	-	-	-
CTF Hamblin Pond Alum Treatment (#2015-112)	02/25/16	06/30/31	300,000	-	-	-	-	-	-	-	-	-	-
CTF Lake Treatment Refi 6/15/10	03/15/21	06/30/25	54,350	-	-	-	-	-	-	-	-	-	-
CTF Stormwater Improvements - Impaired Ponds	03/15/21	06/30/41	300,000	17,700	17,400	17,100	16,800	16,500	16,200	15,900	15,600	15,300	-
CTF Stormwater Improvements - Impaired Ponds	03/15/22	03/15/32	325,000	-	-	-	-	-	-	-	-	-	-
Total Water Quality Interest & Principal				17,700	17,400	17,100	16,800	16,500	16,200	15,900	15,600	15,300	
TOTAL GENERAL FUND BOND OBLIGATIONS				2,716,219	2,569,519	2,196,656	1,878,094	1,350,631	1,191,181	880,725	729,075	481,600	319,300
AIRPORT INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2033	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042
Airport Terminal Ramp Construction - Phase 2 (O)	02/23/17	06/30/37	428,000	29,363	28,613	27,800	31,988	31,013	-	-	-	-	-
Airport New Fuel Farm (I) (#2013-102)	02/23/17	06/30/36	634,500	45,425	44,225	47,925	46,463	-	-	-	-	-	-
Airport East Ramp Design & Construction (O) (#2014-053)	02/23/17	06/30/37	641,200	46,619	45,419	44,119	42,819	46,519	-	-	-	-	-
Runway Reconstruction & Generator Replacement	02/26/19	06/30/39	355,500	18,244	17,794	17,344	16,894	16,444	15,975	15,488	-	-	-
Airfield Improvements	02/26/19	06/30/31	59,700	-	-	-	-	-	-	-	-	-	-
Total Airport Fund Bonds				139,650	136,050	137,188	138,163	93,975	15,975	15,488			
GOLF COURSE INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2033	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042
Hyannis Golf Course Acquisition \$3,900,000 Refunded	02/17/15	02/15/25	1,951,500	-	-	-	-	-	-	-	-	-	-
Olde Barnstable Building Improvements (#2015-105)	02/25/16	06/30/26	174,000	-	-	-	-	-	-	-	-	-	-
Hyannis Building Improvements (#2015-106)	02/25/16	06/30/26	140,000	-	-	-	-	-	-	-	-	-	-
Olde Barnstable Fairgrounds Golf Course (I) (#2016-107)	02/23/17	06/30/37	245,000	11,613	11,313	10,988	10,663	10,338	-	-	-	-	-
Hyannis Golf Course Improvements (I) (#2016-108)	02/23/17	06/30/37	292,700	16,925	16,475	10,988	10,663	10,338	-	-	-	-	-
Hyannis Golf Course Turf Maintenance (I) (#2017-085)	02/27/18	06/30/23	310,000	-	-	-	-	-	-	-	-	-	-
Olde Barnstable Turf maintenance Equipment Replacement	03/15/22	03/15/32	467,179	-	-	-	-	-	-	-	-	-	-
Total Golf Course				28,538	27,788	21,975	21,325	20,675					
WATER POLLUTION CONTROL INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2033	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042
Shallow Well Injection - CW-00-60 - Pool 8	08/25/04	08/01/22	436,370	-	-	-	-	-	-	-	-	-	-
Shallow Well Injection - CW-00-60 - Pool 8 (Subsidy)	08/25/04	08/01/22	(subsidy)	-	-	-	-	-	-	-	-	-	-

Sewer 98-44A	07/14/06	08/01/23	1,582,178	-	-	-	-	-	-	-	-	-	-
Sewer 98-44A (Subsidy)	07/14/06	08/01/23	(subsidy)	-	-	-	-	-	-	-	-	-	-
Sewer 98-49A	12/14/06	08/01/23	556,458	-	-	-	-	-	-	-	-	-	-
Sewer 98-49A (Subsidy)	12/14/06	08/01/23	(subsidy)	-	-	-	-	-	-	-	-	-	-
MWPAT CW-04-35	12/15/09	07/15/27	4,938,114	-	-	-	-	-	-	-	-	-	-
Sewer 05-28 Restructured	03/15/11	07/15/28	629,403	-	-	-	-	-	-	-	-	-	-
Sewer CW-04-35A Pool 13	06/06/12	07/15/27	1,469,137	-	-	-	-	-	-	-	-	-	-
Rehab Clarifiers (#2015-091)	06/21/16	06/30/28	251,000	-	-	-	-	-	-	-	-	-	-
Pump Station/Sewer Main Const (#2009-132)	02/25/16	06/30/36	1,000,000	56,000	54,500	53,000	51,500	-	-	-	-	-	-
Wastewater Treatment Plant Clarifiers Rehab (O)	02/23/17	06/30/37	1,146,000	63,869	62,219	60,431	58,644	56,856	-	-	-	-	-
Wastewater Treatment Plant Backup Generator (O)	02/23/17	06/30/37	862,000	46,450	45,250	43,950	42,650	41,350	-	-	-	-	-
Sewer System Evaluation Surveys (#2019-131)	02/25/20	06/30/25	343,500	-	-	-	-	-	-	-	-	-	-
Rendezvous Lane Pump Station Replacement (#2019-132)	03/15/21	06/30/41	1,160,000	70,000	63,800	62,700	61,600	60,500	59,400	58,300	57,200	56,100	-
Pump Station Rehabilitation (#2020-175)	03/15/21	06/30/29	40,300	-	-	-	-	-	-	-	-	-	-
720 Main Street Sewer Pump Station Replacement	03/15/22	03/15/26	23,500	-	-	-	-	-	-	-	-	-	-
Total Water Pollution Control Enterprise Fund				236,319	225,769	220,081	214,394	158,706	59,400	58,300	57,200	56,100	-
SOLID WASTE INTEREST & PRINCIPAL													
	Issue Date	Maturity Date	Original Amount	Pymts FY 2033	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042
Advance Refund 6/15/2003 Transfer Station Improvements	04/18/12	09/15/22	241,500	-	-	-	-	-	-	-	-	-	-
Solid Waste Facility (I) \$630,000 Refunded	02/17/15	02/15/27	284,900	-	-	-	-	-	-	-	-	-	-
Total Solid Waste Fund				-	-	-	-	-	-	-	-	-	-
WATER SUPPLY INTEREST & PRINCIPAL													
	Issue Date	Maturity Date	Original Amount	Pymts FY 2033	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042
MWPAT DWS-09-02	07/08/10	07/15/30	2,788,911	-	-	-	-	-	-	-	-	-	-
DWP-11-10 Series 17A	05/22/13	01/15/33	560,761	34,812	-	-	-	-	-	-	-	-	-
Water Co. (Level Debt) (O) \$10,000,000 Refunded	02/17/15	02/15/27	5,704,800	-	-	-	-	-	-	-	-	-	-
Water Main Loop	02/17/15	02/15/35	540,000	21,800	21,200	20,600	-	-	-	-	-	-	-
DW-09-02 Series 16	05/14/15	07/15/32	533,117	35,689	-	-	-	-	-	-	-	-	-
DWP-11-09 Series 17A	05/14/15	01/15/33	793,438	53,643	-	-	-	-	-	-	-	-	-
Pipe Replacement Upgrade FY17 (#2015-085)	02/25/16	06/30/36	900,000	50,400	49,050	47,700	46,350	-	-	-	-	-	-
Hyannis Water System Pipe Replacement (O) (#2016-093)	02/23/17	06/30/37	858,400	46,450	45,250	43,950	42,650	41,350	-	-	-	-	-
DWP-14-09 Mass Clean Water Trust (#2014-071, 2013-085, 2012-087)	04/13/17	07/15/37	1,467,339	90,505	90,647	90,791	90,939	91,091	-	-	-	-	-
Well Reactivation (O) (#2017-080)	02/27/18	06/30/38	276,000	17,013	11,563	11,263	10,963	10,650	10,325	-	-	-	-
Water Pipe Replacement (O) (#2017-081)	02/27/18	06/30/38	468,000	23,725	23,125	22,525	21,925	21,300	20,650	-	-	-	-
Mary Dunn Water Storage Tank Site Work (O) (#2017-083)	02/27/18	06/30/38	600,500	35,588	34,688	33,788	32,888	31,950	30,975	-	-	-	-
Water Carbon Filter Units (O) (#2017-079)	02/27/18	06/30/18	440,000	-	-	-	-	-	-	-	-	-	-
Pipe Replacement Upgrade FY19 (#2018-081)	02/26/19	06/30/39	1,050,000	60,813	59,313	57,813	56,313	54,813	53,250	51,625	-	-	-
Carbon Treatment System Construction at Maher Wellfield	02/26/19	06/30/28	318,500	-	-	-	-	-	-	-	-	-	-
Well Exploration Program (2013-087)	02/26/19	06/30/28	489,500	-	-	-	-	-	-	-	-	-	-
MCWT Series 19 DWP-13-01 Reamortization	04/11/19	07/15/36	1,736,865	122,486	122,682	122,882	123,087	-	-	-	-	-	-
Water Pipe Replacement (#2019-135)	02/25/20	06/30/40	950,500	52,988	51,638	50,738	49,838	48,938	47,981	47,025	46,013	-	-
MCWT Bonds; Series 21 DWP-16-17	09/25/20	06/30/39	2,428,471	161,216	161,430	161,649	161,873	162,103	162,336	162,575	-	-	-
New Well Exploration Program (#2018-083)	03/15/21	06/30/41	314,500	17,700	17,400	17,100	16,800	16,500	16,200	15,900	15,600	15,300	-
CTF 50% Water Infrastructure Construction (#2019-212)	03/15/21	06/30/41	1,000,000	59,000	58,000	57,000	56,000	55,000	54,000	53,000	52,000	51,000	-
Pipe Replacement & Upgrades (#2020-120)	03/15/21	06/30/41	750,000	41,300	40,600	39,900	39,200	38,500	37,800	37,100	36,400	35,700	-
MCWT DWP-18-10 (#2017-099, 2018-173)	05/11/21	01/15/46	9,754,852	511,137	511,805	512,490	513,191	513,908	514,641	515,394	516,164	516,952	517,759
MCWT DWP-19-28 (#2019-215)	05/11/21	01/15/41	2,642,303	132,408	132,607	132,806	133,005	133,205	133,405	133,605	133,805	134,006	-
Water Pipe Replacement and Upgrades (O) (#2021-119)	03/15/22	03/15/42	946,000	58,950	57,150	55,800	54,450	53,100	51,750	50,400	49,050	47,700	46,350
Total Water Enterprise Fund				1,627,620	1,488,146	1,478,793	1,449,470	1,272,407	1,133,313	1,066,624	849,031	800,658	564,109
MARINA INTEREST & PRINCIPAL													
	Issue Date	Maturity Date	Original Amount	Pymts FY 2033	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042
Advance Refund 6/14/2004 Prince Cove Marina Acquisition	04/18/12	09/15/22	864,000	-	-	-	-	-	-	-	-	-	-
Gateway Marina Dredging (#2015-108)	02/25/16	06/30/26	280,000	-	-	-	-	-	-	-	-	-	-

Prince Cover Marina Bulkhead (#2015-109)	02/25/16	06/30/36	570,000	28,000	27,250	26,500	25,750	-	-	-	-	-	-
Gateway Marina Maintenance Dredging (I) (#2016-109)	02/23/17	06/30/37	476,500	23,225	22,625	21,975	21,325	20,675	-	-	-	-	-
CTF Marina Bulkhead Repair I Refi 6/15/11	03/15/21	06/30/30	271,950	-	-	-	-	-	-	-	-	-	-
Marina Bulkhead Repair II Refi 6/15/11	03/15/21	06/30/30	243,800	-	-	-	-	-	-	-	-	-	-
Marina Bismore Park Bulkhead Imp. Design (I) (#2021-101)	03/15/22	03/15/27	184,000	-	-	-	-	-	-	-	-	-	-
Total Marina Enterprise Fund				51,225	49,875	48,475	47,075	20,675					
HYCC INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2033	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042
CTF HYCC 1 (I) \$1,000,000 Refunded	02/17/15	02/15/27	474,900	-	-	-	-	-	-	-	-	-	-
CTF HYCC 2 (I) \$8,000,000 Refunded	02/17/15	02/15/27	3,794,400	-	-	-	-	-	-	-	-	-	-
CTF HYCC 3 (I) \$1,600,000 Refunded	02/17/15	02/15/27	759,000	-	-	-	-	-	-	-	-	-	-
CTF HYCC 4 (I) \$6,765,000 Refunded	06/21/16	06/30/28	3,320,000	-	-	-	-	-	-	-	-	-	-
CTF HYCC Roof, HVAC, and Parking & Security (#2019-115)	02/25/20	06/30/40	679,000	40,675	39,625	38,925	33,225	32,625	31,988	31,350	30,675	-	-
CTF HYCC Facility Improvements (#2020-103)	03/15/21	06/30/41	674,700	35,400	34,800	34,200	33,600	33,000	32,400	31,800	31,200	30,600	-
CTF HYCC Facility Improvements (i) (#2021-106)	03/15/22	03/15/42	1,484,000	97,650	94,650	92,400	90,150	87,900	85,650	78,400	76,300	74,200	72,100
Total HYCC Enterprise Fund				173,725	169,075	165,525	156,975	153,525	150,038	141,550	138,175	104,800	72,100
ROAD BETTERMEND REVOLVING FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2033	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042
Gleneagle Drive Private Road Repairs (#2019-197)	02/25/20	06/30/30	675,000	-	-	-	-	-	-	-	-	-	-
Crosby Circle Private Road Repairs (#2017-148)	02/25/21	06/30/30	44,000	-	-	-	-	-	-	-	-	-	-
Pine Ridge & Waquoit Private Road (#2017-149)	02/25/21	06/30/33	113,200	5,070	-	-	-	-	-	-	-	-	-
Woodland Avenue Private Road Repair (#2017-150)	02/25/21	06/30/33	71,900	5,070	-	-	-	-	-	-	-	-	-
Bunker Hill Private Road Repair (#2017-168)	02/25/21	06/30/33	296,450	20,280	-	-	-	-	-	-	-	-	-
Beach Plum & Smoke Valley Private Road (#2017-169)	02/25/21	06/30/33	447,600	35,490	-	-	-	-	-	-	-	-	-
Ice Valley & Fox Island Private Road (#2017-170)	02/25/21	06/30/33	512,300	40,560	-	-	-	-	-	-	-	-	-
Locust Lane Private Road (#2018-140)	02/25/21	06/30/29	38,750	-	-	-	-	-	-	-	-	-	-
Multiple Temporary Private Road (#2018-151)	02/25/21	06/30/34	335,300	25,750	25,400	-	-	-	-	-	-	-	-
Laura Road Private Road #2018-167)	02/25/21	06/30/26	28,500	-	-	-	-	-	-	-	-	-	-
Wheeler Road Private Road (#2020-045)	02/25/21	06/30/36	510,650	37,010	36,520	30,960	30,480	-	-	-	-	-	-
Goodview Way Private Road (#2020-080)	02/25/21	06/30/36	218,850	15,850	15,640	15,400	10,160	-	-	-	-	-	-
Nyes Neck Private Road (#2020-189)	02/25/21	06/30/36	127,500	5,310	5,240	5,160	5,080	-	-	-	-	-	-
Total Road Betterment Revolving Fund				190,390	82,800	51,520	45,720						
SEWER CONSTRUCTION & PRIVATE WAY MAINT. IMP. FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2033	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042
MWPAT CWS-09-07	07/08/10	07/15/30	3,285,646	-	-	-	-	-	-	-	-	-	-
Sewer CWS-09-07-A Series 16	05/14/15	07/15/32	4,592,367	307,438	-	-	-	-	-	-	-	-	-
310 Main Street, Barnstable (Centerville) Acquisition	02/25/20	06/30/40	549,000	29,438	28,688	28,188	27,688	27,188	26,656	26,125	25,563	-	-
1456 Falmouth Road, Route 28, Barnstable (Centerville)	02/25/20	06/30/40	283,900	17,225	16,775	16,475	16,175	10,875	10,663	10,450	10,225	-	-
RT 28 East Sewer Expansion Pump Station, Roadway & Utility	03/15/21	06/30/41	800,000	47,200	46,400	45,600	44,800	44,000	43,200	42,400	41,600	40,800	-
Total Sewer Construction & Private Way Maintenance and Improvement Fund				401,300	91,863	90,263	88,663	82,063	80,519	78,975	77,388	40,800	-
TOTAL ENTERPRISE FUND AND OTHER FUND BOND OBLIGATIONS				2,848,766	2,271,365	2,213,820	2,161,783	1,802,026	1,439,244	1,360,937	1,121,794	1,002,358	636,209
GRAND TOTAL TOWN OF BARNSTABLE BOND OBLIGATIONS				5,564,985	4,840,884	4,410,476	4,039,877	3,152,657	2,630,425	2,241,662	1,850,869	1,483,958	955,509

THIS PAGE INTENTIONALLY LEFT BLANK

TOWN COUNCIL DEPARTMENT

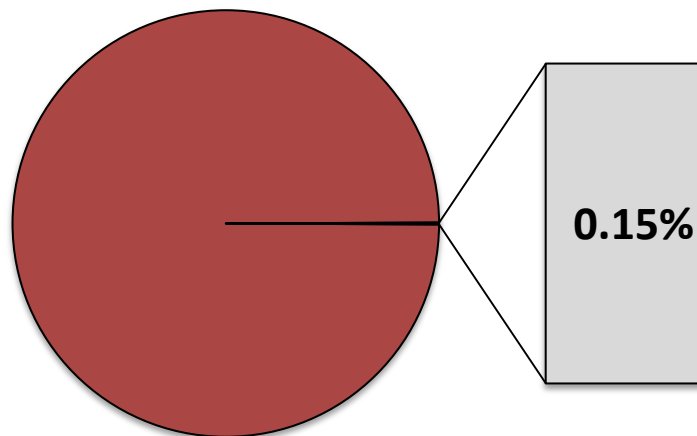
Department Mission Statement

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

Focus Areas



% of FY 2023 Total General Fund Budget



The Town Council budget comprises 0.15% of the overall General Fund budget.

Town Council Department Services Provided

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

It has been stated that the local government is Democracy at work. The Barnstable Town Council exemplifies this by putting the concerns of the public first. Whatever we do is of, by, and for the people of Barnstable. Our achievements in reflect the hard work of the Council, the Town Manager and Staff, and the many committees, boards, and commissions. Perhaps our pressing challenge remains our response to the COVID-19 crisis. Our greatest achievement is our willingness to face the future as united citizens of a proud and welcoming community.



"James H. Crocker Jr." Hearing Room

Town Council

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

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

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

Town Council Department Recent Accomplishments

- ✓ Established a sewer assessment ordinance effective July 1, 2021 as part of the funding plan for the CWMP;
- ✓ Acted on and approved a \$228 million Operating budget;
- ✓ Approved an amendment to the Housing Development Incentive Program Zone and Plan to include 850 Falmouth Road & 3 Whitehall Way in Hyannis, MA, for submission to the Massachusetts Department of Housing and Community Development (DHCD);
- ✓ Approved the Town of Barnstable Complete Streets Policy for submission to the Massachusetts Department of Transportation for participation in the Complete Streets Funding Program ;
- ✓ Authorized a Housing Development Incentive Program Tax Increment Exemption Agreement between the Town of Barnstable and Pearl Street Holdings, LLC for 9 new market rate residential units located at 39 Pearl Street, Hyannis, MA;
- ✓ Approved \$2.5 million in Community Preservation Funds to increase the number and availability of community housing units in the Town of Barnstable;
- ✓ Acted on and approved a \$54 million Capital Improvement Plan;
- ✓ Authorized the Town Manager to execute a first and second Host Community Agreements between the Town of Barnstable and Vineyard Wind, LLC that will provided \$32 million to the Town.

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

1. **Finance** – Provide a viable financial plan for meeting the operational and capital needs of the town with a balanced budget that includes ongoing cost reductions, maintaining reserves, and aggressively pursuing new growth dollars and revenue sources.
2. **Public Health and Safety** – Protect and promote the health, safety, and high quality of life of all town residents and visitors.
3. **Education** – Support the provision of a safe, high-quality public education for all students in an increasingly diverse student body, in partnership with local, state, and federal entities.
4. **Economic Development** – Town Council and Town Manager to support and grow a vibrant economy with a diversity of businesses, both for-profit and non-profit, and a strong labor force.
5. **Town Infrastructure & Assets** – Maintain and improve existing infrastructure, capital assets, and aquatic resources, make improvements when necessary, and ensure town assets are managed, maintained, and disposed of to serve the highest and best uses moving forward.
6. **Communications** – Improve communication between the Town Council and Town Manager and his staff; between Town Councilors; between the Town and its residents, boards, commissions, volunteers and visitors to foster participation and positive results that are geared toward meeting the needs of the community.
7. **Housing** – Identify needs, and develop, promote, and monitor town-wide initiatives for income-equitable, affordable, workforce, senior, and rental housing to meet the needs of residents and increase the overall quality of housing in Barnstable.
8. **Environment and Natural Resources** – Conserve and protect areas in the town that are most significant as natural and historical resources for water supply, visual quality, outdoor recreation, public access, wildlife habitat and cultural history.
9. **Quality of Life** – Provide opportunities for all residents and all visitors to achieve their potential.
10. **Regulatory Access and Performance** – Work with Town Manager and staff to have an efficient, customer-friendly, predictable regulatory process.



Town Hall

Town Council Department Budget Comparison

Town Council Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$239,661	\$231,677	\$242,162	\$245,576	\$3,414	1.41%
Enterprise Funds	36,022	40,813	40,813	40,416	(397)	-0.97%
Total Sources of Funding	\$275,683	\$272,490	\$282,975	\$285,992	\$3,017	1.07%

Expenditure Category						
Personnel	\$259,724	\$251,311	\$255,553	\$258,570	\$3,017	1.18%
Operating Expenses	15,959	21,179	27,422	27,422	-	0.00%
Total Appropriation	\$275,683	\$272,490	\$282,975	\$285,992	\$3,017	1.07%

Town Council Department Reconciliation

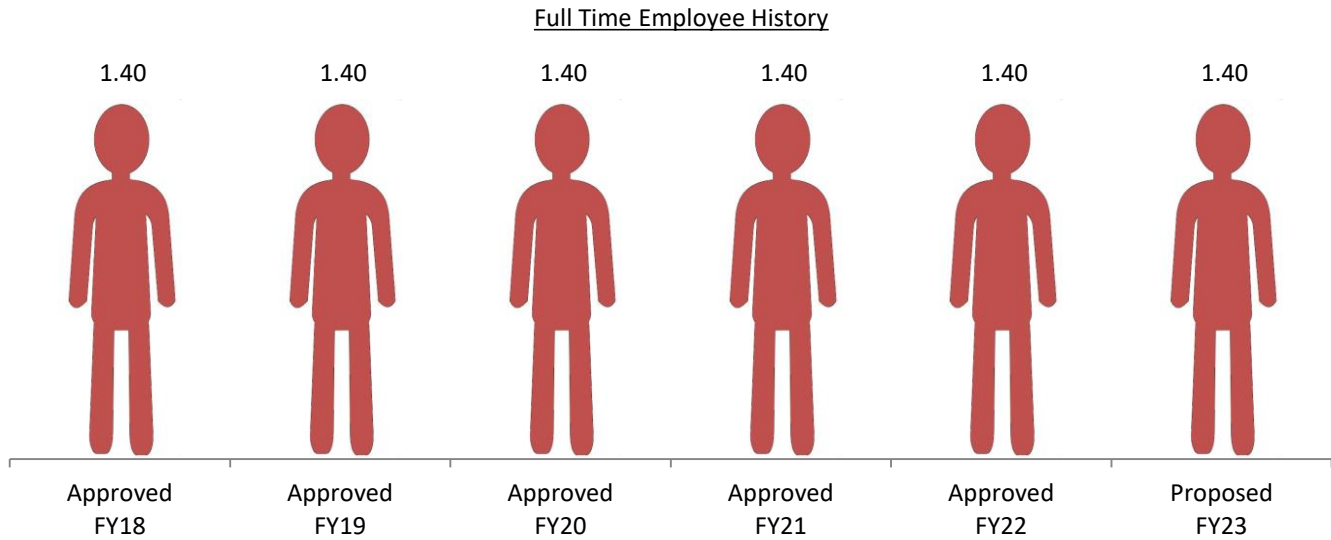
Job Title	FY 2021	FY 2022	FY 2023	Change
Administrative	1.00	1.00	1.00	-
Administrative Assistant	0.40	0.40	0.40	-
Full-time Equivalent Employees	1.40	1.40	1.40	-

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2022 Approved Budget				\$282,975	
Contractual Obligations Net of Staff Turnover	3,017	-	-	3,017	-
One-time Charges					
FY 2023 Budget Changes					
FY 2023 Proposed Budget	\$3,017	\$0	\$0	\$285,992	-

Summary of Budget Changes

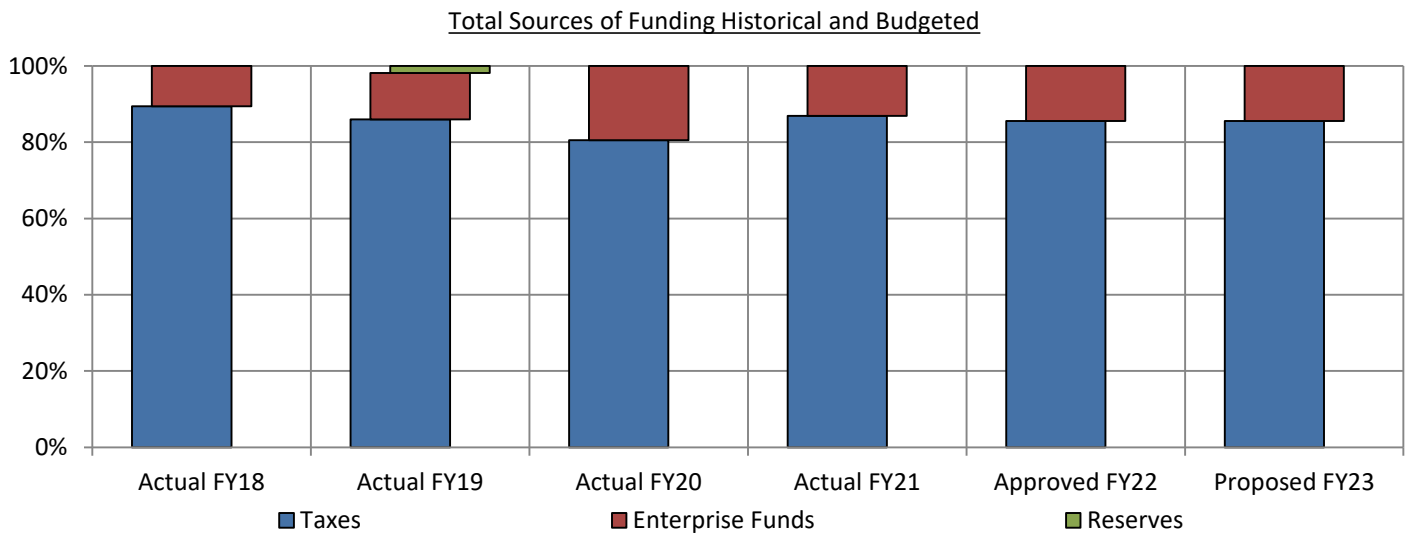
The Town Council proposed FY 2023 budget increased by \$3,017, or 1.07% from the approved FY 2022 budget. The FY 2023 budget includes contractual obligations.

Town Council Department Factors Affecting FTE's



Full-time equivalent employees have remained level for the past few fiscal years.

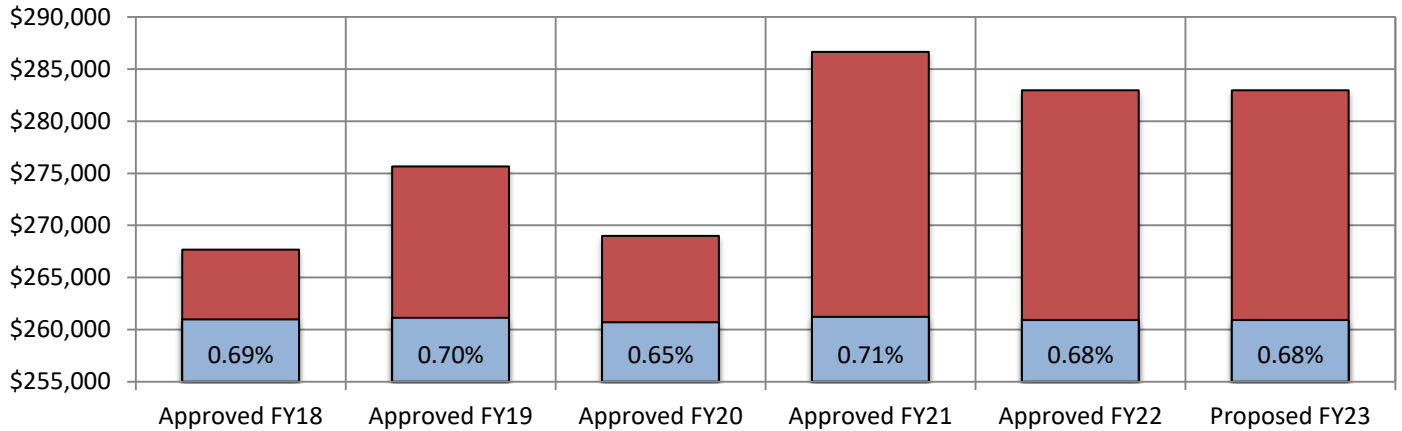
Town Council Department Factors Affecting Revenues



Taxes cover the majority of this operation at 86% followed by charge backs from Enterprise Funds for Town Council services provided. Reserves used are for one-time budget requests within that fiscal year.

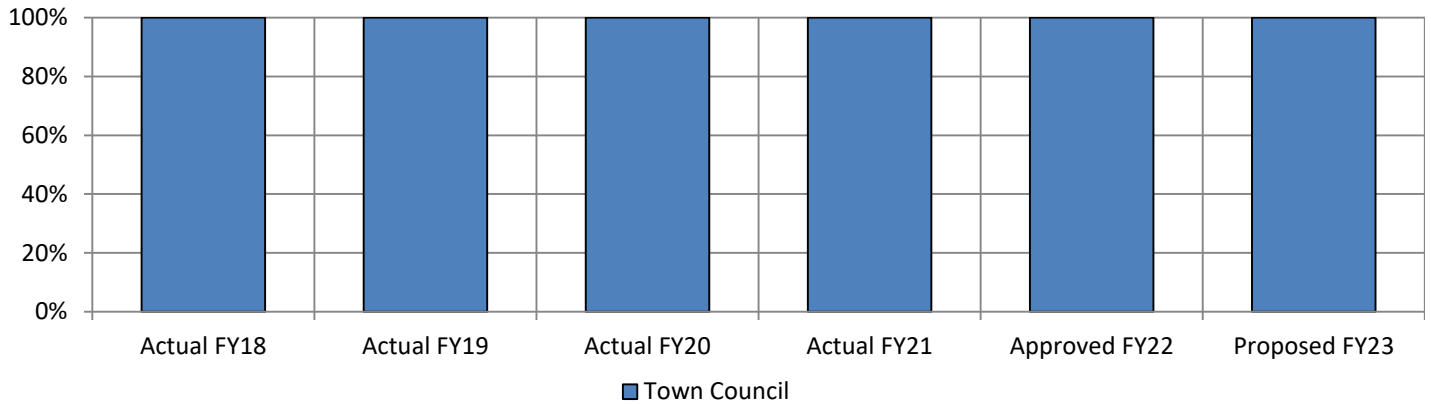
Town Council Department Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



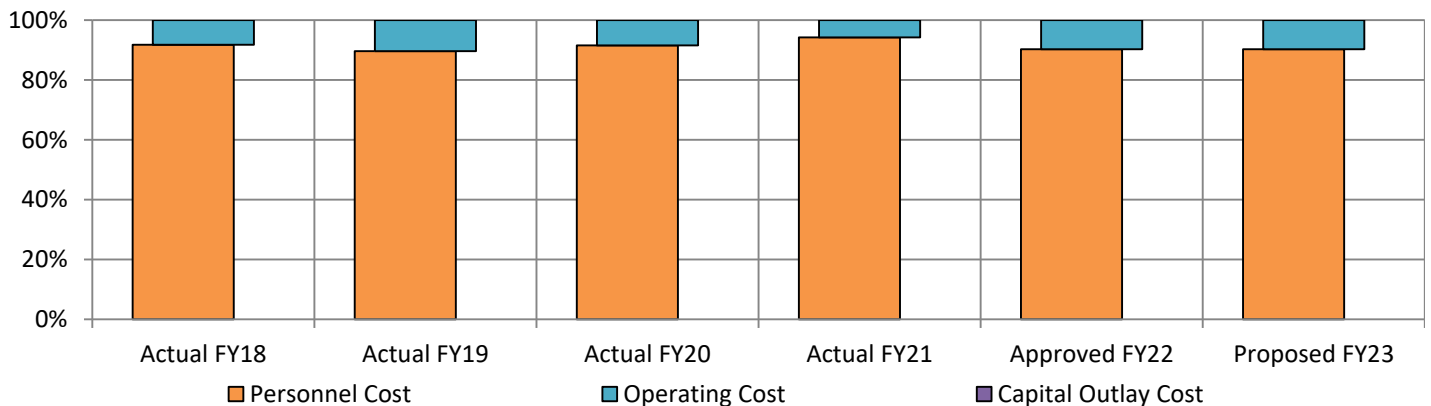
The Town Council budget has increased 1.22% annually on average over a six-year period. This budget has also remained within the 0.69% range of total municipal operating budget (excludes Other Requirements and schools).

Total Expenditures By Division Historical and Budgeted



Town Council is a standalone operation.

Total Expenditures By Category Historical and Budgeted



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

TOWN MANAGER DEPARTMENT

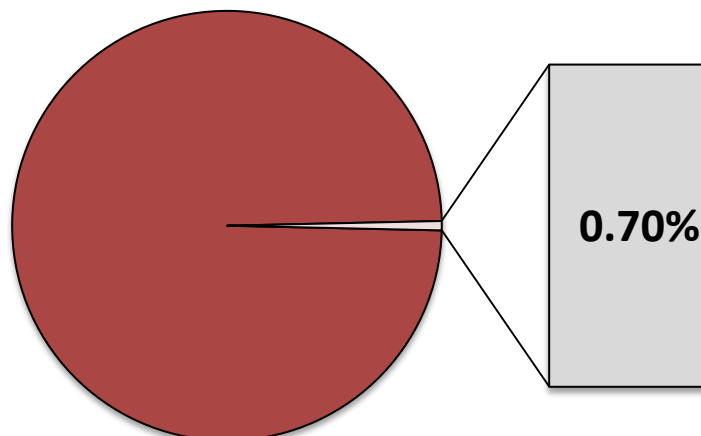
Department Purpose Statement

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

Program Areas



% of FY 2023 Total General Fund Budget



The Town Manager Department comprises 0.70% of the overall General Fund budget.

Town Manager Department Services Provided

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

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

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



Mark S. Ells, Town Manager



M. Andrew Clyburn, Assistant Town Manager

Town Manager Department Services Provided (Continued)

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

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

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

Town Manager Department Recent Accomplishments

Communications

- ✓ The Communications Program has many tools in our toolbox for reaching citizens, businesses, employees and the public. These tools include a combination of digital and traditional; websites, press releases, legal notices, CodeRED alerts (email, phone, text) weekly subscriber based email newsletter, video and imaged based public service announcements (PSA's), traditional TV Channel 18 or On Demand Video, social media (YouTube, Facebook, Twitter, Instagram) and traditional distribution channels through local organizations and the press. Engaging our stakeholders with timely, tailored, and educational content helps, on the communication platform of their choice, conveys our Town's commitment to the quality of life in Barnstable as addressed in the Town Council's 2020 Strategic Plan.
- ✓ Channel 18 plays a big role in producing content that is shared in a variety of ways beyond television. We have streaming and video on demand capabilities on the Town's website. Channel 18 also produces content that is distributed digitally.
- ✓ The Communications Program oversees over 40 social media accounts (Facebook, Twitter, Instagram, YouTube) through Divisions and Departments in the Town of Barnstable. The Town uses ArchiveSocial to keep the public records associated with social media. In a recent COVID-related situation, we were able to ask all Town social media accounts to share the same message for further reach.
- ✓ 2021 brought a year of growth and engagement to the Town of Barnstable's social channels. Facebook, Twitter, Instagram and YouTube all increased their outreach to new followers and our digital newsletters (eNews Weekly and Community Currents) also experienced increased subscriber rates.
- ✓ 2021 also brought new insights on how the Town of Barnstable can leverage these new channels in emergencies and community messaging. We increased our reach in promoting Town COVID vaccine clinic messaging in three languages and kept residents up to date on mandates, advisories, and important health information. These channels also proved to be invaluable during weather emergencies, specifically during tornado and hurricane warnings and the October Nor'easter.

Town Manager Department Recent Accomplishments (Continued)

- ✓ Our Facebook page was Verified (Blue Checkmark) this year and we were an approved organization for LOCAL and COVID Alerts, which allowed us to utilize special tools to reach constituents.
- ✓ Our content strategy in 2021 included a visual overhaul for social accounts and newsletters to make it easier to disseminate information. We utilized three websites to archive content – BarnstableHealth.com, BarnstableWaterResources.com, and the new BarnstableEnews.com.
- ✓ Communications staff continues to utilize Zoom so that the Town can continue to hold meetings for Town Council, boards, committees, and commissions to conduct the Town’s business. This platform also continued to provide public engagement including with the addition of the Zoom webinar feature. Provided support for Town staff to continue to meet on a daily basis.
- ✓ We worked to ensure our residents were getting correct and up-to-date information regarding the Town Election. It was important to communicate that the Town of Barnstable’s elections were being handled in a way that all votes were safe, secure, and counted.
- ✓ From natural disasters to feel good stories about a rescued two-headed turtle, our residents and visitors were able to get the news and information they need in an easy and visually rich way on the platform of their choice.

Licensing

- ✓ Conducted On-Site inspections of all new and altered licensees upon approval;
- ✓ Worked with other departments on Special events procedure for alcohol and entertainment;
- ✓ Represented Licensing in Site Plan and mini-site plan review meetings;
- ✓ Worked with Town Manager on special projects and support of Town Manager applications and hearings on flammables, liveries and taxi permits;
- ✓ Worked with other departments to review alternative floor plans and outdoor seating proposals in response to covid-19 capacity restrictions, and;
- ✓ Implemented Alternative Penalties for underage alcohol consumption violations, its aim is to create a positive impact in the community through charitable donations or educational initiatives.

Town Manager Department Goals and Objectives

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

Short-Term:

1. Continue to incorporate old database into the new OpenGov permitting software for easier access to lists and renewals. **(SP: Regulatory Process and Performance, Communication)**
2. The implementation of remote work procedures and the continued transition to holding virtual hearings in accordance with covid-19 guidelines and restrictions. **(SP: Regulatory Process and Performance, Communication)**
3. Notify Licensees of available grant and loan opportunities because of business challenges imposed by Covid-19 restrictions. **(SP: Education, Communication)**
4. Work with new Legal counsel on updating and streamlining outside dining patio process. **(SP: Regulatory Process and Performance, Communication)**
5. Create a comprehensive strategic communications plan. **(SP: Education, Communication)**
6. Evaluate and update Town of Barnstable's website keeping in mind mobile compatibility. **(SP: Education, Communication)**
7. Produce FY 2022 Annual Report in a timely manner. **(SP: Education, Communication)**
8. Keep pace with modern communication formats (NextDoor, WAZE, podcasts, etc.). **(SP: Education, Communication)**
9. Increase resident participation in Code RED emergency notification system with Barnstable Police Department. **(SP: Education, Communication)**
10. Continue working with the Airport to survey, evaluate, and potentially combine property parcels located at the east end of the main runway, outside the security fence for possible enhancement. Once combined, these parcels could be used to establish remote public parking lots, or commercial lease sites to the benefit of the Airport and the public. **(SP: Finance, Economic Development, Infrastructure)**
11. Continue to marshal the town's assets into a comprehensive database that allows quick and ready access by all town personnel of key property related documents on a map and parcel identified basis. **(SP: Education, Communication, Infrastructure)**
12. Complete the CPC funded project for the digitization of the Town's annual reports and roll out a process to make these available to all Town departments with the hope of making them available in digital format to the public. **(SP: Education, Communication, Infrastructure)**
13. During FY 2021, continue to identify and review the resources needed to manage property in conjunction with the Department of Public Works so that each property has the management and maintenance needs to support its relative use. Working with Structures and Grounds, revisit the budgeted amount of money set aside for supporting tenant properties, possibly expanding the list of properties where the money can be spent and prepare a short and long term plan to invest into improvements of these building and land. **(SP: Infrastructure, Finance, Communication, Regulatory Process and Performance)**
14. Identify research and prepare an additional block of tax possession property for potential disposal through a sealed bid or auction process. **(SP: Infrastructure, Finance, Regulatory Process and Performance, Economic Development)**

Town Manager Department Goals and Objectives (Continued)

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

15. With the support of DPW, collect and catalog existing easements associated with public land, sidewalks, and roadways. **(SP: Infrastructure, Communication, Public Health and Safety)**

Long-Term:

1. Hold stakeholder meetings on recommendations with police department to revise Taxi regulations and reduce paperwork and consolidate departments input. **(SP: Regulatory Process and Performance)**
2. Work with the Consumer Affairs Officer and police to conduct year round alcohol compliance checks and investigations of underage customer identification. **(SP: Regulatory Process and Performance)**
3. Increase awareness of all communication methods used to inform citizenry. **(SP: Education, Communication)**
4. Keep pace with modern communication formats. **(SP: Education, Communication)**
5. With the resources obtained by the sale of tax possession assets in the established revolving fund under Chapter 44, section 53E ½ for the proceeds from the sale of Town owned property, plans will be developed to leverage this available funding to support legal and professional appraisal work on other Town properties. The availability of this funding is meant to support the preparation and research needed to reuse, redirect, or dispose of other municipal properties held by the Town. **(SP: Finance, Infrastructure)**
6. Continue to develop creative ways to acquire and protect property in conjunction with the Barnstable Land Trust. Through this cooperative effort, land can be appropriately protected and conserved. **(SP: Communication, Infrastructure, Environment and Natural Resources)**
7. Continue to support the Expedition Blue cultural program grant obtained in coordination with the Cape Cod Chamber to identify and recognize the Blue economy in the past, in the present and into the future. Specific focus is at Hyannis Harbor for the Town's installation. **(SP: Environment and Natural Resources, Education, Communication)**
8. Continue to develop a complete acquisition history consisting of deeds, Town Meeting and Town Council authorization documents, and other relevant documents for every municipal property currently owned by the town. How the land was acquired and the source of funding will many times influence the programmatic uses of the land, and without this information consolidated into a master file, it can hinder the ability of the town to react to opportunities and can limit the uses. **(SP: Finance, Education, Communication, Infrastructure, Regulatory Process and Performance)**
9. Continue to identify research and prepare, in conjunction with the Planning and Development office, potential properties to be considered for use in developing affordable housing lots. **(SP: Housing, Economic Development, Infrastructure)**
10. Support the Comprehensive Wastewater Management Plan effort to help identify and acquire properties for future pump stations. **(SP: Education, Communication, Economic Development, Infrastructure, Regulatory Process and Performance, Environment and Natural Resources)**

Town Manager Department Budget Comparison

Town Manager Source of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$343,752	\$575,387	\$692,601	\$804,214	\$111,613	16.12%
Fees, Licenses, Permits	403,729	465,500	359,284	410,650	(2,887)	14.30%
Interest and Other	120,229	10,898	9,000	10,000	1,000	11.11%
Enterprise Funds	113,200	131,903	131,903	123,301	(8,602)	-6.52%
Total Sources of Funding	\$980,910	\$1,183,688	\$1,192,788	\$1,348,165	\$155,377	13.03%

Expenditure Category						
Personnel	\$901,602	\$1,062,000	\$1,064,676	\$1,220,053	\$155,377	14.59%
Operating Expenses	79,308	121,688	128,112	128,112	-	0.00%
Total Appropriation	\$980,910	\$1,183,688	\$1,192,788	\$1,348,165	\$155,377	13.03%

Summary of Budget Changes

Town Manager's proposed FY 2023 budget increased by \$155,377, or 13.03% from the approved FY 2022 budget. This entire budget change is in personnel cost, which includes 2.00 fte's for Municipal Interpretative Services and Environmental Sustainability & Integration Manager.

Town Manager Department Budget Reconciliation

Job Title	FY 2021	FY 2022	FY 2023	Change
Assistant Town Manager	1.00	1.00	1.00	-
Clerical Assistant	0.50	0.50	0.50	-
Communications Director	0.60	0.60	0.60	-
Confidential Assistant	1.00	-	-	-
Coordinator of Municipal Interpretative Serv.	-	-	1.00	1.00
Deputy Director of Asset Management	-	1.00	1.00	-
Dir. of Property & Risk Management	1.00	1.00	1.00	-
Envir. Sustainability & Integration Manager	-	-	1.00	1.00
Insurance & Asset Coordinator	1.00	1.00	1.00	-
Licensing Assistant	1.00	1.00	1.00	-
Licensing Director	0.75	-	-	-
Officer Manager/Executive Assistant	-	1.00	1.00	-
Town Manager	1.00	1.00	1.00	-
Town Safety Officer	-	1.00	1.00	-
Full-time Equivalent Employees	8.85	10.10	12.10	2.00

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2022 Approved Budget				\$1,192,788	
Contractual Obligations Net of Staff Turnover	17,858	-	-	17,858	-
FY 2023 Budget Changes					
1. Coordinator of Municipal Interpretative Serv.	60,856	-	-	60,856	1.00
2. Envir. Sustainability & Integ. Manager	76,661	-	-	76,661	1.00
FY 2023 Proposed Budget	\$155,376	\$0	\$0	\$1,348,164	2.00

- 1. Coordinator of Municipal Interpretative Services** – Responsible for facilitating and supporting our culturally and linguistically diverse students and families.
- 2. Environmental Sustainability & Integration Manager** - Responsible for performing extensive research on trending environmental topics, emerging solutions, and their applicability to Town Operations;; partner with numerous internal and external partners.

Town Manager Department Factors Affecting FTE's

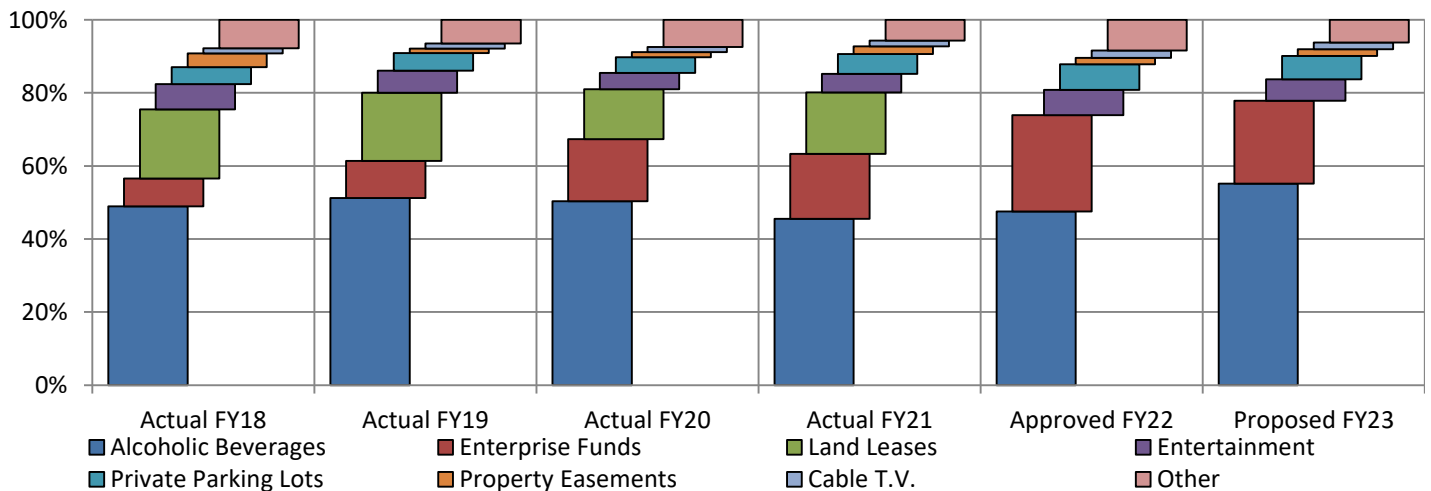
Full Time Employee History



FY 2023 includes 2.00 fte's for the Municipal Interpretative Services and Environmentally Sustainable & Integration Manager.

Town Manager Department Factors Affecting Revenues

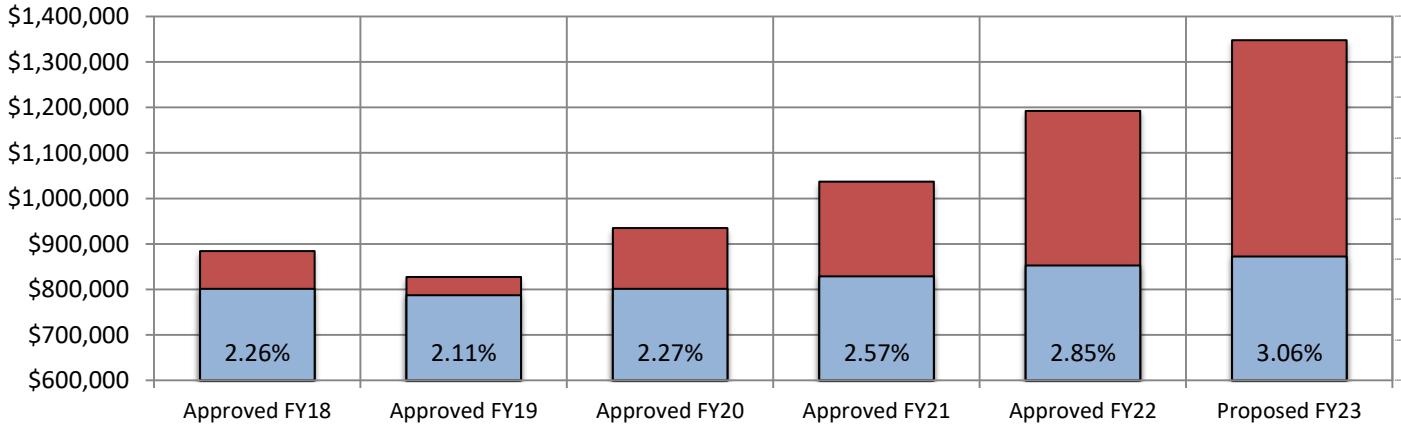
Total Revenue Sources (Excludes Taxes) Historical and Budgeted



Taxes provided 59% of this department's total sources of funding to support the proposed budget. Licensing fees and charge backs against the Enterprise Funds for Town Manager services provided cover the remaining balance. Excluding taxes, Alcoholic Beverage Licenses accounts for 55% of total sources of funding to cover the operations. Enterprise Fund charge backs for Town Manager services provided 23% of total sources of funding. Land Leases are no longer being accounted for within this operation because they are being directed to the Asset Management Special Revenue Fund. This operation also receives sources of funding for entertainment permits and private parking lot permits.

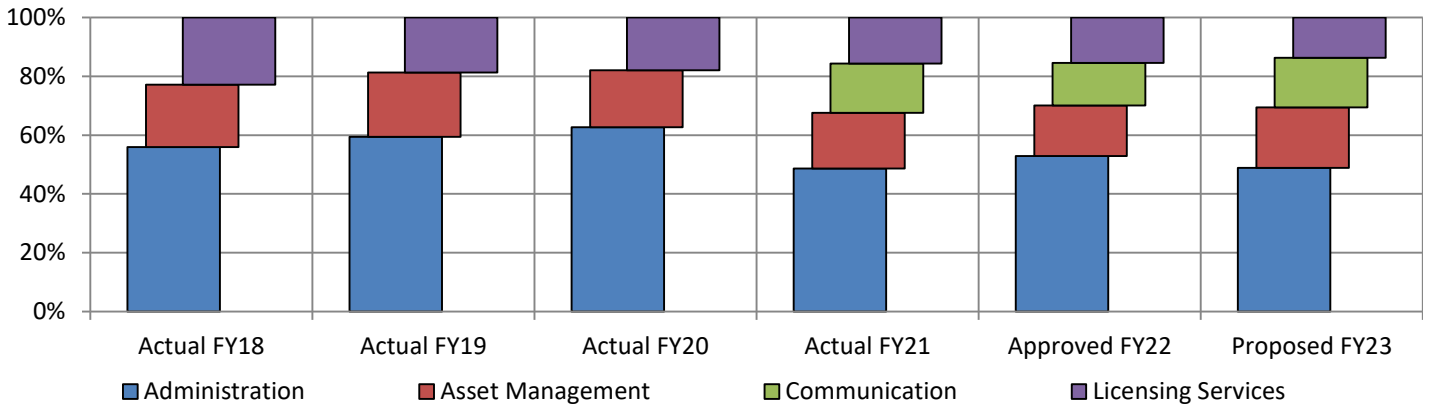
Town Manager Department Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



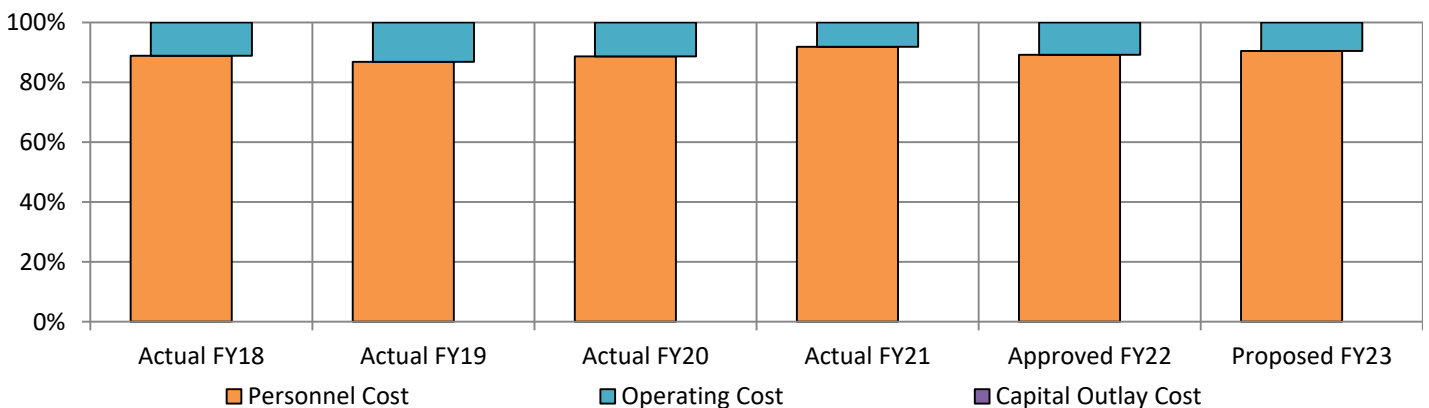
The Town Manager’s budget has increased 8.75% annually on average over a six-year period, as two new divisions have been added and additional personnel. This budget has also increased from 2.26% to 3.06% of total municipal operating budget (excludes Other Requirements and schools).

Total Expenditures By Program Historical and Budgeted



The Administration program represents 48% of the Town Manager’s proposed budget. Asset Management, Licensing, and Communication are evenly split.

Total Expenditures By Category Historical and Budgeted



Personnel cost account for 90% of the department’s proposed budget and operating cost account for 10%.

Town Manager Program Services Provided

Administration Program

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

Administration Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$334,574	\$471,597	\$473,062	\$510,445	\$37,383	7.90%
Fees, Licenses, Permits	15,700	15,500	17,487	14,600	(2,887)	-16.51%
Interest and Other	13,262	10,000	9,000	10,000	1,000	11.11%
Enterprise Funds	113,200	131,903	131,903	123,301	(8,602)	-6.52%
Total Sources of Funding	\$476,736	\$629,000	\$631,452	\$658,346	\$26,894	4.26%

Expenditure Category						
Personnel	\$415,206	\$524,000	\$524,452	\$551,346	\$26,894	5.13%
Operating Expenses	61,530	105,000	107,000	107,000	-	0.00%
Total Appropriation	\$476,736	\$629,000	\$631,452	\$658,346	\$26,894	4.26%

Communications Program

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

The Communications Program has a wide and diverse number of tools in our toolbox for reaching citizens, businesses, employees and the general public. These tools include websites, press releases, legal notices, CodeRED alerts (email, phone, text) weekly subscriber based email newsletter, video and imaged based PSA's, traditional TV Channel 18 or On Demand Video, social media (YouTube, Facebook, Twitter, Instagram) and traditional distribution channels through local organizations. Each project or initiative is evaluated for audience and one or multiples of the tools above are utilized to reach the constituency with strategic and timely messaging. Services are developed and provided through staff, volunteers, and cooperative efforts with community groups and agencies. It also serves as a resource to other departments concerning media issues. The Communications Director is responsible for professional work providing information on behalf of the Town of Barnstable through various communication outlets to diverse audiences. This program works with the Town Manager on strategic communication initiatives for the Town.

Communication Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$164,604	\$170,688	\$173,532	\$227,048	\$53,516	30.84%
Total Sources of Funding	\$164,604	\$170,688	\$173,532	\$227,048	\$53,516	30.84%

Expenditure Category						
Personnel	\$163,979	\$168,000	\$168,732	\$222,248	\$53,516	31.72%
Operating Expenses	625	2,688	4,800	4,800	-	0.00%
Total Appropriation	\$164,604	\$170,688	\$173,532	\$227,048	\$53,516	30.84%

Town Manager Program Services Provided (Continued)

Asset Management Program

The Asset Management Program provides ongoing analysis of all municipal assets owned and used by the Town of Barnstable. This program continues to build on the efforts completed under the Director of Property and Risk Management. The primary focus continues to be enhancing land management from an administrative viewpoint. Ongoing administrative work in FY 2021 has included regular support to Recreation for the public's use of recreational athletic fields, reviewing contracts and leases to use public space, public buildings, and the identification of assets to be disposed of through sale or transfer to other quasi-municipal agencies. With the retirement of the Town Council Asset Management Advisory Committee, that was established to help evaluate and identify which assets to retain for municipal use and which to dispose of through an open bid process, the continued effort to better use or dispose of Town Real Property assets will continue. The focus in 2022 will be to formalize the internal staff review to streamline the process for sale, lease, or disposal of real property assets. Two major land partnerships with the Barnstable Land Trust for acquisition of open space began.

Future work will continue to include multi-departmental projects, coordinating the use of town assets with outside land management agencies and direct support for the CWMP in locating land or negotiating easements for future pump stations. Several key sites in FY21 were identified and secured, and others for FY22 will be needed to support the backbone infrastructure queued up for the near future in this major town wide effort. This includes the enhancement of a master property database to consolidate critical information about Town property, which can be accessed by all Town Departments and the ongoing strategic purchase and disposal of certain assets that are identified as no longer necessary and are surplus to Town needs. This includes hard assets like equipment and buildings as well as real property or land.

The careful selection of insurance coverage to minimize the chance of catastrophic losses to people and assets continues to be more complex each year as the value of the assets and the exposure to risk grows annually. The Insurance market coming out of Covid has been unsettled and unpredictable resulting in changes in how we approach insurance. Limits of coverage change each year as well as the consideration of deductibles. Liability protection for the Town Council, public employees and other committees, boards and commissions including the School Committee reduces the Town exposure to loss under legal actions and damages for claims. The responsibilities under this heading also include specialty insurance policies for Airport, Police, Cyber Security, and student athlete insurance for the schools. Additionally, the implementation of loss control measures, as well as the managing and monitoring of claims made against the Town and schools through the support to the legal division, adds to the complexities of this work.

Energy contracting, with the support of the Procurement and Legal offices, continues to be a responsibility of this office. A new contract for Natural gas as well as changes in the way we participate in a collaborative bid for transportation fuels with Barnstable County posed challenges in FY22 as the energy markets struggled for consistency making forecasting and trend tracking a priority.

Asset Management Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$79,388	\$201,500	\$203,918	\$278,173	\$74,255	36.41%
Interest and Other	106,817	500	-	-	-	0.00%
Total Sources of Funding	\$186,205	\$202,000	\$203,918	\$278,173	\$74,255	36.41%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$173,360	\$196,000	\$196,918	\$271,173	\$74,255	37.71%
Operating Expenses	12,845	6,000	7,000	7,000	-	0.00%
Total Appropriation	\$186,205	\$202,000	\$203,918	\$278,173	\$74,255	36.41%

Town Manager Program Services Provided (Continued)

Licensing Program

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

Licensing, which provides support to both the Licensing Authority and the Town Manager for permits issued by him. The Licensing program processes and holds public hearings for new licenses, changes to existing licenses, and renewal of existing licenses. These areas include alcohol and non-alcohol restaurants, package stores, inns, parking lots, cinemas/theatres, junk dealers, lodging houses, entertainment, sidewalk cafés, taxis and limos, fortunetellers, and mini-golf. Licensing coordinates all licenses for One Day Special Events involving Entertainment and Alcohol and maintains records of all licensing applications and show cause hearings held annually. The field staff provides inspection and enforcement activities in licensed establishments throughout the Town as well as education efforts to licensees. Staff assists applicants seeking to obtain a license, and in understanding their obligations under Massachusetts General Laws with respect to license terms and conditions (M.G.L. Ch. 138, 140, 148). A major efforts in FY21 to move as much of this process on line and into an electronic platform has already been accomplished with additional elements of licensing scheduled for similar improvements in FY22.

Licensing Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Fees, Licenses, Permits	\$388,029	\$450,000	\$341,797	\$396,050	\$54,253	15.87%
Interest and Other	150	398	-	-	-	0.00%
Total Sources of Funding	\$388,179	\$450,398	\$341,797	\$396,050	\$54,253	15.87%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$149,057	\$174,000	\$174,574	\$175,286	\$712	0.41%
Operating Expenses	4,308	8,000	9,312	9,312	-	0.00%
Total Appropriation	\$153,365	\$182,000	\$183,886	\$184,598	\$712	0.39%

ADMINISTRATIVE SERVICES DEPARTMENT

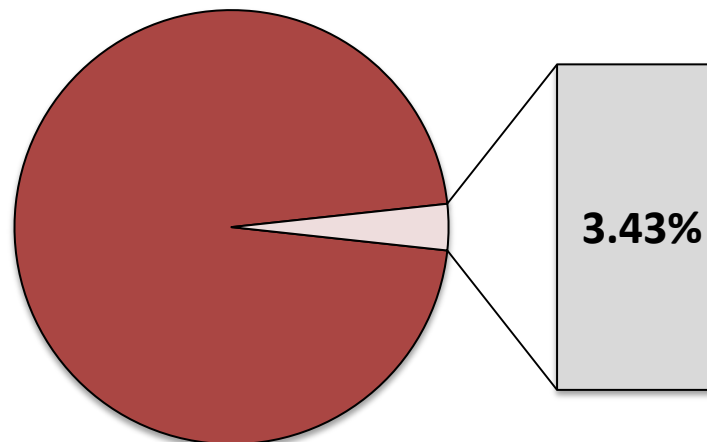
Department Purpose Statement

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

Sub-Department Areas

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

% of FY 2023 Total General Fund Budget



The Administrative Services Department budget represents 3.43% of the overall General Fund budget.

Administrative Services Department Budget Comparison

Administrative Services Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$1,851,368	\$2,123,789	\$3,466,546	\$3,658,027	\$191,481	5.52%
Intergovernmental	564,242	543,474	272,524	268,961	(3,563)	-1.31%
Fines, Forfeitures, Penalties	1,779,770	1,588,970	1,098,000	1,047,000	(51,000)	-4.64%
Fees, Licenses, Permits	297,533	303,377	227,994	213,100	(14,894)	-6.53%
Charges for Services	20	36	-	-	-	0.00%
Interest and Other	873,792	992,266	731,401	646,500	(84,901)	-11.61%
Enterprise Funds	770,803	674,899	674,899	812,002	137,103	20.31%
Total Sources of Funding	\$6,137,527	\$6,226,811	\$6,471,364	\$6,645,590	\$174,226	2.69%

Expenditure Category						
Personnel	\$4,627,668	\$4,640,716	\$4,820,820	\$4,959,708	\$138,888	2.88%
Operating Expenses	1,493,799	1,481,095	1,545,544	1,580,882	35,338	2.29%
Capital Outlay	16,060	105,000	105,000	105,000	-	0.00%
Total Appropriation	\$6,137,527	\$6,226,811	\$6,471,364	\$6,645,590	\$174,226	2.69%

Summary of Budget Changes

The Administrative Department's proposed FY 2023 budget increased by \$174,226, or 2.69% from the approved FY 2022 budget. The personnel cost increase is mostly due to contractual obligations; however, there is a net 1.45fte due to a reallocation of procurement personnel to the Comprehensive Wastewater Management Plan (CWMP), and adds an additional Purchasing Agent as well as Property Lister. Operating costs include software support and license increases, and cell phone services for all municipal departments. Capital outlay includes the annual technology hardware replacements.

Administrative Services Department Budget Reconciliation

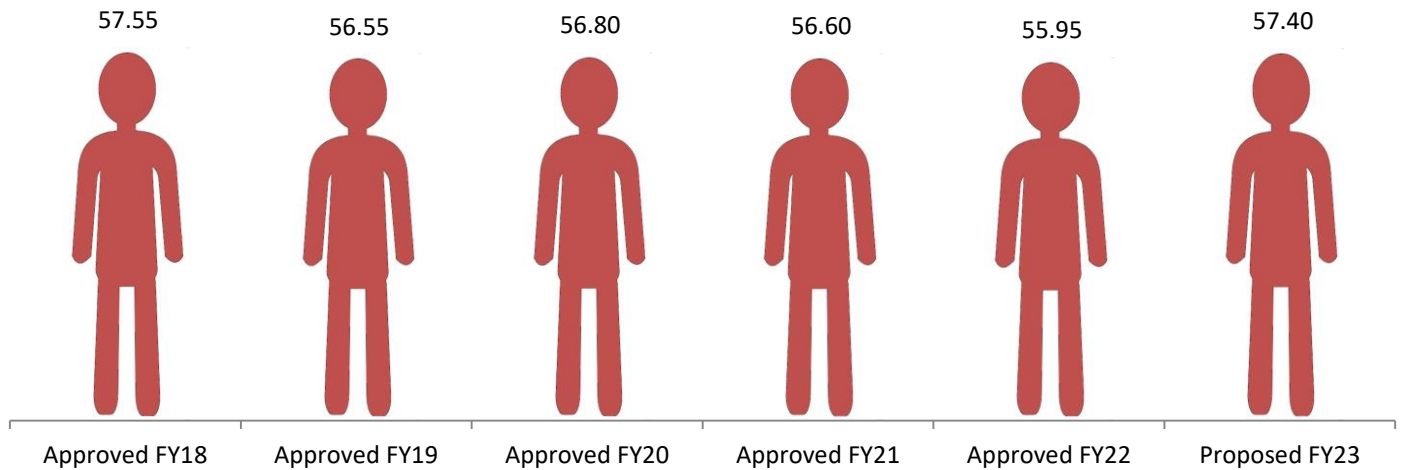
Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2022 Approved Budget				\$6,471,364	
Contractual Obligations Net of Staff Turnover	33,264	-	-	33,264	-
One-time Costs	-	(15,000)	(105,000)	(120,000)	-
FY 2023 Budget Changes					
1. Property Lister	45,290	-	-	45,290	1.00
2. Purchasing Agent	60,335	-	-	60,335	0.45
3. Software and Mobile Licenses	-	50,338	-	50,338	-
4. Technology Hardware Replacements	-	-	105,000	105,000	-
FY 2023 Proposed Budget	\$138,890	\$35,338	\$0	\$6,645,590	1.45

Administrative Services Dept. Budget Reconciliation (Continued)

- 1. Property Lister** - The new employee would provide accurate inspections and help maintain the database. Often cyclical inspections discover improvements to the property not previously taxed, which can be counted as New Growth. The new growth will offset some of the expense of this operation. Every inspection this person would do will count toward the 10 year requirement and therefore would be 100% effective.
- 2. Purchasing Agent** - This request is to create a second Purchasing Agent position to assist in daily procurement activities in our fast-paced department. An additional purchasing agent would assist with meeting the daily demands of the office, maintaining productivity while providing customer service. The duties would include those currently listed in the Purchasing Agent job description with the addition of oversight and approval in Munis for requisitions.
- 3. Hardware / Software Maintenance, and Mobile Phone Increases** – yearly increase in hardware and software maintenance contracts, as well as increases in mobile phone costs due to added lines. All Town departments rely on a myriad of hardware and software to keep the Town running. These products form the core functionality for all services and programs that the Town provides. By its very nature these products have yearly cost increases that must be maintained, or support for hardware and software will be lost. If something were to fail, be it hardware or software, we would not have the manufacturer's support to correct the problem, potentially putting the town at risk of not functioning in certain areas, many of them critical in nature. In addition, many of these software packages are subscription based, meaning that if the annual fees are not paid, the Town can no longer use the software.
- 4. Technology Hardware Replacements** - IT relies on yearly operating capital to keep important systems up to date. As technology changes and systems become outdated, it is important to keep pace ensuring that systems remain secure and continue to run efficiently for their intended purpose.

Administrative Services Dept. Factors Affecting FTE's

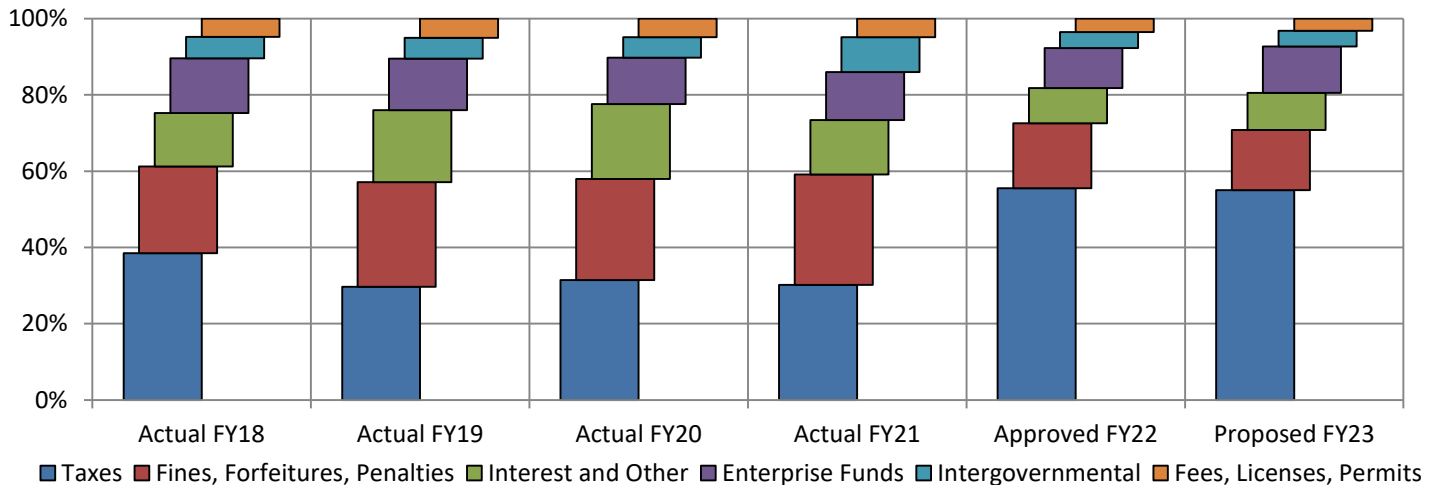
Full Time Employee History



FY 2021 includes (0.20)fte reduction due to reduced hours for the legal clerk position. FY 2022 includes (0.35)fte reduced hours for the Town Clerk Assistant position. FY 2023 includes a partial reallocation of procurement personnel net 0.45fte to the CWMP as well as 1.00fte for a Property Lister position.

Administrative Services Dept. Factors Affecting Revenues

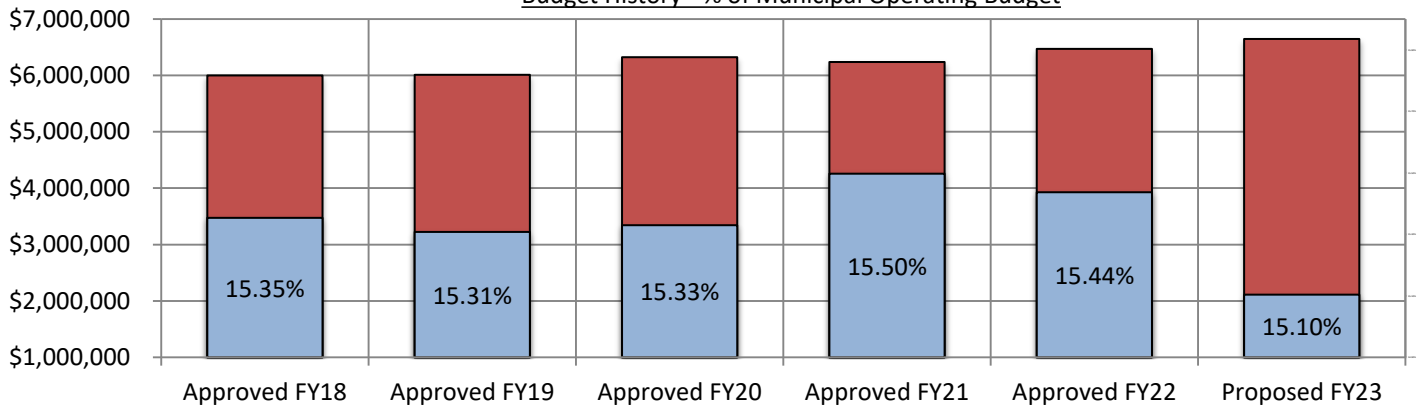
Total Sources of Funding Historical and Budgeted



Taxes provided 55% of this department's total sources of funding for the proposed budget. This department receives 15% of its funding through fines and penalties on late payments, and 12% from charge backs for services provided to the Enterprise Funds (Accounting, Technology Support, Legal, and Human Resources), 9% from interest and other, and 4% intergovernmental aid.

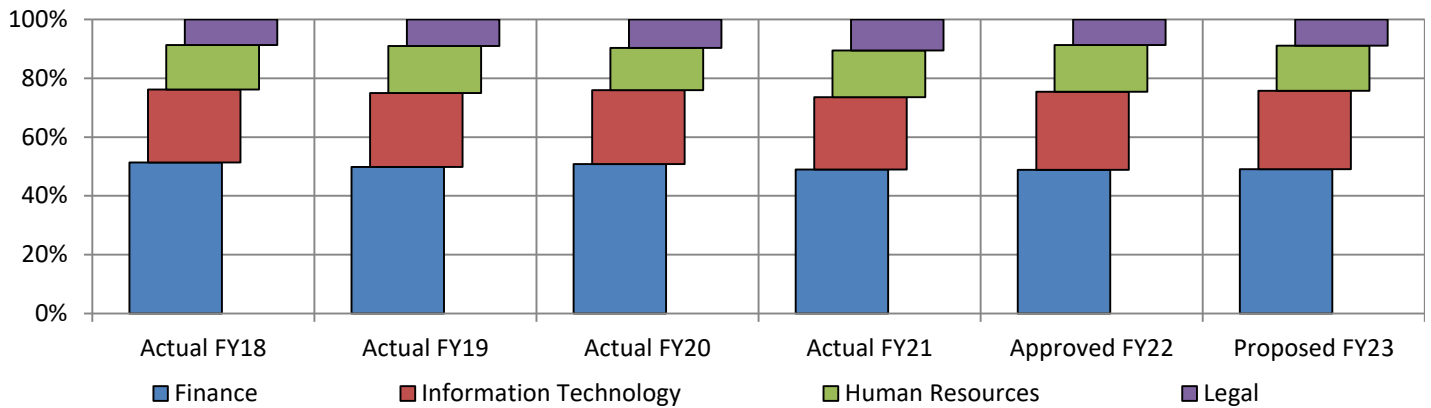
Administrative Services Dept. Factors Affecting Expenses

Budget History - % of Municipal Operating Budget



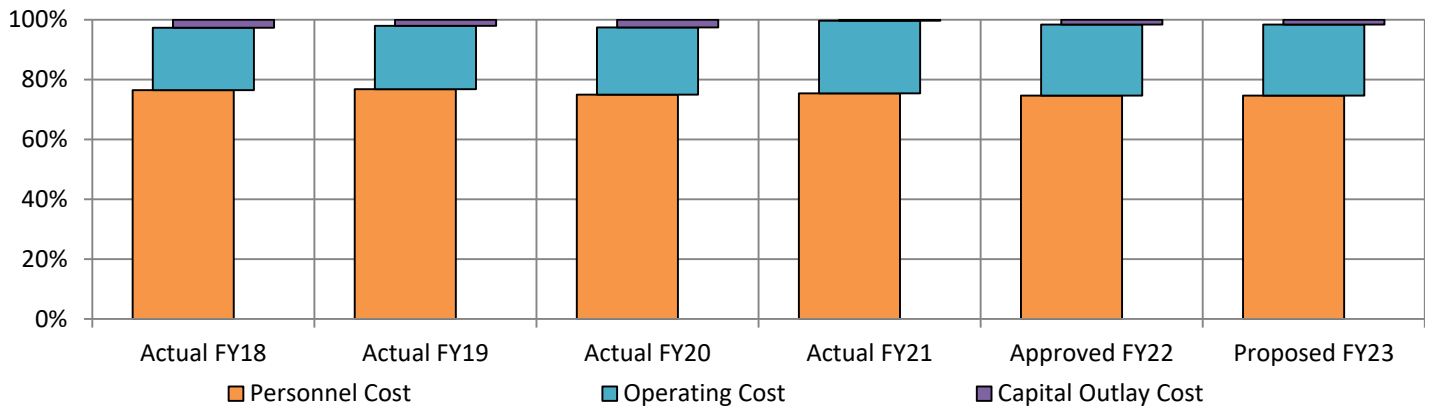
The Administrative Services budget has increased 1.80% annually on average over a six-year period. This budget has also remained within the 15% range of total municipal operating budget (excludes Other Requirements and schools).

Total Expenditures By Division Historical and Budgeted



The Finance Division (Accounting, Treasury, Clerk, Collections, Assessing, and Procurement) represents almost 50% of the department's proposed budget.

Total Expenditures By Category Historical and Budgeted



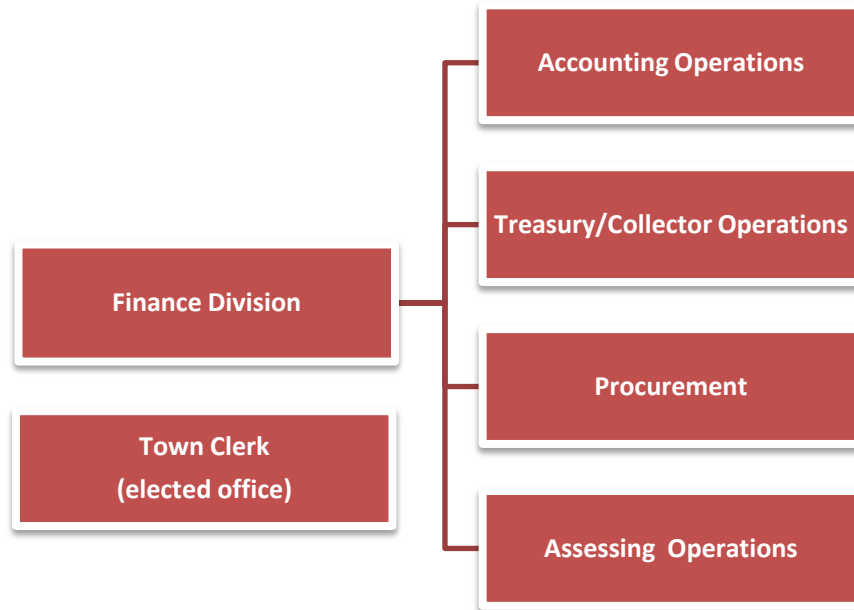
Personnel cost account for 75% of the Administrative Services Department proposed budget, operating cost account for 24% and capital outlay 1%.

FINANCE DIVISION

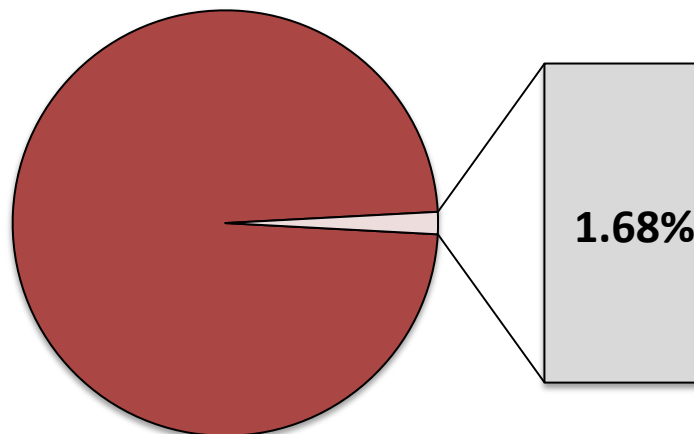
Purpose Statement

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

Program Areas



% of FY 2023 General Fund Budget



The Finance Division represents 1.68% of the overall General Fund budget.

Finance Division Services Provided

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

Finance Division Recent Accomplishments

- ✓ Developed a financing plan for the Town's Comprehensive Wastewater Management Plan.
- ✓ With the consolidation of the Treasury and Tax Collections office, reduced the town's outstanding receivables balance by \$2 million.
- ✓ In response to COVID-19, implemented a spending reduction plan that increased the Town's General Fund reserves by \$4 million.
- ✓ Maintained the Town's AAA bond rating.
- ✓ Received a clean audit opinion on the June 30, 2020 Comprehensive Annual Financial Report and there were no audit findings.
- ✓ Implemented a paperless invoice processing system reducing the need for filing space, delays in processing and the number of times an invoice is handled.
- ✓ Received the Certificate of Achievement for Excellence in Financial Reporting for the 19th year in a row for the June 30, 2019 Comprehensive Annual Financial Report
- ✓ Received the Distinguished Budget Presentation award for the 20th year in a row for the FY 2021 budget document.
- ✓ Implemented an Investor Relations website offering regular updates on the town's financial information increasing bidder activity on the town's fiscal year 2021 bond issues resulting in bonds issued at 1.2% and 1.33%; record lows for the town.
- ✓ Successfully implemented a remote workforce due to COVID-19 keeping all financial systems and records up to date.
- ✓ Successfully completed the required 5 year town-wide property revaluation in a manner allowing for the issuance of timely tax bills.

Finance Division Goals and Objectives

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

Short-Term:

1. Create a long-term plan for a permanent remote workforce to reduce the department's footprint. **(SP: Finance)**
2. Create a funding plan for the Comprehensive Water Management Program. **(SP: Finance)**
3. Practice and promote sound financial policies and procedures in order to maintain the Town's AAA bond rating. **(SP: Finance)**

Long-Term:

1. Explore ways to enhance the town's Open Budget website. **(SP: Communication)**
2. Continue to participate in the GFOA award programs for budgeting and financial reporting. **(SP: Finance)**
3. Identify areas where the town can expand the use of Tyler Content Manager in order to reduce the consumption of paper and improve staff efficiency. **(SP: Finance)**

Finance Division Budget Comparison

Finance Division Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$0	\$0	\$532,350	\$676,011	\$143,661	26.99%
Intergovernmental	564,242	543,474	272,524	268,961	(3,563)	-1.31%
Fines, Forfeitures, Penalties	1,779,770	1,588,970	1,098,000	1,047,000	(51,000)	-4.64%
Fees, Licenses, Permits	297,533	303,377	227,994	213,100	(14,894)	-6.53%
Charges for Services	20	36	-	-	-	0.00%
Interest and Other	873,792	857,266	731,401	646,500	(84,901)	-11.61%
Enterprise Funds	374,992	291,723	291,723	406,346	114,623	39.29%
Total Sources of Funding	\$3,890,349	\$3,584,846	\$3,153,992	\$3,257,918	\$103,926	3.30%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$2,584,549	\$2,591,469	\$2,713,250	\$2,834,676	\$121,426	4.48%
Operating Expenses	423,661	422,363	440,742	423,242	(17,500)	-3.97%
Total Appropriation	\$3,008,210	\$3,013,832	\$3,153,992	\$3,257,918	\$103,926	3.30%

Summary of Budget Changes

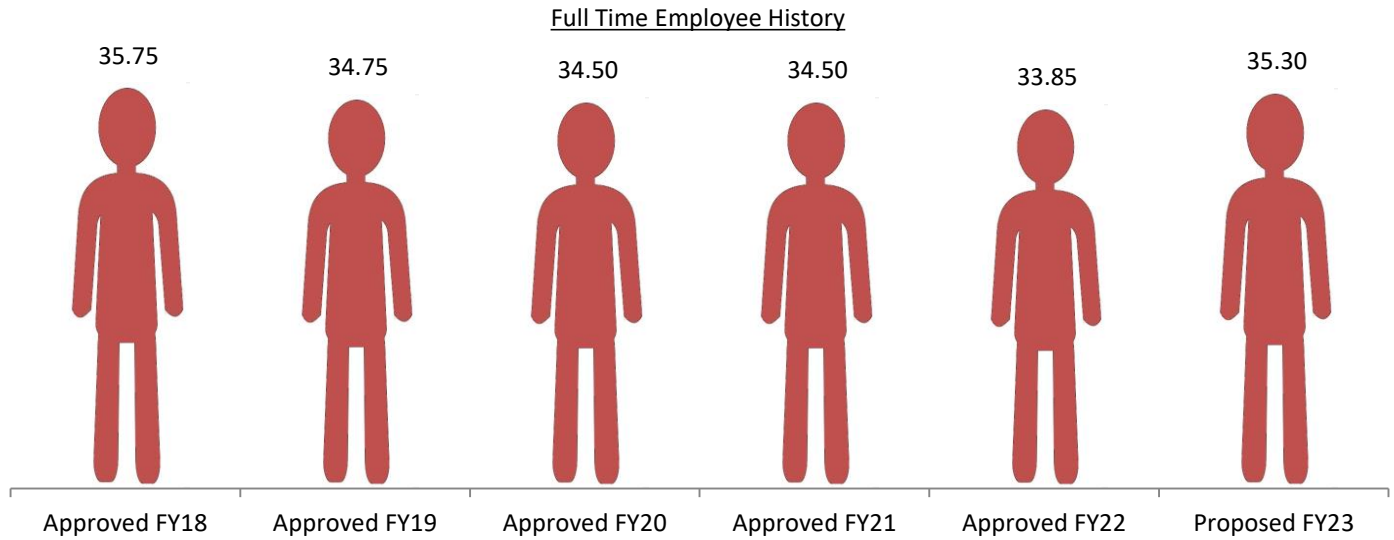
The Finance Division's proposed FY 2023 budget increased \$103,926, or 3.30% from the approved FY 2022 budget. Contractual obligations account for most of the budget increase; however, 1.45fte's are included in the budget for the Property Lister and Purchasing Agent positions. Operating costs are decreasing by (\$17,500) as a result of Assessing outsourced services being replaced with the Property Lister position. There is also additional money to support the procurement moving toward an online bidding process.

Finance Division Budget Comparison (Continued)

Job Title	FY 2021
Accounting Officer	1.00
Administrative Assistant	1.00
Assistant Assessor	1.00
Assistant Tax Collector	1.00
Assistant Town Clerk	1.00
Assistant Treasurer	1.00
Billing and Collection Supervisor	1.00
Chief Procurement Officer	1.00
Collection Assistant	3.00
Comptroller	1.00
Data Collection/Field Inspector	1.00
Deputy Finance Director	1.00
Director of Finance	1.00
Financial/Budget Analyst	2.00
Office Supervisor	1.00
Principal Dept/Div Assistant	4.50
Property Transfer Assistant	1.00
Purchasing Agent	1.00
Senior Assistant Assessor	1.00
Staff Auditor-Accounts Payable	2.00
Staff Auditor-Cash Receipts	1.00
Staff Auditor-Payroll	2.00
Town Assessor	1.00
Town Clerk	1.00
Treasurer/Collector	1.00
Treasury Supervisor	1.00
Full-time Equivalent Employees	34.50

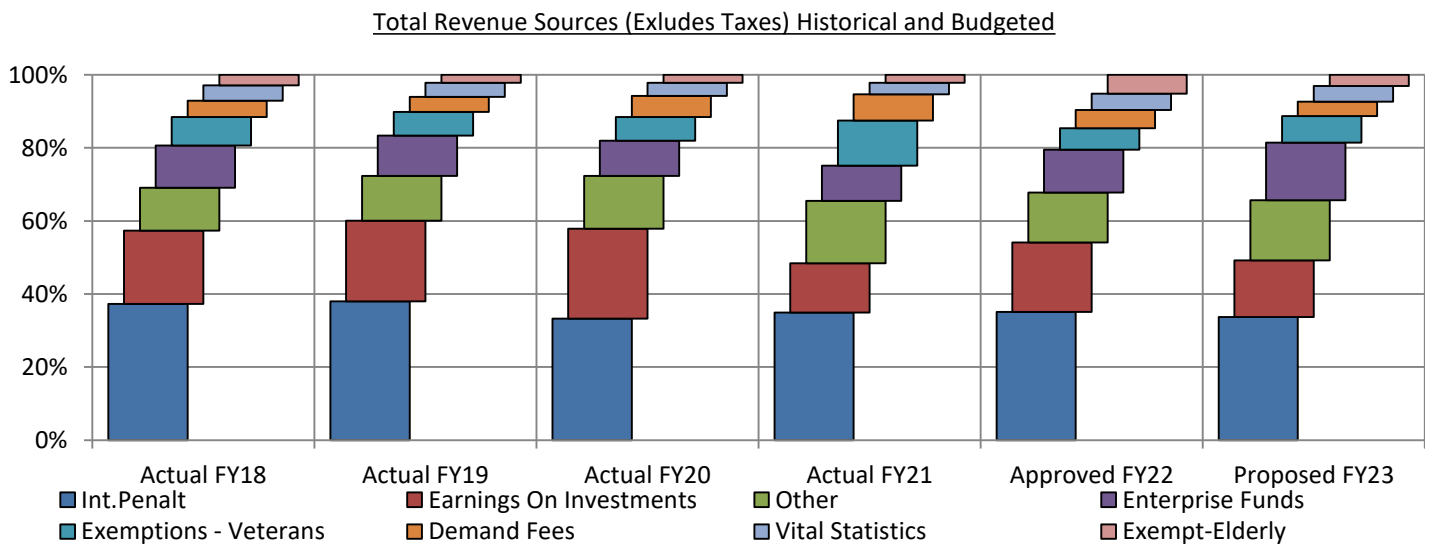
FY 2022	FY 2023	Change
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
0.85	0.85	-
3.00	3.00	-
1.00	1.00	-
1.00	2.00	1.00
1.00	1.00	-
1.00	1.00	-
2.00	2.00	-
1.00	1.00	-
4.15	4.15	-
1.00	1.00	-
0.85	1.70	0.45
1.00	1.00	-
2.00	2.00	-
1.00	1.00	-
2.00	2.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
33.85	35.30	1.45

Finance Division Factors Affecting FTE's



FY 2019 includes a reduction of (1.00)fte in Assessing. FY 2022 includes a reduction of (0.35)fte in Town Clerks. FY 2023 includes 1.45fte for a Purchasing Agent and Property Lister.

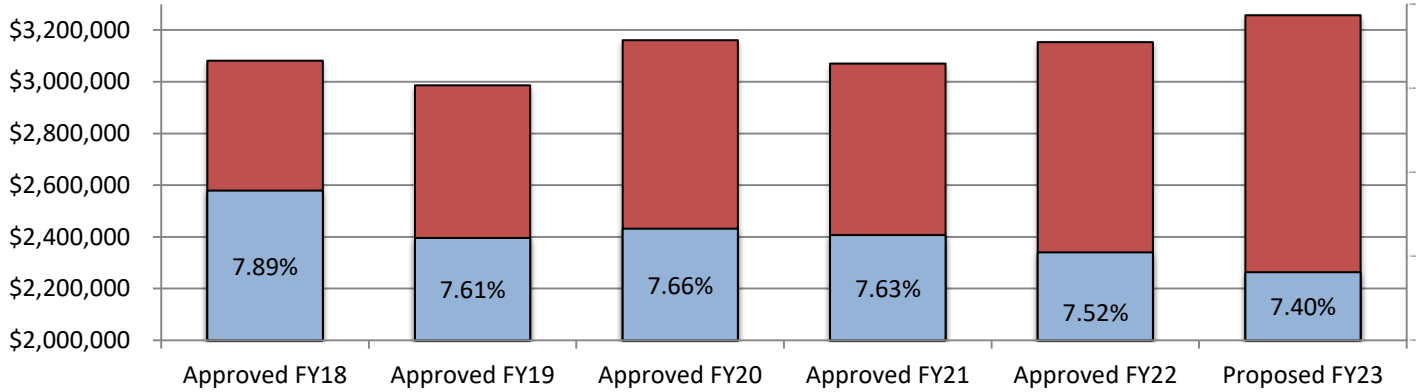
Finance Division Factors Affecting Revenues



When excluding taxes, fines, forfeitures, penalties provide 33% of total revenue sources for this operation. Charge backs to Enterprise Funds for services provided represents 16% and earnings on investment provides 15%.

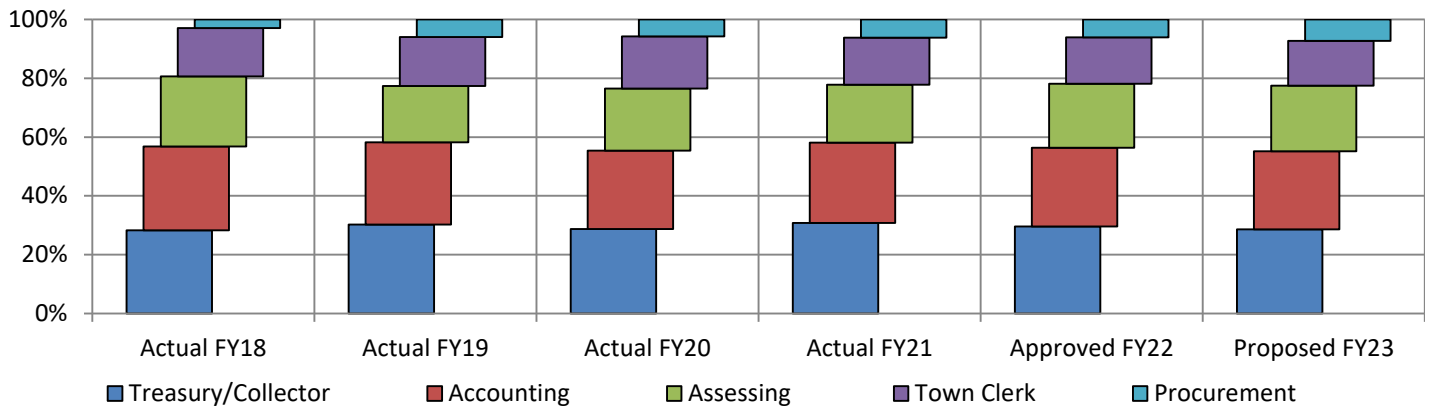
Finance Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



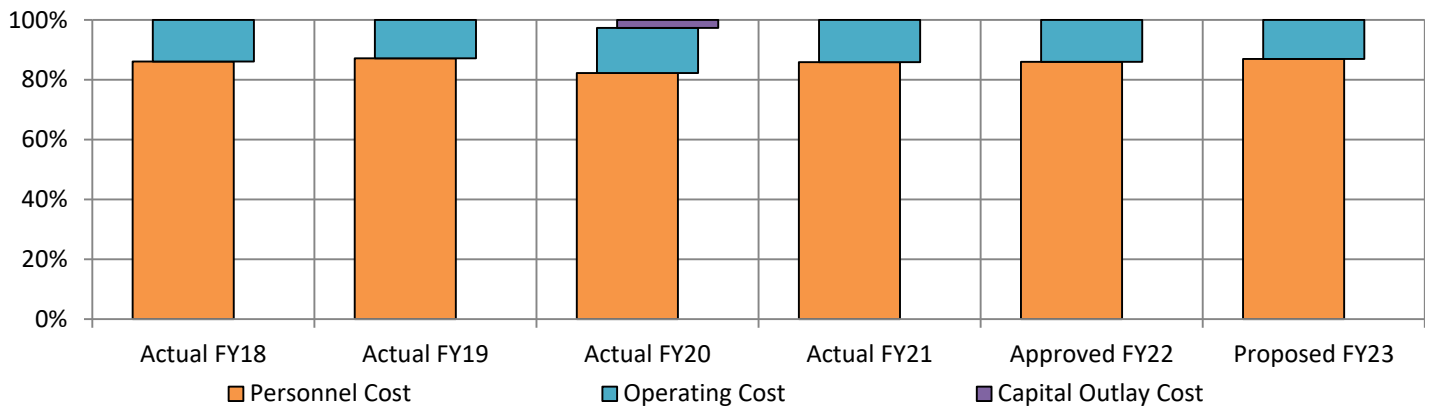
Finance Division’s budget has remained flat over a six-year period. This budget has also decreased from 7.89% to 7.40% of total municipal operating budget (excludes Other Requirements and schools).

Total Expenditures By Program Historical and Budgeted



The Treasury/Collector program is the largest area of this division’s proposed budget comprising 29%.

Total Expenditures By Category Historical and Budgeted



Personnel cost account for 86% of the Finance division’s proposed budget and operating cost account for 14%.

Finance Division Program Services Provided

Accounting Operation

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

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

Accounting Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$576,501	\$654,409	\$670,913	\$628,446	(\$42,467)	-6.33%
Interest and Other	16,198	5,000	-	-	-	0.00%
Enterprise Funds	228,079	174,339	174,339	236,603	62,264	35.71%
Total Sources of Funding	\$820,778	\$833,748	\$845,252	\$865,049	\$19,797	2.34%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$741,412	\$753,921	\$761,952	\$781,749	\$19,797	2.60%
Operating Expenses	79,366	79,826	83,300	83,300	-	0.00%
Total Appropriation	\$820,778	\$833,748	\$845,252	\$865,049	\$19,797	2.34%

Treasury/Collector Operation

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

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

Treasury/Collector Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Fines, Forfeitures, Penalties	\$1,779,770	\$1,588,970	\$1,098,000	\$1,047,000	(\$51,000)	-4.64%
Fees, Licenses, Permits	133,483	101,056	65,700	66,500	800	1.22%
Interest and Other	833,891	811,306	726,401	641,500	(84,901)	-11.69%
Enterprise Funds	96,921	94,374	94,374	131,536	37,162	39.38%
Total Sources of Funding	\$2,844,065	\$2,595,706	\$1,984,475	\$1,886,536	(\$97,939)	-4.94%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$735,922	\$740,134	\$770,497	\$771,651	\$1,154	0.15%
Operating Expenses	191,199	155,168	161,920	161,920	-	0.00%
Total Appropriation	\$927,121	\$895,302	\$932,417	\$933,571	\$1,154	0.12%

Finance Division Program Services Provided (Continued)

Procurement Operation

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

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

Procurement Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$143,296	\$176,510	\$177,077	\$206,793	\$29,716	16.78%
Enterprise Funds	41,992	15,010	15,010	30,207	15,197	101.25%
Total Sources of Funding	\$185,288	\$191,520	\$192,087	\$237,000	\$44,913	23.38%

Expenditure Category						
Personnel	\$180,326	\$186,000	\$186,327	\$223,740	\$37,413	20.08%
Operating Expenses	4,962	5,520	5,760	13,260	7,500	130.21%
Total Appropriation	\$185,288	\$191,520	\$192,087	\$237,000	\$44,913	23.38%

Assessing Operation

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

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

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

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

Assessing Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$17,569	\$104,634	\$407,633	\$448,265	\$40,632	9.97%
Intergovernmental	564,242	543,474	272,524	268,961	(3,563)	-1.31%
Charges for Services	20	36	-	-	-	0.00%
Interest and Other	3,832	2,425	-	-	-	0.00%
Enterprise Funds	8,000	8,000	8,000	8,000	-	0.00%
Total Sources of Funding	\$593,663	\$658,569	\$688,157	\$725,226	\$37,069	5.39%

Expenditure Category						
Personnel	\$507,052	\$533,552	\$557,700	\$619,769	\$62,069	11.13%
Operating Expenses	86,611	125,017	130,457	105,457	(25,000)	-19.16%
Total Appropriation	\$593,663	\$658,569	\$688,157	\$725,226	\$37,069	5.39%

Finance Division Program Services Provided (Continued)

Town Clerk Operation (Elected Office)

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

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

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

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

Town Clerk Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$297,439	\$193,838	\$328,785	\$345,472	\$16,687	5.08%
Fees, Licenses, Permits	164,050	202,321	162,294	146,600	(15,694)	-9.67%
Interest and Other	19,871	38,535	5,000	5,000	-	0.00%
Total Sources of Funding	\$481,360	\$434,694	\$496,079	\$497,072	\$993	0.20%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$419,837	\$377,862	\$436,774	\$437,767	\$993	0.23%
Operating Expenses	61,523	56,832	59,305	59,305	-	0.00%
Total Appropriation	\$481,360	\$434,694	\$496,079	\$497,072	\$993	0.20%

LEGAL DIVISION

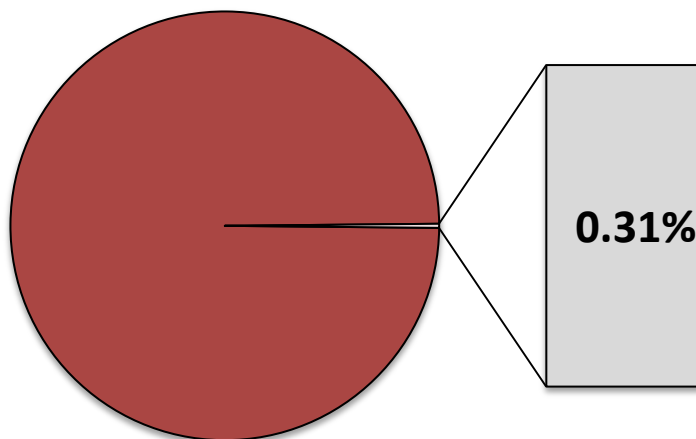
Purpose Statement

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

Program Areas



% of FY 2023 Total General Fund Budget



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

Legal Division Services Provided

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

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

Legal Division Recent Accomplishments

- ✓ One year after the Legal Department completed a multi-day Zoom hearing before the state's Appellate Tax Board, the ATB issued a decision that sustained 92% of the Assessors' valuation of the Cape Cod Mall, a significant victory for the Town.
- ✓ The Legal Department devoted considerable time and resources to the issue of Accessory Dwelling Units, providing support and legal advice to the Town Council, the Planning Department and other departments of the Town regarding potential changes to the Town's zoning ordinance to allow ADUs as an accessory use to single family dwellings town-wide. The Council approved these revisions to the Town's zoning ordinance in May 2021.
- ✓ Using Community Preservation Committee funds, the Town purchased two properties (Falcon Road and Wakeby Road) upon which the Barnstable Land Trust holds Conservation Restrictions. The Legal Department finalized those Conservation Restrictions and completed the closing on the Wakeby Road property in December 2021. The Legal Department continues to work on multiple other Conservation Restrictions, some of which involve CPC funds, and provides legal advice, as needed, to the CPC.
- ✓ The Legal Department worked closely with the Director of Finance to draft and present to the Town Council a proposed sewer assessment ordinance to create a sewer assessment that will apply to properties that will be receiving new sewer service because of the Town's Comprehensive Wastewater Management Plan. The Town Council approved the sewer assessment ordinance in May 2021. The Legal Department continues to work with the Finance Department to evaluate and recommend additional options for financing the CWMP.
- ✓ The Legal Department continued to advise the Affordable Housing Growth and Development Trust Fund on a number of issues. A large housing development with a significant affordable housing component at 850 Falmouth Road in Centerville is under construction after extensive legal input on zoning, tax incentives, and a Trust Fund grant to support the project.
- ✓ Vineyard Wind has commenced construction of its Phase 1 project from Covell's Beach to Independence Park, and the Legal Department continues to assist with the legal issues associated with coordinating that construction with the Town's installation of sewer lines. Park City Wind, VW's successor, has been permitting its Phase 2 project from Craigville Beach to Oak Street in West Barnstable. In coordination with the Town Manager, Legal has been working to reach agreement on a final version of a Second Host Community Agreement.

Legal Division Recent Accomplishments (Continued)

The Legal Department successfully represented the Town in various litigation matters, including:

- ✓ Prevailing in a district court complaint filed by a Mashpee resident against the Conservation Commission and the Marstons Mills Village Association alleging that he had been overcharged for use of the Long Pond Community Garden;
- ✓ Prevailing in a matter filed against the Conservation Commission for denial of an Order of Conditions to build a dock at 261 and 263 Sandy Neck north of Marsh Trail;
- ✓ Prevailing in an appeal of a denial of a gun permit where the Police Department found the applicant to be an unsuitable person;
- ✓ Prevailing in getting a preliminary injunction order requiring the defendant to make safe the former restaurant building known as Harbor Point, and;
- ✓ Prevailing in an enforcement matter against individuals and a company who were conducting tree removal and log splitting in residential neighborhoods by obtaining a preliminary injunction requiring the defendant to cease commercial operations.

Legal Division Goals and Objectives

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

Short-Term:

1. Continue efforts to decrease defensive litigation through counseling and advising. **(SP: Finance, Economic Development, Regulatory Process and Performance)**.
2. Continue to assist the Community Preservation Committee in reviewing the eligibility of projects for funding and in reviewing restrictions and other legal documents. **(SP: Finance, Environment and Natural Resources, Housing)**.
3. Continue to work with Planning and the Town Council to address issues relating to proposed changes to the Town's Zoning and other Town Ordinances. **(SP: Finance, Economic Development)**.
4. Work with Planning to develop a standard Town process for grant of location requests for telecom small wireless facilities and structures. **(SP: Finance, Economic Development, Communication)**.
5. Continue the legal work necessary to support the siting of a sewer pump station in Mother's Park Road, including addressing legal issues relating to any potential use of a small portion of Mother's Park in connection with that project. **(SP: Finance, Regulatory Process and Performance, Communication)**.
6. Continue to provide professional, in-house law firm services to the officials and agencies of the Town. **(SP: Finance, Economic Development, Public Health and Safety, Infrastructure, Housing, Environment and Natural Resources)**.

Long-Term:

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

Legal Division Goals and Objectives (Continued)

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

2. Continue to address legal issues related to the implementation of the Cape Cod Rail Trail Bicycle and Pedestrian recreational path. **(SP: Economic Development, Regulatory Process and Performance, Environment and Natural Resources).**
3. Continue to work with the Town Council, Town Manager and town departments on legal issues surrounding the submission and implementation of the Comprehensive Water Management Plan, including working with outside counsel to manage two lawsuits filed against the Town by the Conservation Law Foundation under the federal Clean Water Act and the state's Title 5 regulations. **(SP: Infrastructure, Economic Development, Regulatory Process and Performance, Environment and Natural Resources).**

Legal Division FY2022 Goals and Results

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

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

Action: The Legal Department worked with the Director of Finance to draft a sewer assessment ordinance, and that ordinance was approved by the Town Council in May 2021. The Department is also working with outside counsel to manage and respond to two lawsuits filed against the Town by the Conservation Law Foundation to the Town alleging violations of the federal Clean Water Act and the state's Title 5 regulations. Legal work continues on issues related to the use of Mother's Park or the abutting road for the siting of a sewer pump station.

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

Action: The Legal Department provides support to the other departments and boards and committees of the Town, including providing legal advice and opinions on conservation and zoning matters, and by providing advice and support with respect to the public records law, the Open Meeting Law and the conflict of interest law. The Department also drafts, reviews and advises on numerous contracts and license agreements.

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

Action: The Legal Department worked with Planning on proposed amendments to the Zoning Ordinance to address Accessory Dwelling Units, and the Town Council approved those revisions to the Zoning Ordinance in May 2021.

Legal Division Budget Comparison

Legal Division Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$643,678	\$583,419	\$575,307	\$591,455	\$16,148	2.81%
Total Sources of Funding	\$643,678	\$583,419	\$575,307	\$591,455	\$16,148	2.81%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$506,335	\$531,000	\$520,607	\$551,755	\$31,148	5.98%
Operating Expenses	137,343	52,419	54,700	39,700	(15,000)	-27.42%
Total Appropriation	\$643,678	\$583,419	\$575,307	\$591,455	\$16,148	2.81%

Summary of Budget Changes

The Legal Division's proposed FY 2023 budget increased by \$16,148, or 2.81% from the approved FY 2022 budget. Most of the increase is due to contractual obligations. Operating is decreasing as the one-time services for Town Council order 2022-002 for the law firm of Anderson & Kreiger has been removed.

Job Title	FY 2021
Assistant Town Attorney	1.00
Legal Assistant	1.00
Legal Clerk	0.60
Senior Town Attorney	1.00
Town Attorney	1.00
Full-time Equivalent Employees	4.60

FY 2022	FY 2023	Change
1.00	1.00	-
1.00	1.00	-
0.60	0.60	-
1.00	1.00	-
1.00	1.00	-
4.60	4.60	-

Legal Division Factors Affecting FTE's

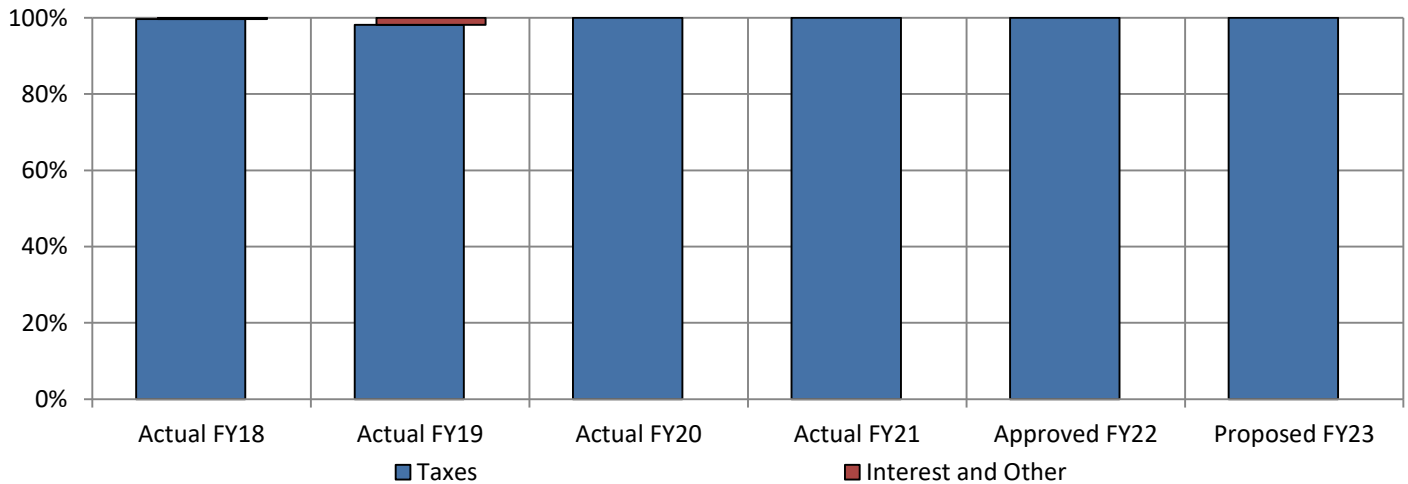
Full Time Employee History



The FY 2021 budget included reduced hours of (0.20)fte for the legal clerk position.

Legal Division Factors Affecting Revenues

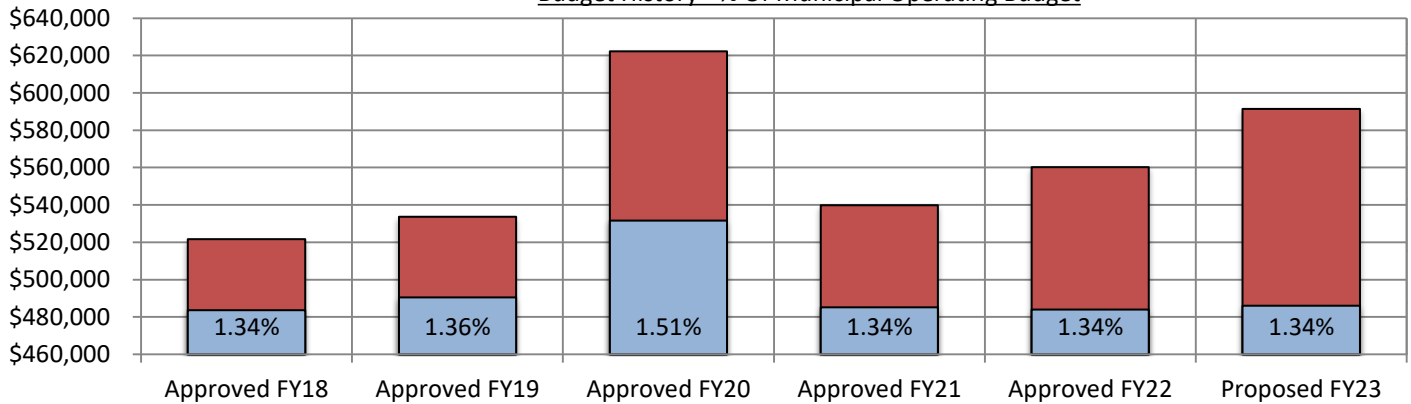
Total Revenue Sources Historical and Budgeted



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

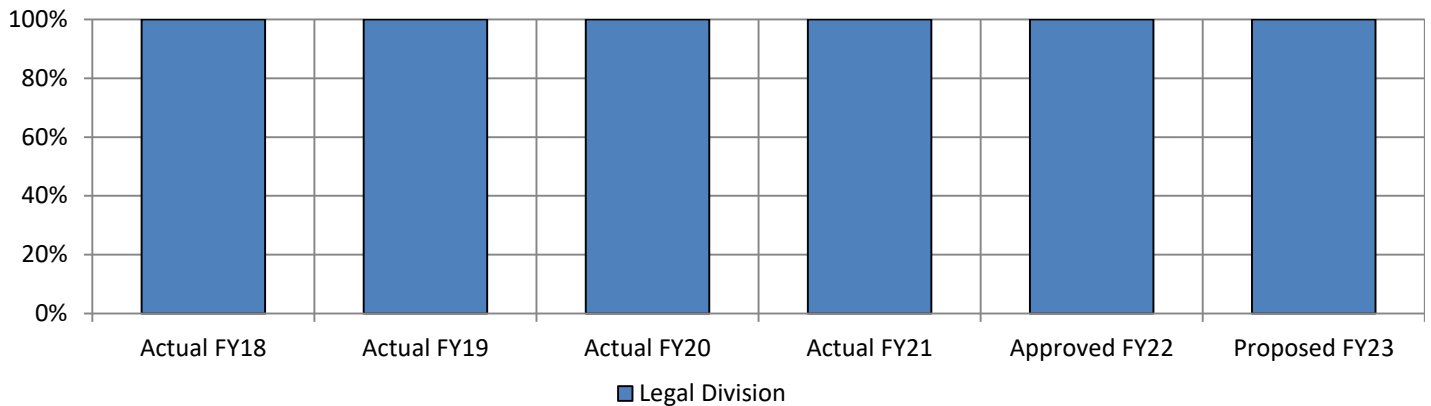
Legal Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



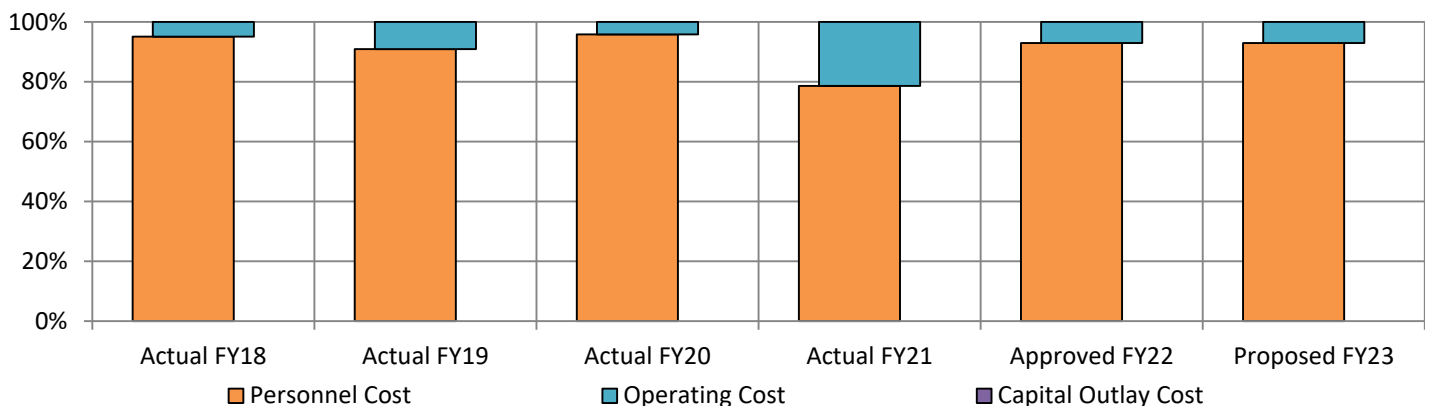
Legal division's budget has increased 2.23% annually on average over a six-year period. This budget has also remained within the 1.34% range of total municipal operating budget (excludes Other Requirements and schools).

Total Expenditures By Program Historical and Budgeted



Legal is a standalone division.

Total Expenditures By Category Historical and Budgeted



Personnel cost account for 93% of the legal division's proposed budget and operating cost accounts for 7%.

HUMAN RESOURCE DIVISION

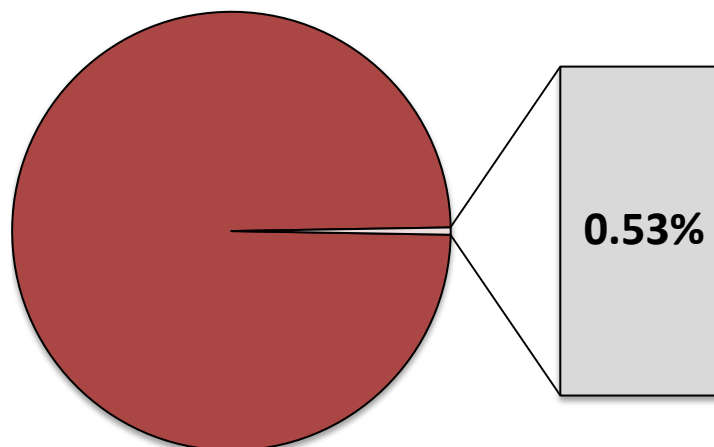
Purpose Statement

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

Program Areas



% of FY 2023 Total General Fund Budget



The Human Resources Division comprises 0.53% of the overall General Fund budget.

Human Resource Division Services Provided

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

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

Human Resource Division Recent Accomplishments

- ✓ Assisted in the hiring of several high-level positions including Superintendent of Schools, Assistant Treasurer, Director of Information Systems, Director of Assessing, and Director of Golf Operations.
- ✓ Continued to serve as a key advisor regarding human resources issues during the COVID-19 pandemic.
- ✓ Assisted in the development of several new policies including a remote work policy and Family First Corona Virus Act (FFCRA) policy and Massachusetts Paid Sick Leave policy.
- ✓ In partnership with Planning and Development, and the Barnstable Disability Commission secured a \$250,000 grant from the Massachusetts Office on Disability.
- ✓ Expanded the use of on-line and electronic Human Resources practices.
- ✓ Settled all municipal collective bargaining agreements and developed contract language which addresses the expanded use of remote work and flexible work schedules.

Human Resource Division Goals and Objectives

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

Short-Term:

1. Implement a uniform employee orientation program for new Municipal/School employees. **(SP: Education, Communication)**
2. Continue to work with employees and unions to develop and refine policies, procedures, and contract language regarding remote work. **(SP: Education, Communication)**
3. Assist with potential municipal reorganization efforts. **(SP: Finance, Regulatory Process & Performance, and Infrastructure & Assets)**

Long-Term:

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

Human Resource Division Budget Comparison

Human Resources Division Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$907,216	\$777,441	\$956,537	\$950,924	(\$5,613)	-0.59%
Interest and Other	-	135,000	-	-	-	0.00%
Enterprise Funds	71,758	70,024	70,024	72,152	2,128	3.04%
Total Sources of Funding	\$978,974	\$982,465	\$1,026,561	\$1,023,076	(\$3,485)	-0.34%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$781,440	\$770,632	\$805,511	\$802,026	(\$3,485)	-0.43%
Operating Expenses	197,534	211,832	221,050	221,050	-	0.00%
Total Appropriation	\$978,974	\$982,465	\$1,026,561	\$1,023,076	(\$3,485)	-0.34%

Summary of Budget Changes

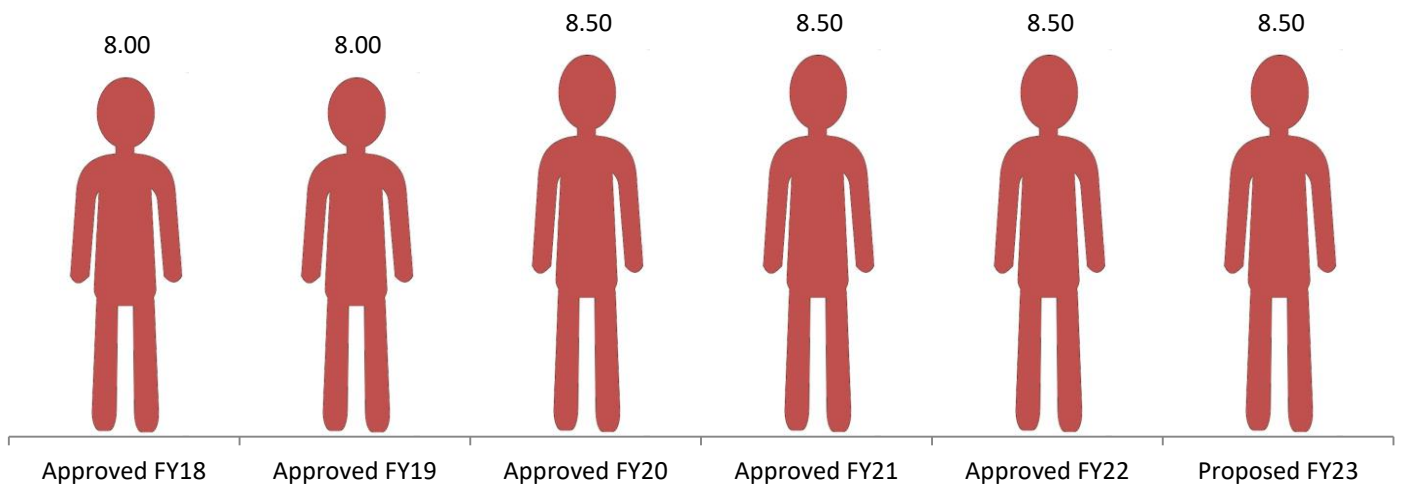
Human Resource Division's proposed FY 2023 budget decreased by (\$3,485), or (0.34%) from the approved FY 2022 budget. Personnel cost decreased due to contractual obligations.

Job Title	FY 2021
Admin. Assistant to HR Director	1.00
Assistant HR Director	1.00
Benefits Administrator	1.00
Benefits Assistant	1.00
Customer Service/HR Associate	0.50
Director of Human Resources	1.00
Human Resources Assistant	2.00
Human Resources Coordinator	1.00
Full-time Equivalent Employees	8.50

FY 2022	FY 2023	Change
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
0.50	0.50	-
1.00	1.00	-
2.00	2.00	-
1.00	1.00	-
8.50	8.50	-

Human Resource Division Factors Affecting FTE's

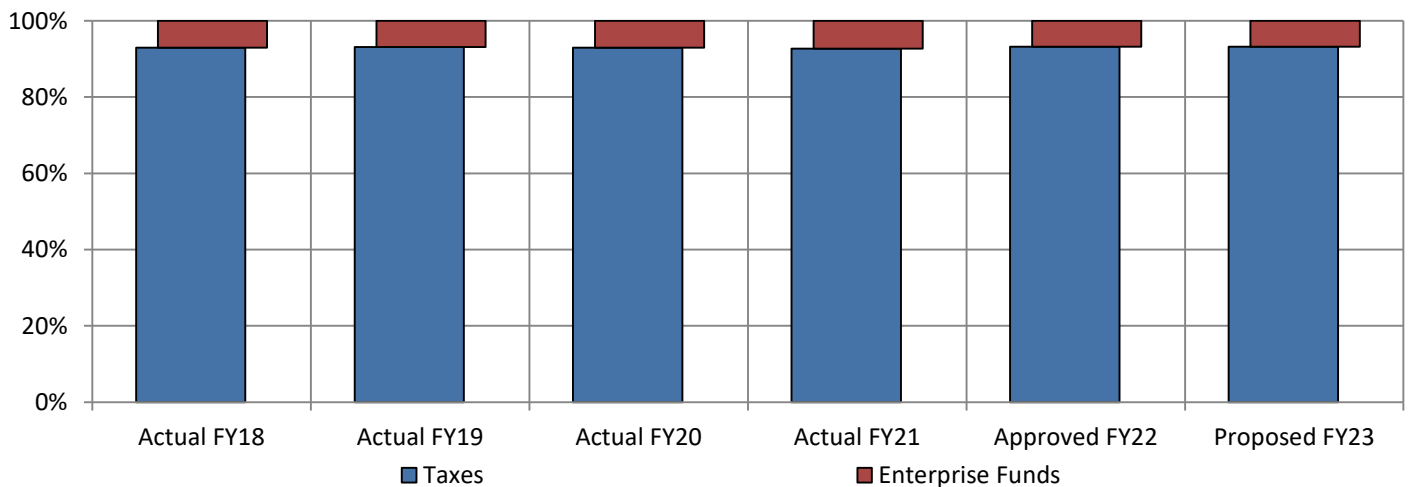
Full Time Employee History



Full-time positions have remained level for the past few fiscal years. Receptionist hours were increased in FY 2020 budget.

Human Resource Division Factors Affecting Revenues

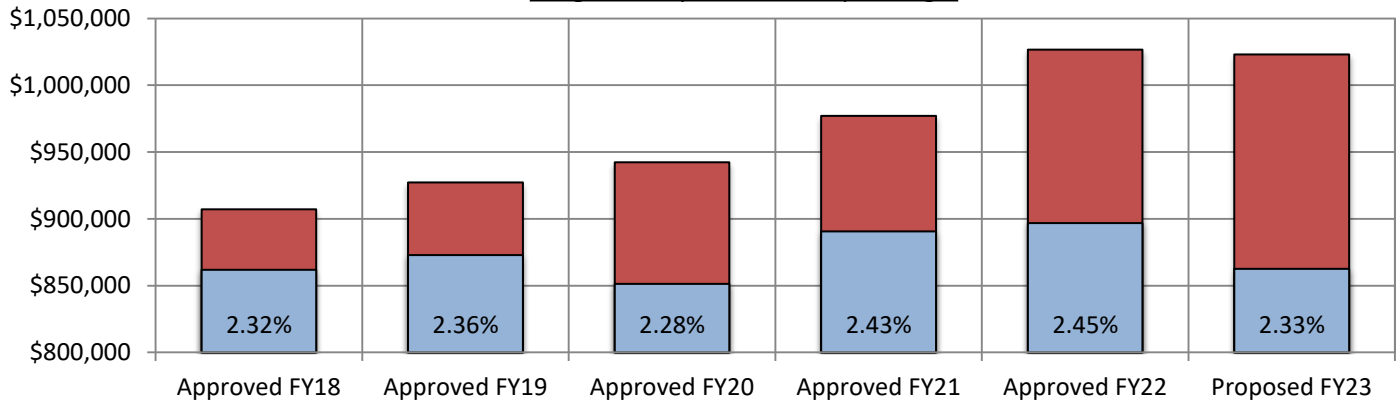
Total Revenue Sources Historical and Budgeted



Taxes support 93% of total sources of funding for the proposed budget. Charge backs for services provided to the Enterprise Funds represent the remaining balance of total sources of funding.

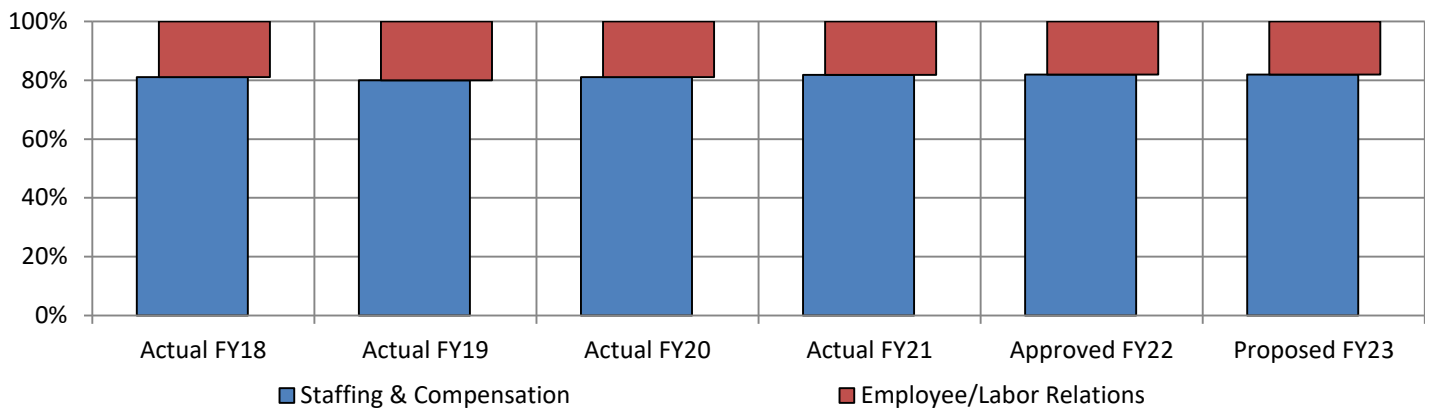
Human Resource Division Factors Affecting Expenses

Budget History - % Of Municipal Budget



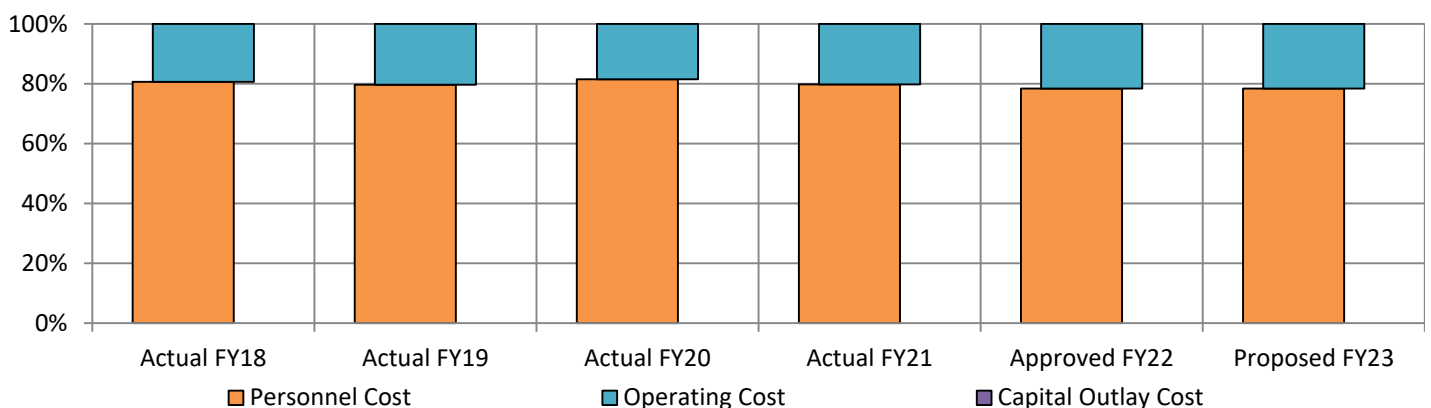
Human Resource Division’s budget has increased 2.13% annually on average over a six-year period. This budget has also ranged 2.28% to 2.45% of total municipal operating budget (excludes Other Requirements and schools).

Total Expenditures By Program Historical and Budgeted



Staffing & Compensation represents 82% of the Human Resource proposed budget.

Total Expenditures By Category Historical and Budgeted



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

Human Resource Program Services Provided

Staffing, Benefits, and Compensation Program

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

Staffing

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

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.

Benefits

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

Employee/Labor Relation Program

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

Collective Bargaining

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

Workplace Diversity/Compliance

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

Employee Relations/Training

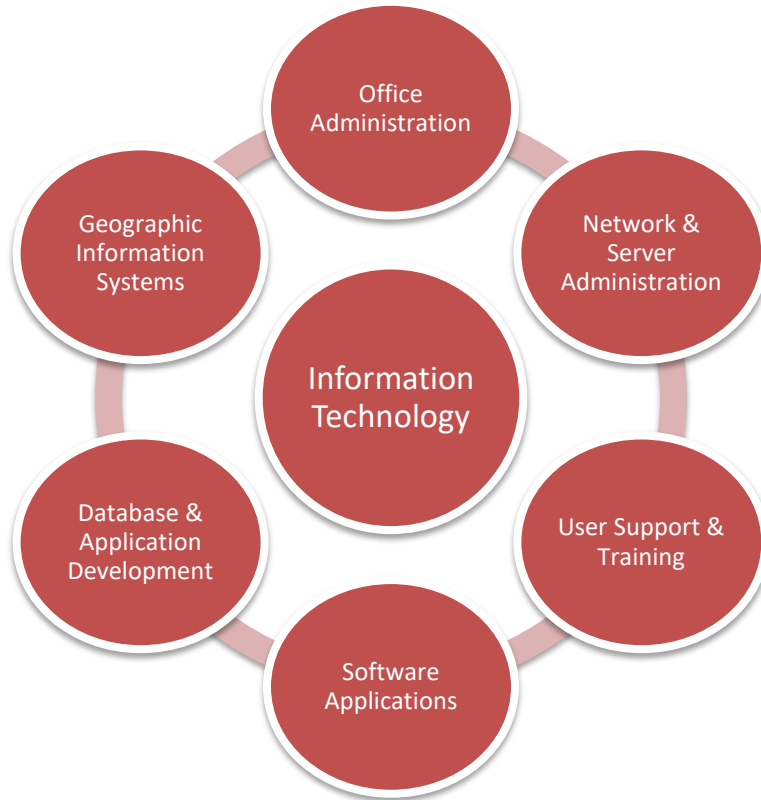
Providing training and morale-building events help foster an effective and productive workforce. To that end, Human Resources coordinate a variety of employee recognition programs. These programs include an ice-cream social and employee appreciation luncheons. The establishment of comprehensive training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

INFORMATION TECHNOLOGY DIVISION

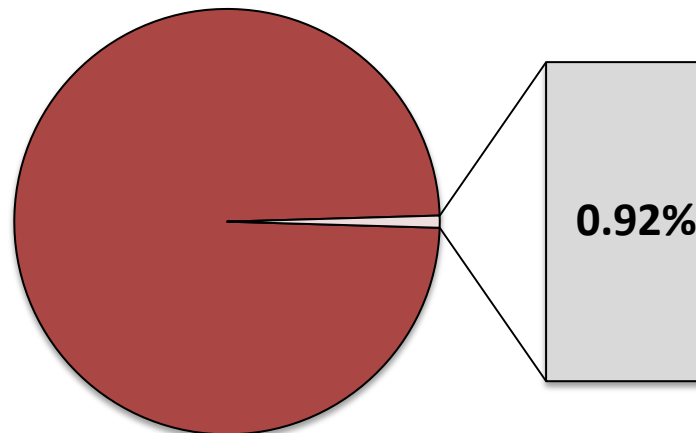
Purpose Statement

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

Program Areas



% of FY 2023 Total General Fund Budget



The Information Technology Division comprises 0.92% of the overall General Fund budget.

Information Technology Division Services Provided

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

The Information Technology (IT) division manages computers, servers, storage, networking, and other physical devices that exchange all forms of electronic data. Services provided by the IT Division include Network & Server Administration, User Support & Training, Software Applications, Database & Application Development, Geographic Information Systems (GIS), and Office Administration.

The IT Division works to ensure the reliability and security of the computer systems that all Town Departments rely on for daily operations.

Information Technology Division Recent Accomplishments

- ✓ Completed upgrade of the Vision Appraisal software and server used by the Assessing Division;
- ✓ Completed upgrade of the Munis financial software and provided training on the new system;
- ✓ Completed upgrade and expansion of the LaserFiche document management system to facilitate electronic storage of scanned documents and provide public access to documents online;
- ✓ Completed quality control checks for the Aerial Flyover & Mapping Update project which produced new GIS mapping and aerial photography for the entire Town, and;
- ✓ Completed upgrade and expansion of the OpenGov permitting system to transition more permitting functions online;
- ✓ Completed major upgrade of the GIS database server hardware and software.
- ✓ Assisted in the upgrade of RecTrac, recreation program software;

Information Technology Division Goals and Objectives

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

Short-Term:

1. Complete the replacement of remaining older PCs and servers **(SP: Finance, Infrastructure & Assets)**.
2. Implement a cybersecurity training program for all users to enhance the Town's IT security posture **(SP: Finance, Infrastructure & Assets)**.
3. Upgrade the GIS web server and associated software to modernize the Town's web GIS infrastructure **(SP: Communication, Regulatory Process & Performance, Infrastructure & Assets, Environment & Natural Resources)**.

Long-Term:

1. Evaluation and implementation of VOIP (Voice over Internet Protocol) system or other alternative to the current aging phone system. **(SP: Communication, Infrastructure & Assets, Finance)**.
2. Evaluation and implementation of cloud-based email system for greater system scalability and reliability. **(SP: Communication, Infrastructure & Assets, Finance)**.

Information Technology Division Budget Comparison

Information Technology Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$1,182,613	\$1,333,944	\$1,402,352	\$1,439,637	\$37,285	2.66%
Enterprise Funds	324,053	313,152	313,152	333,504	20,352	6.50%
Total Sources of Funding	\$1,506,666	\$1,647,096	\$1,715,504	\$1,773,141	\$57,637	3.36%

Expenditure Category						
Personnel	\$755,345	\$747,615	\$781,452	\$771,251	(\$10,201)	-1.31%
Operating Expenses	735,261	794,481	829,052	896,890	67,838	8.18%
Capital Outlay	16,060	105,000	105,000	105,000	-	0.00%
Total Appropriation	\$1,506,666	\$1,647,096	\$1,715,504	\$1,773,141	\$57,637	3.36%

Summary of Budget Changes

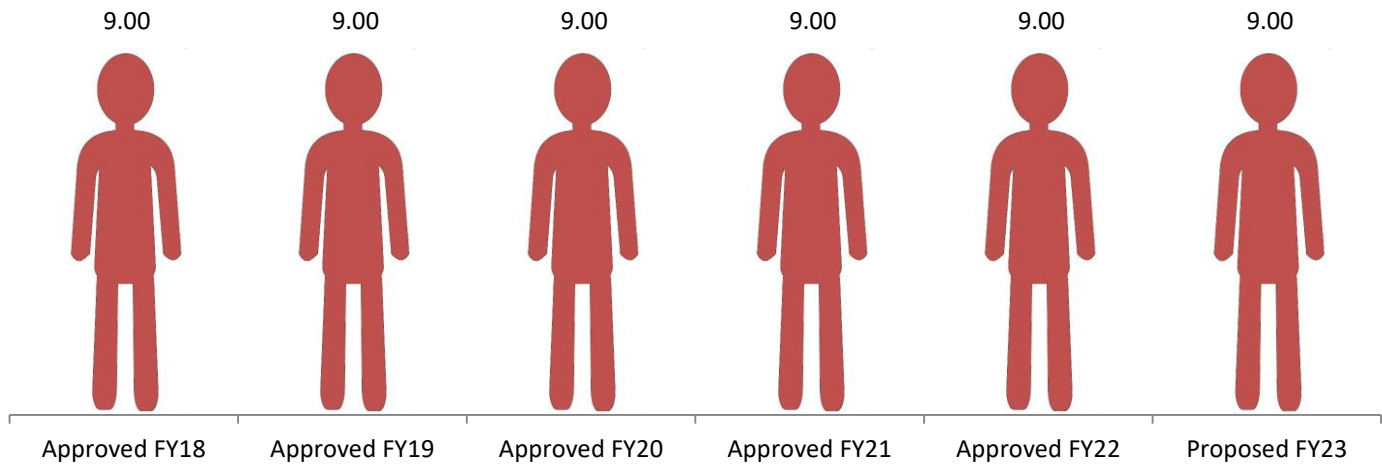
Information Technology Division's proposed FY 2023 budget increased by \$57,637, or 3.36% from the approved FY 2022 budget. This division is responsible for most of the town wide software licenses and hardware. The proposed budget includes request for various software licenses and upgrades. Personnel costs are increasing because of contractual obligations. Capital outlay will continue the town wide hardware replacement program.

Job Title	FY 2021
Assistant Info. Systems Manager	1.00
Developer/Analyst	1.00
Geographic Info System Coordinator	1.00
GIS Specialist	1.00
Help Desk Coordinator	1.00
Help Desk/Administrative Assistant	1.00
Info. Systems Dept. Manager	1.00
Microcomputer Specialist	1.00
Network & Server Administrator	1.00
Full-time Equivalent Employees	9.00

FY 2022	FY 2023	Change
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
9.00	9.00	-

Information Technology Division Factors Affecting FTE's

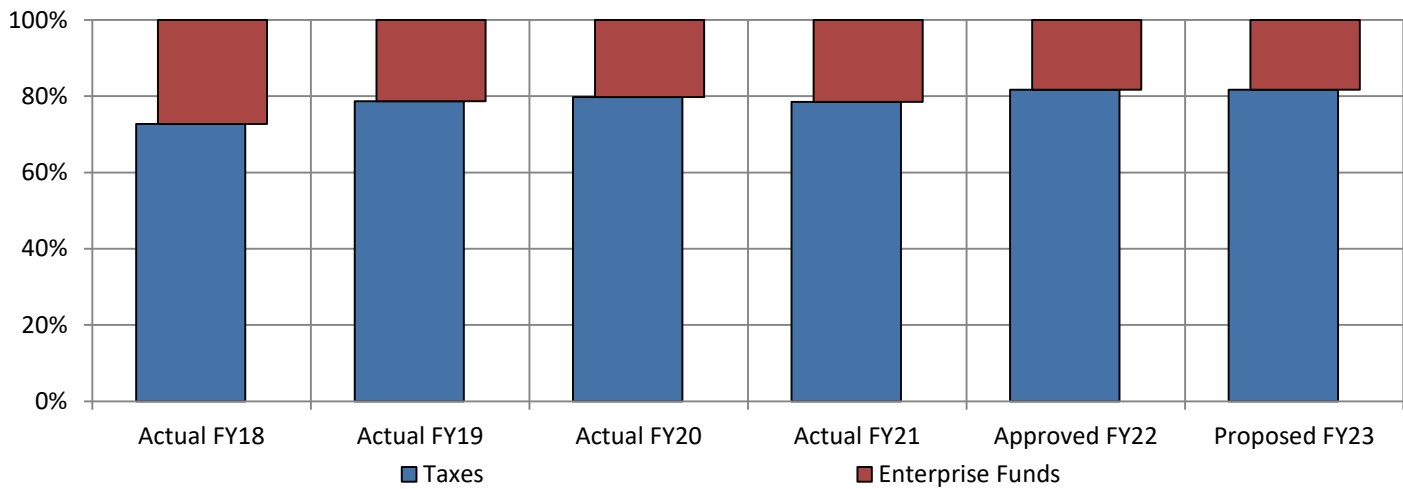
Full Time Employee History



Full-time positions have remained level since FY 2018.

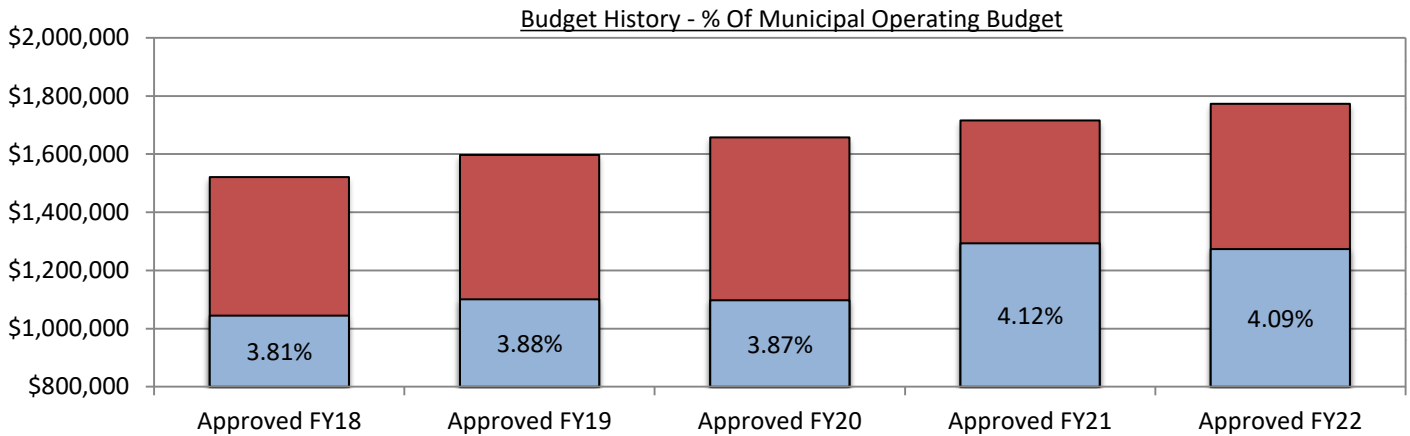
Information Technology Division Factors Affecting Revenues

Total Revenue Sources Historical and Budgeted

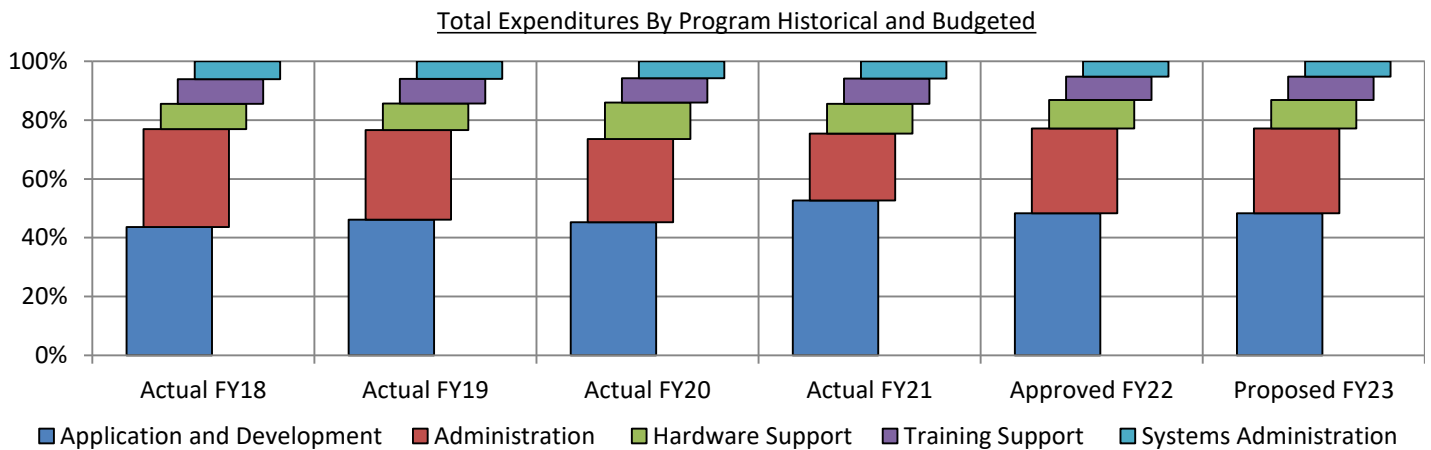


Taxes provide 82% and charge backs for services provided to the Enterprise Funds 18% of total sources of funding.

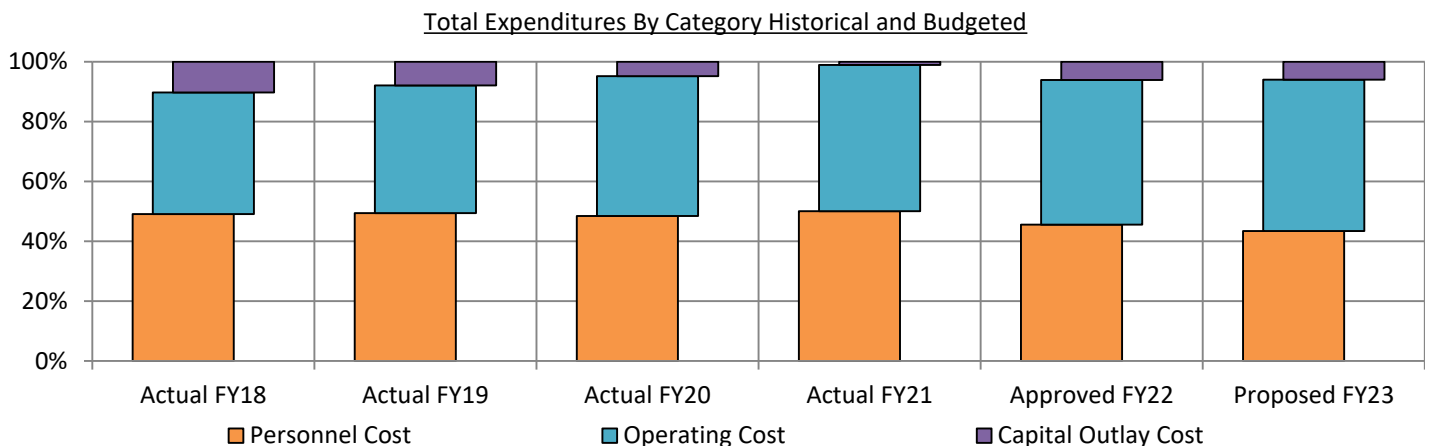
Information Technology Division Factors Affecting Expenses



Software licenses represent the bulk of the budget increases in this division. IT budget has increased 3.22% annually on average over a six-year period. This budget has increased 3.81% to 4.09% of total municipal operating budget (excludes Other Requirements and schools).



Application and Development is the largest program area in this proposed budget at 48%.



Personnel cost account for 45% of the Information Technology division’s proposed budget, operating cost accounts for 48%, and capital outlay 6%.The capital outlay included in the IT budget is for town wide electronic equipment replacement.

Information Technology Program Services Provided

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

Office Administration

This area includes general administration of the IT Division including:

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

Network & Server Administration

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

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



Server Rack

Information Technology Program Services Provided (Continued)

User Support & Training

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

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

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

Software Applications

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

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



PC Repair



Laserfiche[®]



Software Applications

Information Technology Program Services Provided (Continued)

Database & Application Development

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

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

Geographic Information Systems (GIS)

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

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

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



GIS Map Plotter

Administrative Services Department Workload Indicators

Accounting Operation

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

Performance Measures	FY 2018	FY 2019	FY 2020	FY 2021
Central financial operating costs as a percentage of the overall General Fund budget	1.92%	1.74%	1.71%	1.73%

Workload Indicators	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
Vendor Payments Processed	44,187	41,377	40,373	42,000
G/L Accounts Maintained	6,944	7,338	7,109	7,200
G/L Transactions Processed	299,092	291,796	312,555	313,000

Treasury/Collector Operation

Workload Indicators	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
Vendor Checks Processed	12,666	13,294	15,032	15,000
Payroll Checks Processed	3,334	2,845	3,756	3,700

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

Performance Measures	FY 2018 Levy	FY 2019 Levy	FY 2020 Levy	FY 2021 Levy	FY 2022 Levy Projected
Percentage of the net property tax levy collected in the fiscal year levied	96.67%	96.40%	96.30%	96.33%	96.00%
Percentage of the net property tax levy collected to date including the amounts collected subsequent to the fiscal year levied	99.76%	99.64%	100.29%	102.41%	100.00%

Administrative Services Department Workload Indicators (Continued)

Procurement Operation

Workload Indicators	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
RFP's Issued	40	19	10	20
Sealed Bids Issued	70	66	31	60
Contracts Processed	170	190	222	220
Quotes Conducted or Reviewed	169	103	99	100
Requisitions Reviewed for Compliance	671	627	666	670
Surplus Property Designations	70	72	70	

Assessing Operation

Performance Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
Total Properties Assessed	29,073	29,200	29,320	29,335
Number of Abatements Filed	246	221	466	400
% of Properties Filing Abatements	0.008%	0.0076%	.016%	.014%
Number of Abatements Granted	75	51	83	200
Average Abatement Dollar per Appeal Filed	\$ 750.00	\$979.00	\$1,198	\$1,250
Total Tax Dollar Value for Appeals Granted	\$ 50,000	\$49,965	\$99,460	\$200,000
Percentage of FY Tax Levy for Appeals Granted	0.00050%	0.00046%	.000753%	.001468%

Workload Indicators	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
Appellate Tax Board Appeals Settled	-	8	22	100
Exemptions Processed	744	679	696	700
RE/PP Abatements Processed	246	221	466	400
MVE Abatements Processed	2,329	1,721	1,980	2,000
Building Permits Inspected	2,339	-	1,662	1,500
Re-listing Inspections	3,000	3,000	1,918	200
Property Transfers (Deeds) Processed	1,844	-	2,969	2,500

Administrative Services Department Workload Indicators (Continued)

Town Clerk Operation

Workload Indicators	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
Births Recorded	917	1,042	963	1,000
Marriages Recorded	436	324	324	325
Deaths Recorded	1,085	1,139	1,017	1,020
Dogs Licensed	2,948	2,285	2,695	2,700
New Voters Registered	2,478	2,469	3,871	2,500
Business Licenses Issued	313	680	200	325

Information Technology

Information Technology is measuring the yearly percentage that critical applications/services are available.

Performance Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
Percent of availability of database environments*	95.9%	99.9%	99.9%	99.9%
Availability of critical core applications*	95.9%	99.9%	99.9%	99.9%
Availability of Town's web site including property data and maps*	98.7%	99.9%	99.9%	99.9%

***Does not include scheduled down times.**

Workload Indicators	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
Help Desk work orders completed	1,000	1,800	2,000	1,800
New PC's / laptops installed	40	57	135	120
Completed requests for Maps and geographic analysis	1,021	750	625	650
Number of PC's & laptops maintained	450	500	575	600
Number of security cameras maintained	36	45	50	55
Large print jobs / folding / binding	25	19	12	17

Human Resources

Performance Measures /Workload Indicators	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
Personnel Forms Processed	995	1,167	1,001	1,060	925
Employment Applications Processed	2,840	2,878	2,730	2,268	2,580
Permanent Position Vacancies	137	162	136	184	200
Avg. # of Applications per vacancy	20.75	17.75	20.10	12.30	12.90

MARINE & ENVIRONMENTAL AFFAIRS DEPARTMENT

Department Purpose Statement

The Marine and Environmental Affairs Department strives to provide services intended to protect the safety of people and vessels that use our waterways and waterside facilities; to provide for the protection, preservation, and enhancement of the Town's natural resources, including Sandy Neck; and to address animal control issues that threaten the health, welfare, and quality of life of our citizens.

Division Areas

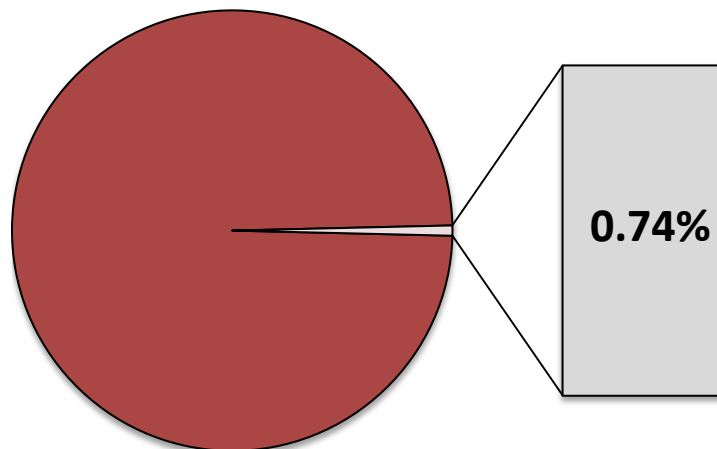
Natural Resources



Harbormaster



% of FY 2023 Total General Fund Budget



The Marine & Environmental Affairs Department comprises 0.74% of the overall General Fund budget.

Marine & Environmental Affairs Department Services Provided

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

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

Marine & Environmental Affairs Department Budget Comparison

Marine & Environ. Affairs Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$720,681	\$775,354	\$865,370	\$1,041,303	\$175,933	20.33%
Fees, Licenses, Permits	63,107	61,855	48,000	50,000	2,000	4.17%
Interest and Other	634	9,002	-	-	-	0.00%
Special Revenue Funds	348,000	348,000	348,000	348,000	-	0.00%
Total Sources of Funding	\$1,132,423	\$1,194,211	\$1,261,370	\$1,439,303	\$177,933	14.11%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$868,943	\$911,777	\$966,890	\$1,079,388	\$112,498	11.64%
Operating Expenses	241,961	233,619	245,665	259,915	14,250	5.80%
Capital Outlay	21,519	48,815	48,815	100,000	51,185	104.86%
Total Appropriation	\$1,132,423	\$1,194,211	\$1,261,370	\$1,439,303	\$177,933	14.11%

Summary of Budget Changes

The Marine & Environmental Affairs Department's proposed FY 2023 budget increased by \$177,933, or 14.11% from the approved FY 2022 budget. Personnel cost are increasing \$112,498 due to contractual obligations and minimum wage increases. There is also 0.90fte for a new Assistant Harbormaster position. Operating cost includes increases in line items to support the new Assistant Harbormaster position. Capital outlay includes a vehicle and patrol vessel engine purchases.

Marine & Environmental Affairs Department Budget Reconciliation

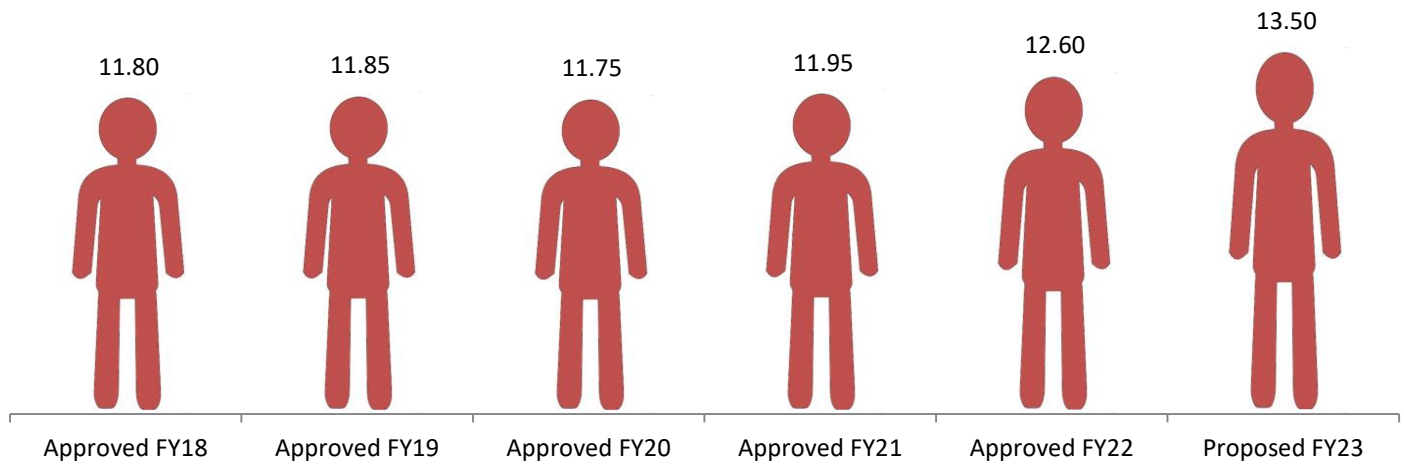
Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2022 Approved Budget				\$1,261,370	
Contractual Obligations Net of Staff Turnover	47,708	-	-	47,708	-
One-Time Charges	-	(4,000)	(48,815)	(52,815)	-
FY 2023 Budget Changes					
1. Assistant Harbormaster	57,771	2,750	-	60,521	0.90
2. Seasonal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

Marine & Environ Affairs Dept. Budget Reconciliation (Continued)

- 1. Assistant Harbormaster Position** - Requesting funding for a new Assistant Harbormaster position. Over the last two years, the Harbormaster Division has added two new programs: Small Vessel Decal Program and the Transient Mooring Program. These programs continue to expand and thus creating a need for additional oversight. Recreational boating activity also continues to be at an all-time high. This growth has created an increase in calls for service, which requires staff assistance 24/7. In 2021, the Harbormaster Division responded to over 400 calls for service. In order to keep up with the demand, a full time Assistant Harbormaster is requested.
- 2. Seasonal Pay Increases** - Proposal is to fund the mandated increase in the hourly pay rate of seasonal staff.
- 3. Harbormaster Operating Expenses** - Requesting an increase in operational expenses to maintain current operations in order to provide public safety and law enforcement. A few new programs were added in the past few years to the Harbormaster Division, which require enhancements to meet the public's usage. The Town of Barnstable has one of the highest numbers of registered vessels in the State of Massachusetts. In 2021, the Harbormaster Division responded to 400+ calls for service. The Harbormaster Division continues to see an increase in recreational boating activity. Calls for service include vessel accidents, medical emergencies, investigations, hazmat response and mitigation, enforcement actions, search and rescue, general services, marine wild life calls, and distressed vessel responses. Public safety on the water is our top priority. In order to maintain operations and keep up with the increased demand, additional funding is needed.
- 4. Harbormaster Patrol Vessel Engine Replacement** - This is a one-time ask to replace an engine on a Harbormaster patrol vessel. The patrol vessel is a 2009 Boston Whaler with the original 2009 Mercury outboard engine. The engine on our 2009 Boston Whaler patrol vessel is failing due to its age and usage. The engine currently has 1,713 hours on it and repair and maintenance costs are occurring more frequently. The current engine has had major mechanical issues including: not shifting into and out of gear (at slow speeds), increased oil consumption, and malfunctioning fuel lines.
- 5. Patrol Vehicle** - Requesting one time funding to purchase one (1) vehicle for the Harbormaster Division. Request is for purchase of a vehicle and outfitting the vehicle with equipment necessary for operation. Currently the Harbormaster Division has three (3) full time staff members and two (2) General Fund vehicles. Therefore, the Division does not have enough vehicles for the number of staff. Requesting to purchase one (1) General Fund vehicle to equip Harbormaster Division with efficient means of transportation. This funding includes outfitting vehicles with the necessary equipment to perform duties such as, winch, lights, radios, back rack, hauler hitch.

Marine & Environmental Affairs Dept. Factors Affecting FTE's

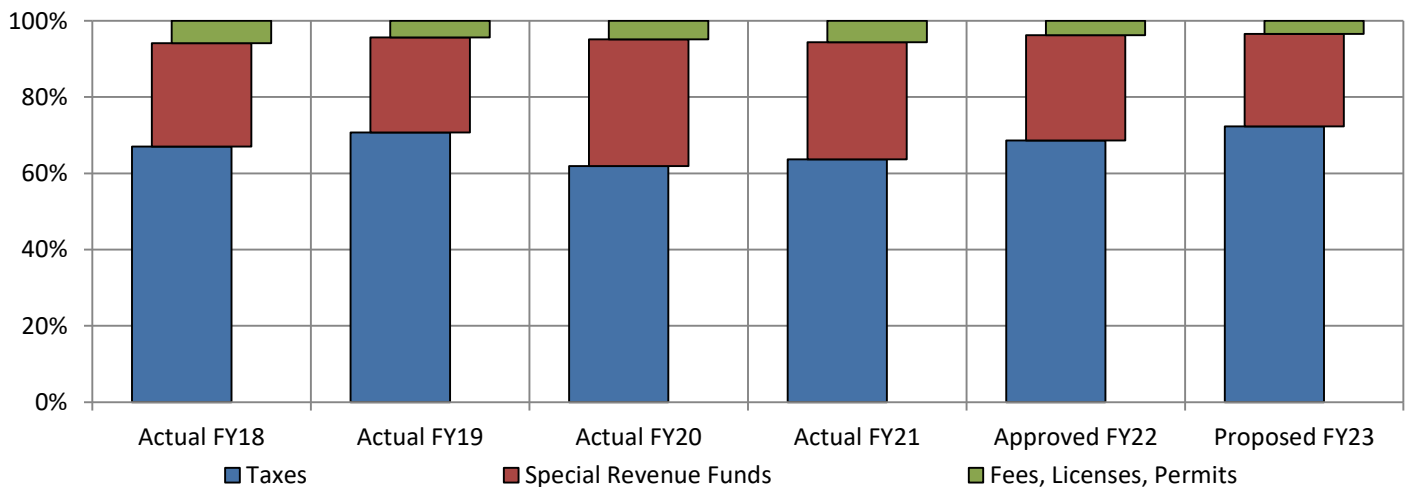
Full Time Employee History



Any variance is due to reallocation of salary between General and Enterprise Funds, however, a new Assistant Harbormaster position adds 0.90fte in FY 2023.

Marine & Environmental Affairs Dept. Factors Affecting Revenues

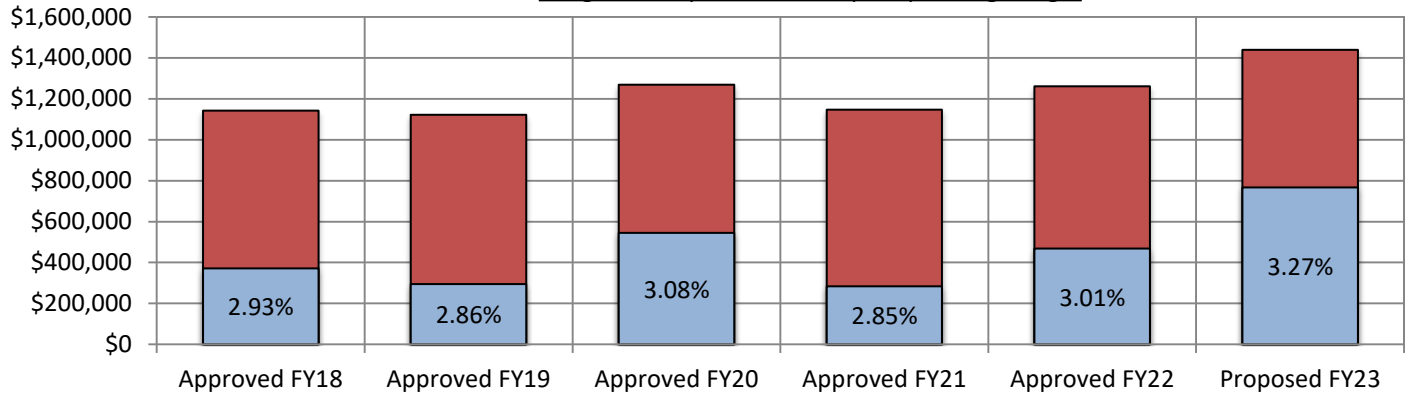
Total Sources of Funding Historical and Budgeted



Total sources of funding are allocated 72% from taxes and 24% from the Waterways Improvements Special Revenue Fund (from mooring fees) for the proposed budget. Other sources of funding include fees charged for boat ramps and docking. Excluding taxes and the special revenue fund sources of funding, Blish Point Boat Ramp generates roughly 60% of total department operating sources of funding.

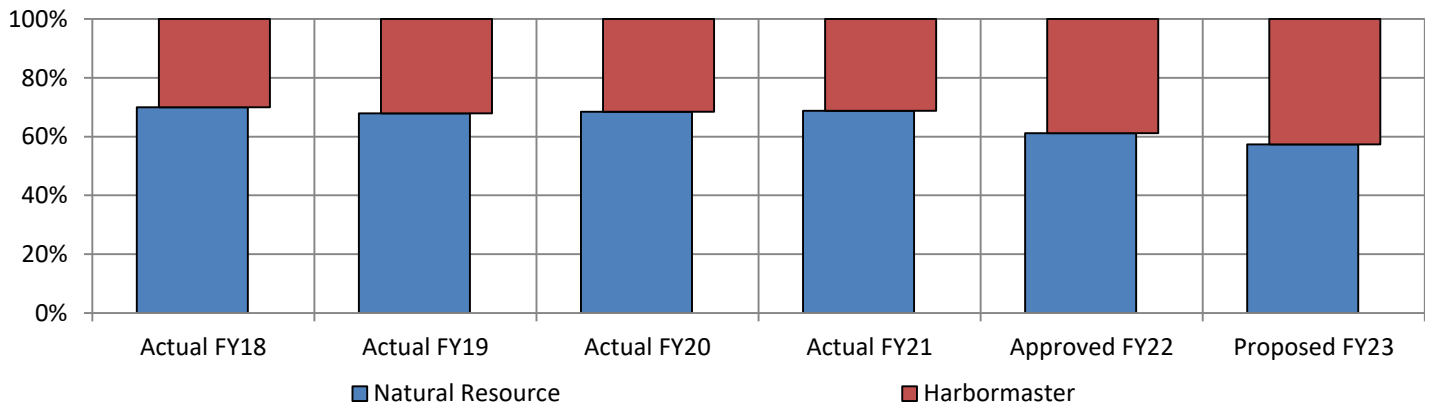
Marine & Environmental Affairs Dept. Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



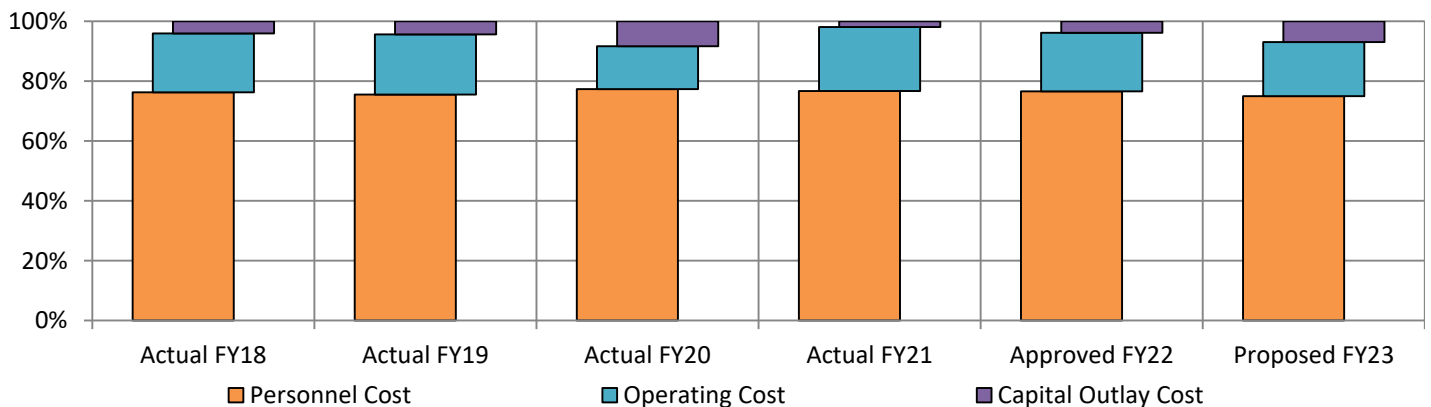
The Marine & Environmental Affairs budget has increased 4.33% annually on average over a six-year period. This budget has also increased from 2.93% to 3.27% of total municipal operating budget (excludes Other Requirements and schools). Fluctuations are mostly due to one-time capital outlay needs.

Total Expenditures By Division Historical and Budgeted



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

Total Expenditures By Category Historical and Budgeted



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

NATURAL RESOURCES DIVISION

Purpose Statement

The Natural Resources Division is responsible for the protection and enhancement of the Town's natural resources, enforcement of laws relating to fish and game, marine and recreational use, land management, and environmental laws.

Program Areas

Natural Resources



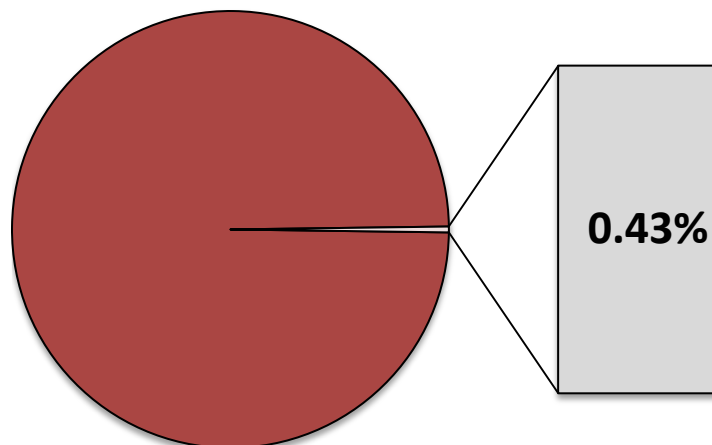
Animal Control



Shellfish



% of FY 2023 Total General Fund Budget



The Natural Resources Division comprises 0.43% of the overall General Fund budget.

Natural Resources Division Services Provided

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

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

Natural Resources Division Recent Accomplishments

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



New Osprey Pole, Centerville River

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

Natural Resources Division Goals and Objectives

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

Short-Term:

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



Scudder Lane-Opening Day for Oysters

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

Long-Term:

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



Marston Mills Herring Run

Natural Resources Division Budget Comparison

Natural Resource Division Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$777,381	\$724,179	\$765,974	\$823,894	\$57,920	7.56%
Fees, Licenses, Permits	1,968	6,978	5,000	2,000	(3,000)	-60.00%
Total Sources of Funding	\$779,349	\$731,157	\$770,974	\$825,894	\$54,920	7.12%

Expenditure Category						
Personnel	\$569,361	\$571,568	\$606,117	\$661,037	\$54,920	9.06%
Operating Expenses	188,770	159,588	164,857	164,857	-	0.00%
Capital Outlay	21,218	-	-	-	-	0.00%
Total Appropriation	\$779,349	\$731,157	\$770,974	\$825,894	\$54,920	7.12%

Summary of Budget Changes

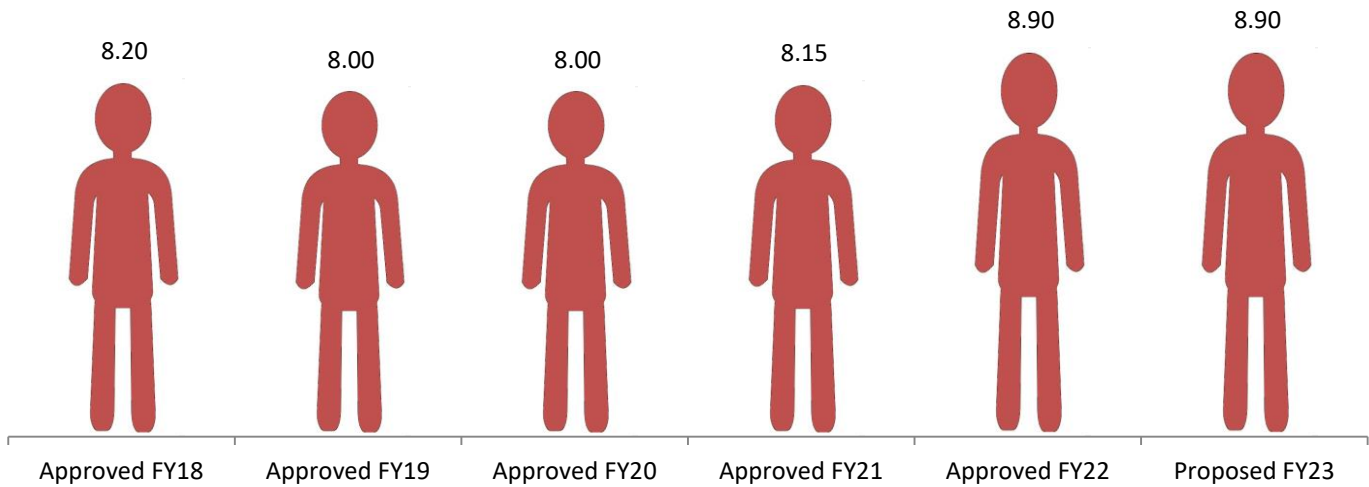
Natural Resource Division's proposed FY 2023 budget increased by \$54,290, or 7.12% from the approved FY 2022 budget. Personnel cost are increasing due to contractual obligations and a reshuffling of personnel between Sandy Neck Enterprise Fund and General Fund.

Job Title	FY 2021
Administrative Assistant	0.70
Animal Control Officer	2.00
NRO-Aquaculture Specialist	1.00
Director Marine & Env Affairs	0.40
Natural Resource Officer	2.00
Office Manager	0.55
Dir. NR/SN Park Manager	0.50
Shellfish Biol/Const	1.00
Full-time Equivalent Employees	8.15

	FY 2022	FY 2023	Change
	0.70	0.70	-
	2.00	2.00	-
	0.85	0.85	-
	0.40	0.40	-
	2.90	2.90	-
	0.55	0.55	-
	0.50	0.50	-
	1.00	1.00	-
	8.90	8.90	-

Natural Resources Division Factors Affecting FTE's

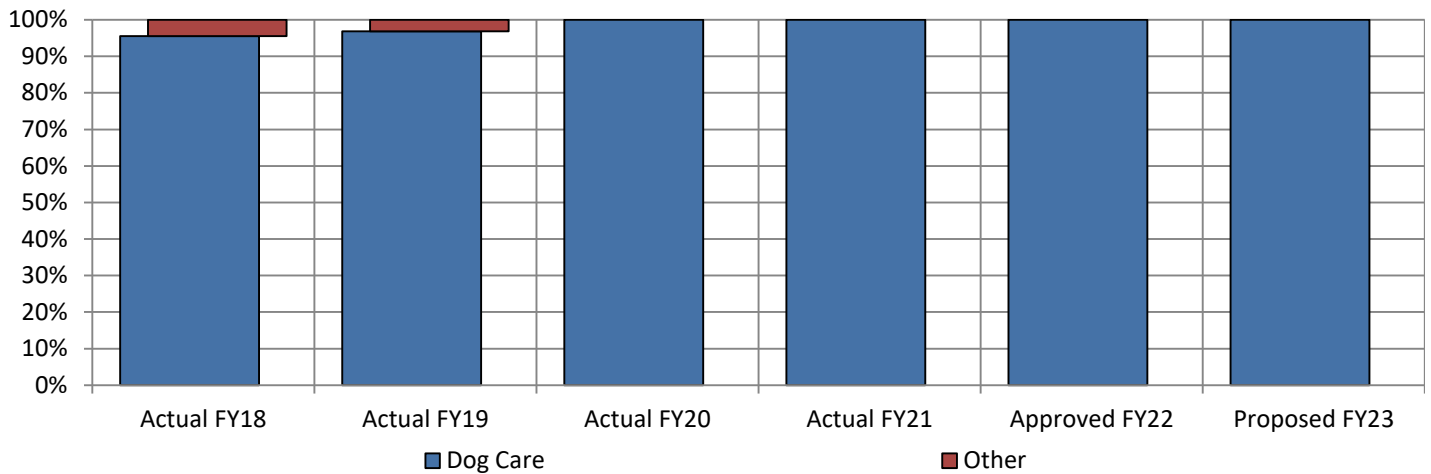
Full Time Employee History



FTE's have remained level over the past few fiscal years, any changes is the result of salary reallocation between General and Enterprise Fund.

Natural Resources Division Factors Affecting Revenues

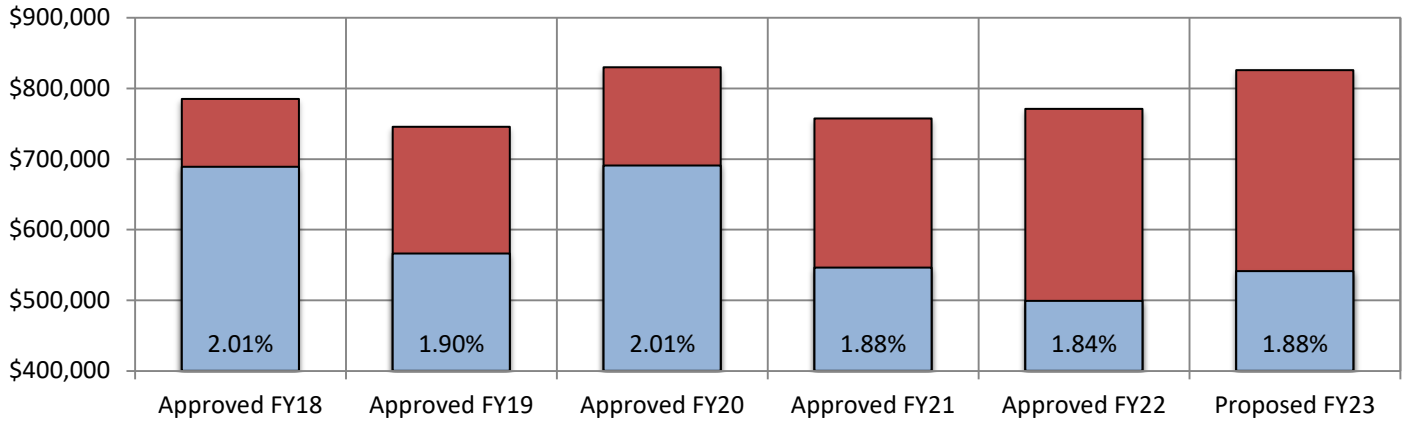
Total Revenue Sources (Excludes Taxes) Historical and Budgeted



Fees charged for dog care services accounts for all the sources of funding for this division when excluding taxes.

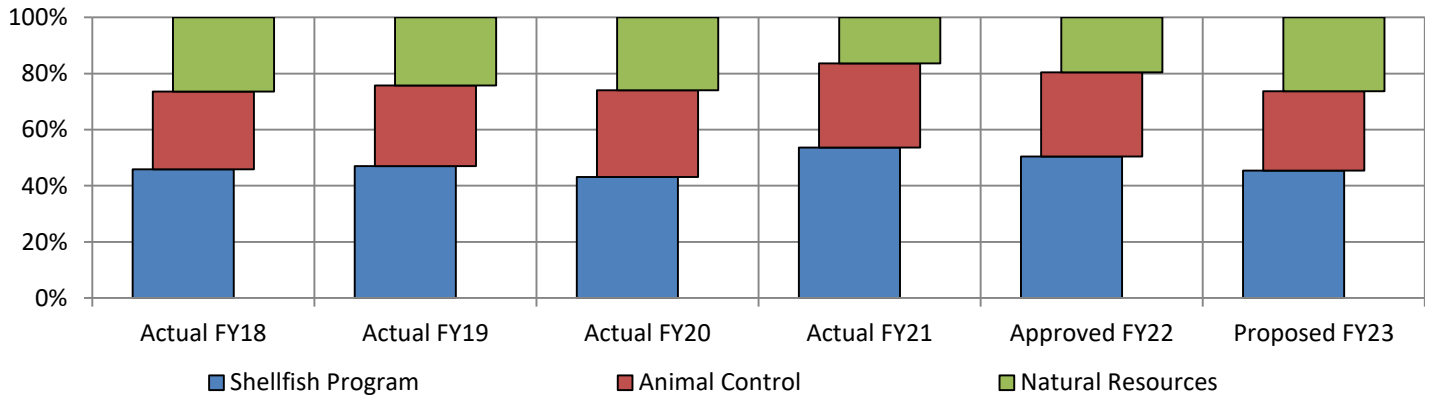
Natural Resources Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



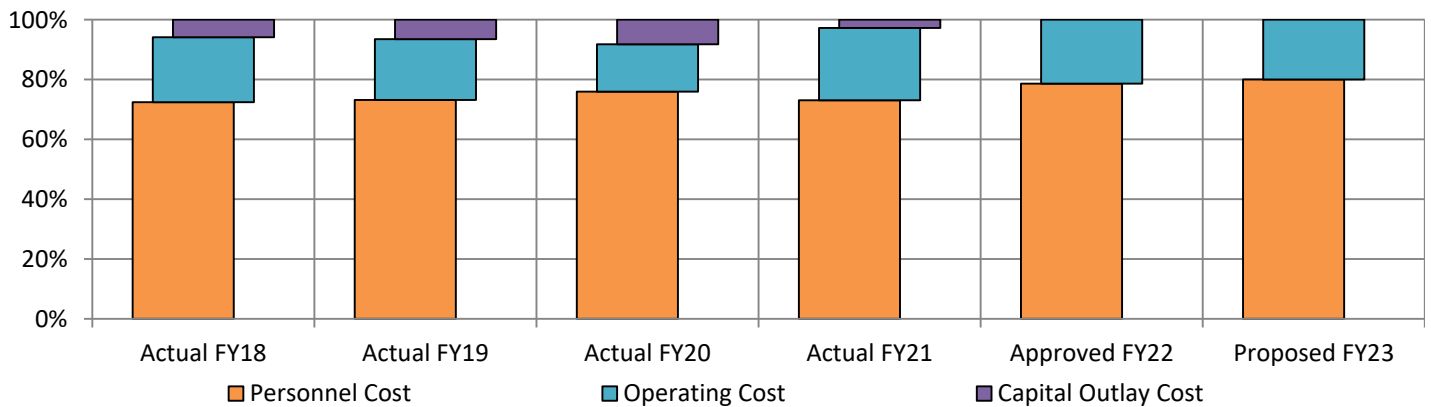
The Natural Resources Division’s budget has remained flat over a six-year period. This budget has also decreased from 2.01% to 1.88% of total municipal operating budget (excludes Other Requirements and schools).

Total Expenditures By Program Historical and Budgeted



Shellfish is the largest program within this division representing 50% of total operations. Animal Control accounts for 30% and Natural Resources 20%.

Total Expenditures By Category Historical and Budgeted



Personnel accounts for 80% followed by operating at 20% of the division’s proposed budget. Actual results have remained consistent to the 80%/20% allocation.

Natural Resources Division Program Services Provided

Natural Resources Program

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

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

Land Management

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

Patrol

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



Staff planting quahogs

- Boat patrols to oversee all shellfish related activity throughout the town including but not limited to the following: aquaculture grants operations, commercial and recreational public shellfisheries.
- Monitor for endangered and threatened species (such as piping plovers, marine mammals, sea turtles and diamond-backed terrapins) on Barnstable beaches.

Fish and Game

- Oversee and enforce freshwater fin fishing, shellfish, and lobster activities town-wide and assist the State Environmental Police with regulatory inspections and investigations.
- Enforce regulation compliance of all hunting seasons and areas, which includes migratory bird hunting as well as stocking pheasants in West Barnstable Conservation Area and Sandy Neck Beach Park.

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

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

Natural Resources Division Program Services Provided (Continued)

Animal Control Program

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

Animal Control at its best is very emotional, often volatile, and requires that those involved be professional, well-trained, and have the ability to effectively deal with people of all social and ethnic backgrounds. Animal Control Officers are responsible for operating an animal control van, capturing animals not kept in compliance with established laws and ordinances, properly housing them, quarantining domestic animals that bite or scratch and often submit suspect animals for testing at State Laboratory for rabies control. Animal Control Officers also respond to wildlife issues and educate the public accordingly. Animal Control often becomes involved with specialized investigative work in enforcing laws and regulations. Pets owned by individuals who do not accept their responsibilities can have a very detrimental effect on any community. When allowed to roam at will, domestic pets can and do pose a threat to the health, welfare and quality of life of our citizens.



Oyster trays at Scudder Lane

The program includes but is not limited to the following:

- Respond to all domestic and wild animal related questions;
- Investigate animal cruelty and neglect complaints;
- Investigate animal bites to both humans and animals;
- Identify and return lost pets;
- Provide quarantine of animals that bite or scratch for observation of zoonotic diseases including rabies;
- In addition to reporting animal cruelty, Animal Control Officers are required by state law to report child abuse, elder abuse, and abuse against disabled persons, and;
- Work with sister organizations, state and local Fire Department, Massachusetts Society for the Prevention of Cruelty to Animals (MSPCA) and Animal Rescue League (ARL) of Boston, Cape Wildlife, Elder Services, and Child Welfare.

Animal Control Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$231,191	\$209,966	\$226,134	\$231,336	\$5,202	2.30%
Fees, Licenses, Permits	1,968	6,978	5,000	2,000	(3,000)	-60.00%
Total Sources of Funding	\$233,159	\$216,944	\$231,134	\$233,336	\$2,202	0.95%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$204,802	\$200,514	\$212,634	\$214,836	\$2,202	1.04%
Operating Expenses	7,415	\$16,430	18,500	18,500	-	0.00%
Capital Outlay	20,942	-	-	-	-	0.00%
Total Appropriation	\$233,159	\$216,944	\$231,134	\$233,336	\$2,202	0.95%

Natural Resources Division Program Services Provided (Continued)

Shellfish Program

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

Shellfish resources in the Town of Barnstable have ecological, commercial, and recreational importance. Oysters, quahogs, soft shell clams, mussels and other bivalve species endemic to our coastal waters provide irreplaceable ecosystem services through filter feeding. They also serve as food for other marine and terrestrial animals as well as a harvestable product for our commercial shellfishing industry. Recreational harvest of shellfish in Barnstable has been a treasured past time for Cape Cod residents and visitors for hundreds of years. The Town of Barnstable Natural Resources Division is responsible for sustainable management of this vital marine resource.

The Program includes, but is not limited to:

Propagation

- Grow roughly 1 million oysters each year for a recreational shellfishery.
- Grow over 2 million quahogs each year.

- Educate residents and non-residents with learn-to-shellfish classes.

Protecting the Resource

- Set catch limits to manage shellfish species appropriately for future generations.
- Use the best available science to promote and protect shellfish habitat.
- Conduct shellfish surveys for grant holders, docks, and piers.

Working with Other Agencies

- Work with the MA Division of Marine Fisheries for water testing for safe consumption of shellfish.
- Work with SEMAC, WHOI, BCWC, Cape Cod Cooperative Extension, and others on projects and experiments to better shellfish propagation techniques and management.

Shellfish Program Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$418,103	\$369,968	\$389,142	\$375,002	(\$14,140)	-3.63%
Total Sources of Funding	\$418,103	\$369,968	\$389,142	\$375,002	(\$14,140)	-3.63%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$272,013	\$268,653	\$284,892	\$270,752	(\$14,140)	-4.96%
Operating Expenses	146,090	\$101,315	104,250	104,250	-	0.00%
Total Appropriation	\$418,103	\$369,968	\$389,142	\$375,002	(\$14,140)	-3.63%

HARBORMASTER DIVISION

Purpose Statement

The Harbormaster Division of the Marine & Environmental Affairs Department provides services intended to protect the safety of people and vessels that use our waterways and waterside facilities.

Program Areas

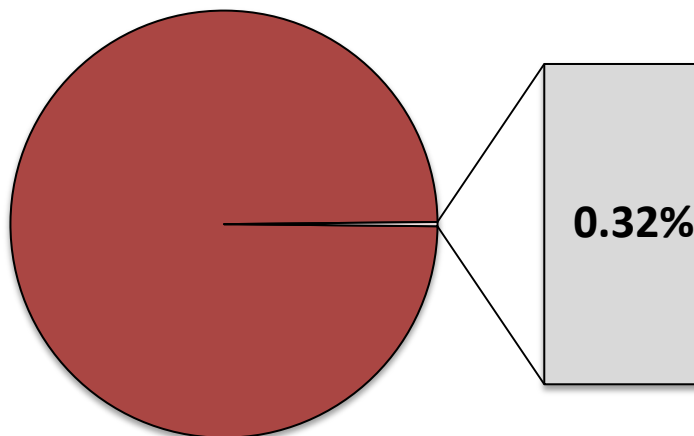


Water Safety



Moorings

% of FY 2023 Total General Fund Budget



The Harbormaster Division comprises 0.32% of the overall General Fund budget.

Harbormaster Division Services Provided

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

Harbormaster Division is responsible for issuing local safety information, oversees the maintenance and provision of navigational aids within the port, coordinate responses to emergencies, inspect vessels, and oversee pilotage services.

Harbormaster Division Recent Accomplishments

- ✓ Offered mooring(s) to 460 people from Town waiting lists and permitted 191 new mooring permits; issued 2,454 Mooring Permits in total;
- ✓ Permitted 3 new transient moorings through Army Corps of Engineers, expanding the transient mooring program;
- ✓ Small Vessel Storage program effectively managed and issued 558 decals;
- ✓ Pumped out 502 vessels properly disposing of 13,285 gallons of waste;
- ✓ Incorporated maintenance of vessels into operations saving outside labor costs;
- ✓ Responded to 438 calls for service. Calls for service include but are not limited to violations, search and rescue operations, boating accidents, groundings, miscellaneous boating emergencies, medical emergencies and assists to other agencies;
- ✓ Used GPS to pinpoint approximately 95% of all moorings;
- ✓ Organized/enforced mooring fields to improve utilization;
- ✓ Improved online database to better track incidents, and record equipment/vessel maintenance, and;
- ✓ Applied for and awarded grant (CoMIRs) to upgrade radio equipment.

Harbormaster Division Goals and Objectives

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

Short-Term:

1. Continue GPS pinpointing of all moorings in Town to determine mooring regulation compliance. **(SP: Regulatory Process and Performance)**
2. Work with licensed mooring servicers to improve mooring placement to efficiently utilize mooring fields. **(SP: Regulatory Process and Performance, Communication)**
3. Continue to improve online database to effectively process online renewals, permits and decals. Allowing the public to pay and submit documents online. **(SP: Regulatory Process and Performance)**



Joint Training, Hyannis Harbor

Harbormaster Division Goals and Objectives (Continued)

Long-Term:

1. Improve mooring enforcement through public information. (SP: Regulatory Process and Performance, Communication)
2. Improve communication and oversight of the licensed mooring servicers. (SP: Communication)
3. Expand Transient Mooring program to allow public/visitors more options to access the Town of Barnstable waters and shore side facilities. (SP: Recreation)

Harbormaster Division Budget Comparison

Harbormaster Division Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$0	\$51,175	\$99,396	\$217,409	\$118,013	118.73%
Fees, Licenses, Permits	61,139	54,877	43,000	48,000	5,000	11.63%
Interest and Other	634	9,002	-	-	-	0.00%
Special Revenue Funds	348,000	348,000	348,000	348,000	-	0.00%
Total Sources of Funding	\$409,773	\$463,054	\$490,396	\$613,409	\$123,013	25.08%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$299,582	\$340,209	\$360,773	\$418,351	\$57,578	15.96%
Operating Expenses	53,191	74,030	80,808	95,058	14,250	17.63%
Capital Outlay	301	48,815	48,815	100,000	51,185	104.86%
Total Appropriation	\$353,074	\$463,054	\$490,396	\$613,409	\$123,013	25.08%

Summary of Budget Changes

The Harbormaster Division's proposed FY 2023 budget increased by \$123,013, or 25.08% from the approved FY 2022 budget. Personnel cost is increasing \$57,578 due to contractual obligations, seasonal pay increases and 0.90fte for the new Assistant Harbormaster position. Operating budget change includes line item expense to support the new position. Capital outlay includes a one-time vehicle and patrol vessel engine purchase.

Job Title	FY 2021
Administrative Assistant	0.20
Assistant Harbormaster	-
Asst. Harbormaster Pumpout Boat Ops.	1.00
Deputy Harbormaster/Mooring Officer	1.00
Dept/Div Assistant	0.80
Director Marine & Env Affairs	0.30
Office Manager	0.25
Supervisor Harbor Master	0.25
Full-time Equivalent Employees	3.80

FY 2022	FY 2023	Change
0.25	0.25	-
-	0.90	0.90
0.90	0.90	-
1.00	1.00	-
0.75	0.75	-
0.30	0.30	-
0.25	0.25	-
0.25	0.25	-
3.70	4.60	0.90

Harbormaster Division Factors Affecting FTE's

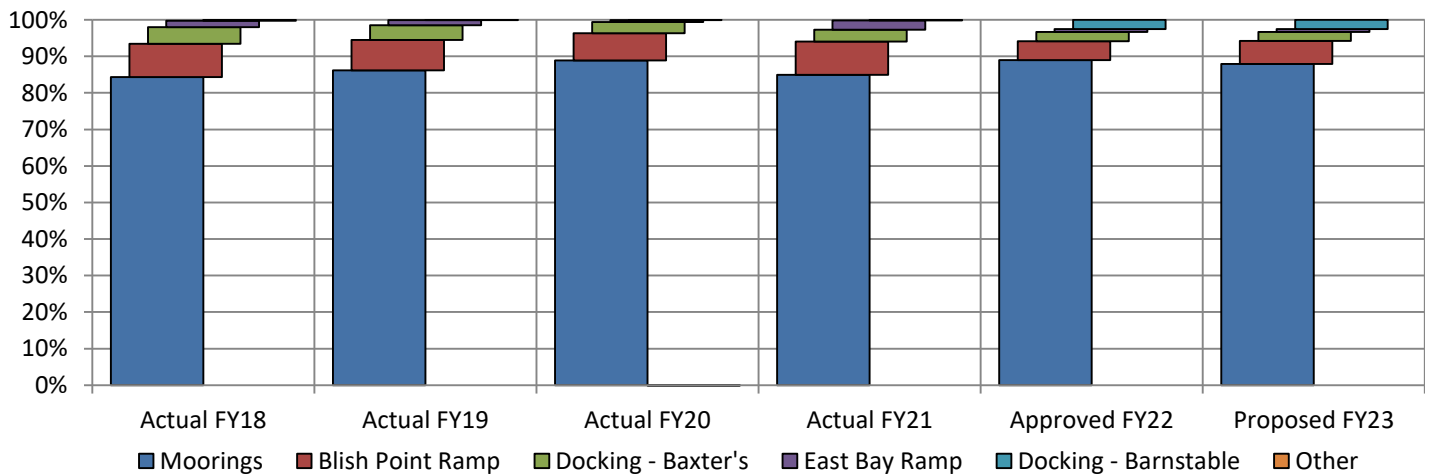
Full Time Employee History



The Harbormaster FTE's have remained level throughout the fiscal years; however, there has been reallocation of salaries between General and Enterprise Funds. FY 2023 includes 0.90fte's for the new Assistant Harbormaster position.

Harbormaster Division Factors Affecting Revenues

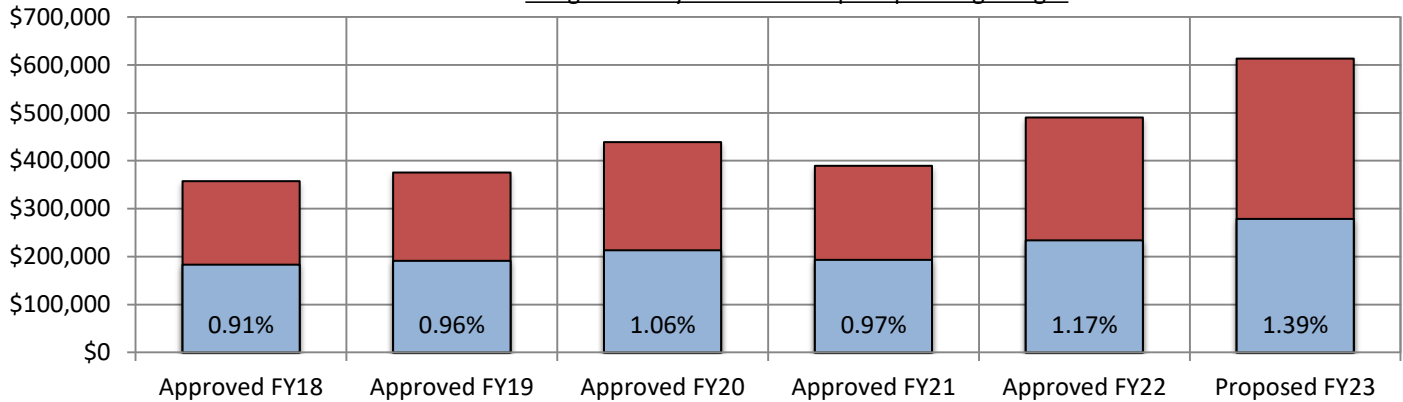
Total Revenue Sources (Excludes Taxes) Historical and Budgeted



When excluding taxes, the Waterways Improvements Special Revenue Fund (mooring fees) provides 90% and Blish Point Ramp provides roughly 10% of total sources of funding to support the harbormaster operations. Other fees include the East Bay Boat Ramp and docking at Barnstable harbor.

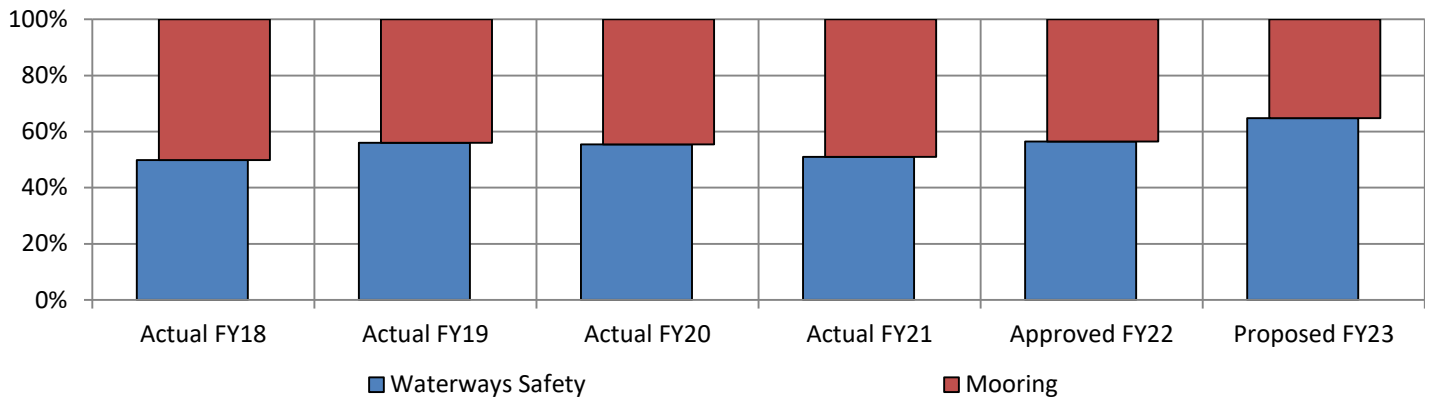
Harbormaster Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



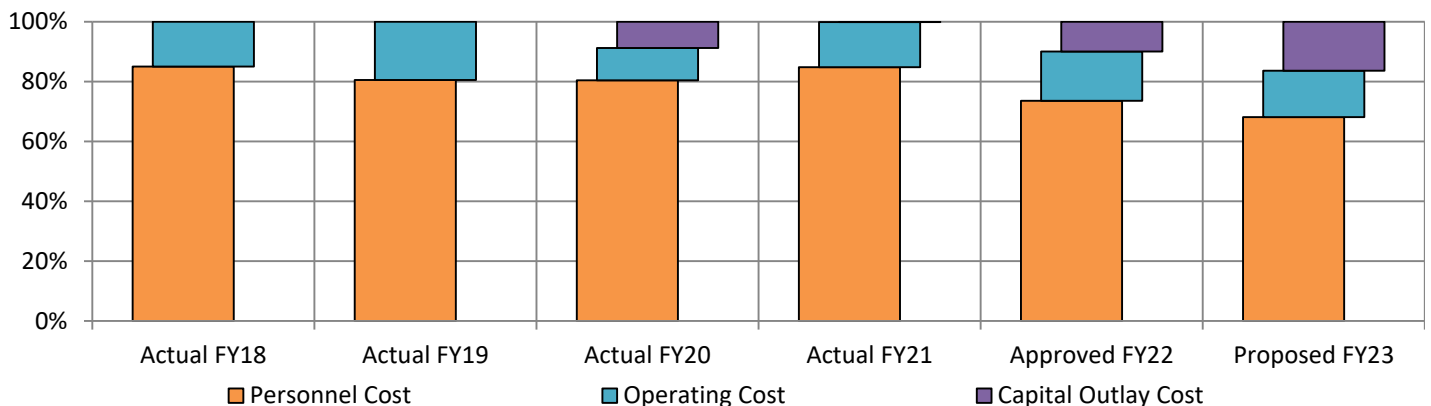
The Harbormaster budget has increased 11.94% annually on average over a six-year period. Seasonal pay increases and software licenses account for the majority of the budget increases. This budget has also increased from 0.91% to 1.39% of total municipal operating budget (excludes Other Requirements and schools).

Total Expenditures By Program Historical and Budgeted



The Harbormaster proposed budget is allocated roughly 64% Waterways and 36% Moorings.

Total Expenditures By Category Historical and Budgeted



As a percentage of proposed budget, personnel cost accounts for 68% followed by operating at 15%. Actual results have personnel cost tracking higher as a percentage of total operations.

Harbormaster Division Program Services Provided

Waterways Safety Program

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

The Waterways Program is divided into several areas of service being provided to the boating public and others using our waterside facilities including:

- Conduct land patrol activities with an eye towards the (improper) use of Town ways to water, boat ramps, other marine facilities, and for violations of Town ordinances;
- Conduct marine (on the water) patrols to ensure compliance with all pertinent state boating laws and local ordinances concerning the use of the waterways. Also to ensure proper stationing of buoys, mooring placement as it effects navigation, and to assist area boaters;
- Providing emergency response for vessels in distress, overdue/adrift vessels, oil spills, and rescue operations;
- Placing, hauling, and maintaining approximately 200 aids to navigation (channel markers, regulatory buoys and signs, and breakwater lights) which enable boaters to safely navigate through our harbors. These are placed in early spring and removed in late fall. All buoys are repainted and fitted with new tackle, as needed;
- Provide pump out service in the Three Bays area for boaters, in Barnstable Harbor by use of a dockside facility, and in Hyannis Harbor by boat and by a shore side facility. Since the start of this service, water quality has improved, and;
- Oversee the daily operation of Blish Point boat ramp in Barnstable, including the collection and pay over of fees.



Calls to Service

Waterways Safety Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$0	\$24,792	\$59,900	\$175,706	\$115,806	193.33%
Fees, Licenses, Permits	61,139	54,877	43,000	48,000	5,000	11.63%
Interest and Other	634	9,002	-	-	-	0.00%
Special Revenue Funds	174,000	174,000	174,000	174,000	-	0.00%
Total Sources of Funding	\$235,773	\$262,671	\$276,900	\$397,706	\$120,806	43.63%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$148,533	\$173,270	\$183,743	\$236,489	\$52,746	28.71%
Operating Expenses	31,376	\$40,587	44,342	61,217	16,875	38.06%
Capital Outlay	301	48,815	48,815	100,000	51,185	104.86%
Total Appropriation	\$180,210	\$262,671	\$276,900	\$397,706	\$120,806	43.63%

Harbormaster Division Program Services Provided (Continued)

Mooring Program

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

In keeping with the spirit and intent of this law, a mooring program was established. The program's intent is to provide efficient utilization of harbor areas, to improve the safety of moored vessels, and to provide adequate space for the enjoyment of all users of the harbors. This is done by controlling the placement of moorings, establishing standards for mooring tackle, and by establishing regular, systematic mooring inspections.

- Working with Assessor's and Tax Collector's offices for compliance of boat excise laws;
- Mooring wait list fee collection and administration;
- Oversight of licensed mooring servicers;
- Removal illegal and abandoned moorings;
- Mooring enforcement, and;
- The program oversees the placement and permitting of approximately 2,300 moorings throughout the Town. Because the demand far exceeds the supply, waiting lists for most of our mooring areas have been established - and we now have over 1,200 entries on twenty-seven waiting lists.

The mooring process is a complex process involving:

- Regulation review and promulgation;
- Fee collection and making payments to Town Treasurer;
- Annual issuance of permits and stickers;
- Oversight of mooring inspections and placement, and;
- Renewal by mail program.



Mooring

Mooring Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$-	\$26,383	\$39,496	\$41,703	\$2,207	5.59%
Special Revenue Funds	174,000	174,000	174,000	174,000	\$0	0.00%
Total Sources of Funding	\$174,000	\$200,383	\$213,496	\$215,703	\$2,207	1.03%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$151,049	\$166,939	\$177,030	\$181,862	\$4,832	2.73%
Operating Expenses	21,815	33,443	36,466	33,841	(2,625)	-7.20%
Total Appropriation	\$172,864	\$200,383	\$213,496	\$215,703	\$2,207	1.03%

Marine & Environmental Affairs Department Workload Indicators

Shellfish Program

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

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

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

Water Ways Program

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

Mooring Program

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

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

COMMUNITY SERVICES DEPARTMENT

Department Purpose Statement

The Community Services General Fund operations are comprised of two divisions whose purpose is to maintain programmatic oversight of the Town's older adult and youth programs and services, beaches, playing fields, and community buildings. This also includes providing an array of educational, recreation, wellness and leisure services to the citizens of Barnstable that appeal to a wide range of ages, abilities, and interests, as well as those that will preserve and protect our natural environment. The department also serves as liaison to Veterans Services and the village libraries.

Division Areas

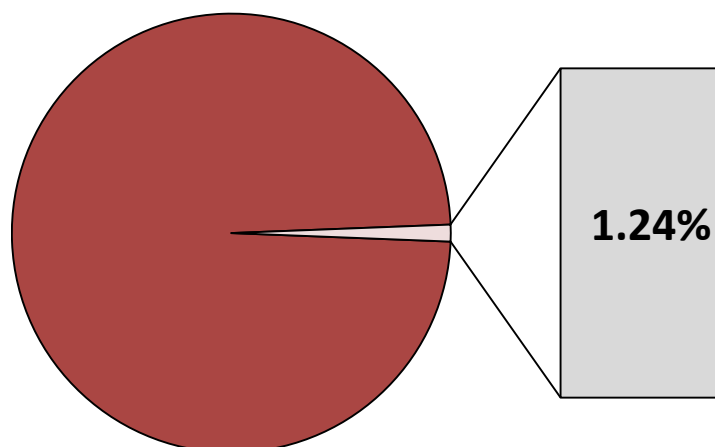


Council on Aging



Recreation

% of FY 2023 Total General Fund Budget



The Community Services Department comprises 1.24% of the total General Fund budget.

Community Services Department Services Provided

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

The Community Services Department provides social, educational, and recreational activities throughout the community for all ages and abilities, and ensures that rules and regulations concerning playgrounds, athletic fields, beaches and the development and delivery of recreational programs and activities are effective. Recreation provides a variety of opportunities and choices for Barnstable citizens to achieve their human potential while preserving and protecting the integrity of the natural environment that will enhance the quality of life for the individuals, families, and the community at large within the Town.



ASP Game Room – HYCC Facility

Aquatics provide and maintain aquatic services at the 16 Town of Barnstable beach sites. Services in the aquatic program include general supervision, operating the gate attendant program, bathhouse attendants, water safety, and a swim program.

The Council on Aging Division provides a wide and diverse array of programs designed to meet the needs of older adults that includes, but is not limited to, the following: support and advocacy services, health and wellness activities, social, recreational and educational programming and events, caregiver support, information and referral, nutrition support, and transportation assistance.

Community Services Department Budget Comparison

Community Services Dept. Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$6,255	\$362,356	\$798,834	\$790,497	(\$8,337)	-1.04%
Fees, Licenses, Permits	-	298	2,000	-	(2,000)	-100.00%
Charges for Services	2,099,859	1,902,116	1,595,000	1,602,000	7,000	0.44%
Interest and Other	2,270	1,860	-	-	-	0.00%
Total Sources of Funding	\$2,108,384	\$2,266,630	\$2,395,834	\$2,392,497	(\$3,337)	-0.14%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$1,968,195	\$2,067,708	\$2,174,034	\$2,185,697	\$11,663	0.54%
Operating Expenses	138,340	168,922	189,800	186,800	(3,000)	-1.58%
Capital Outlay	1,849	30,000	32,000	20,000	(12,000)	-37.50%
Total Appropriation	\$2,108,384	\$2,266,630	\$2,395,834	\$2,392,497	(\$3,337)	-0.14%

Summary of Budget Changes

Community Services Department’s proposed FY 2023 budget decreased by (\$3,337), or (0.14%) from the approved FY 2022 budget. Personnel budget changes include contractual obligations, seasonal pay increases, and a 0.65fte partial salary for the Assistant Director of Community Services. Operating budget is decreasing as the one-time recreation software expense has been removed. Capital outlay continues the annual recreation equipment replacement program.

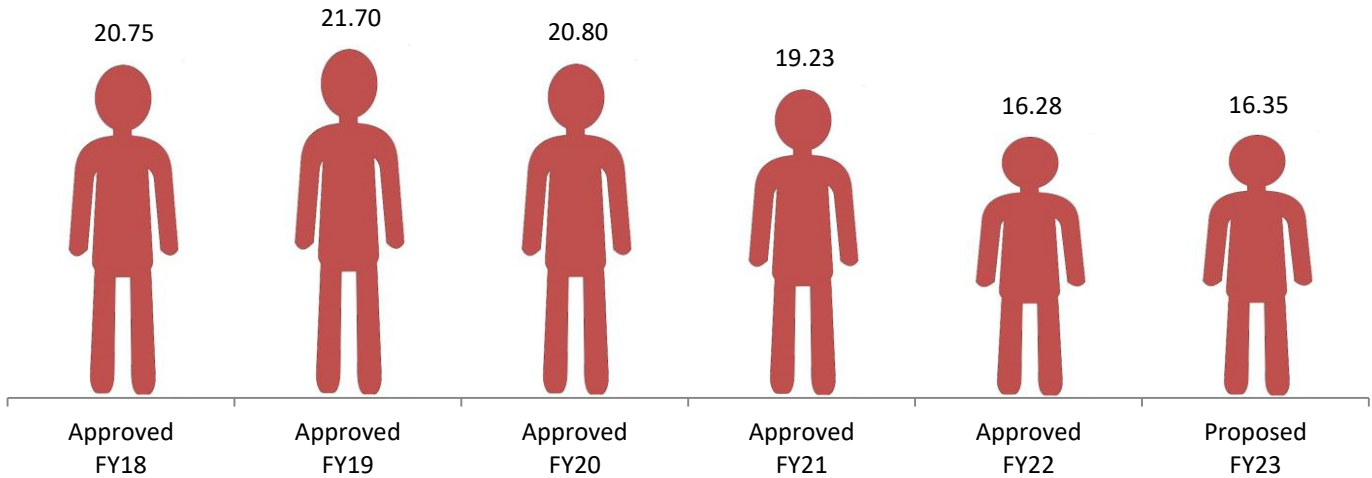
Community Services Department Budget Reconciliation

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2022 Approved Budget				\$2,395,834	
Contractual Obligations Net of Staff Turnover	(44,849)	-	-	(44,849)	-
One-Time Charges	-	(3,000)	(32,000)	(35,000)	-
FY 2023 Budget Changes					
1. Eliminate Custodian Position	(24,503)	-	-	(24,503)	(0.58)
2. Assistant Director of Community Services	63,014	-	-	63,014	0.65
3. Seasonal Pay Increases	48,000	-	-	48,000	-
4. Eliminate Skate Park Seasonal Staff	(30,000)	-	-	(30,000)	-
5. Aquatic Equipment	-	-	20,000	20,000	-
FY 2023 Proposed Budget	\$11,662	(\$3,000)	(\$12,000)	\$2,392,496	0.07

- Custodian Position** – Transferred to the Public Works Department.
- Assistant Director of Community Services** - This position will support the Director of Community Services and the department operations.
- Recreation Seasonal Pay Increase** – Increase all seasonal position wages by \$.75 per hour. Massachusetts State Law requires minimum wage increases of \$.75 per hour effective 1/1/23.
- Eliminate Skate Park Seasonal Staff** – Historically, the skate park has opened from mid-April through mid-October, limiting access to this amenity. Fewer than one in twenty skate parks in the US are staffed. Eliminating skate park staffing will allow the park to be open year-round and will promote increased access and equity to skate park users.
- Special Event and Program Equipment** - The Recreation Division is looking to replace special event and program equipment. Our special event and program equipment was destroyed and/or deteriorating due to poor storage conditions in our sheds.

Community Services Department Factors Affecting FTE's

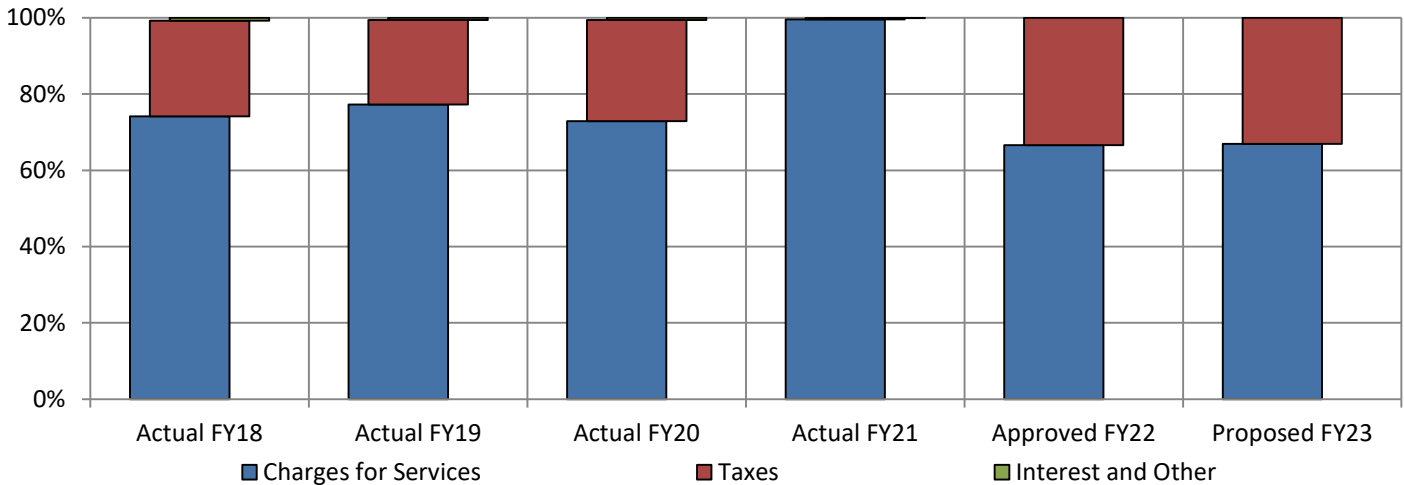
Full Time Employee History



FY 2019 includes additional hours for Council on Aging personnel, FY 2021 transfers the (2.00)ftes communications positions out of the department, and FY 2022 has a net (3.05)ftes decrease mostly due to the closure of the Adult Supportive Day program. FY 2023 net 0.07 ftes is the result of the new Assistant Director of Community Services and transfer out the custodian position.

Community Services Department Factors Affecting Revenues

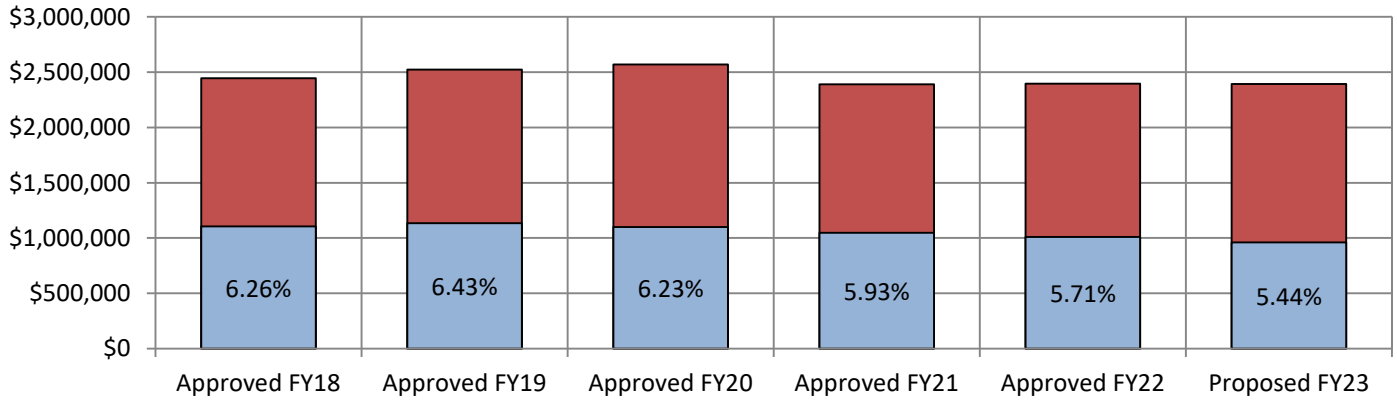
Total Sources of Funding Historical and Budgeted



Charges for services provide 67% and taxes provide 33% of the proposed budget. Beach stickers and daily parking account for the largest sources of funding for this operation. However, various fees are also charged for summer and winter programs. Beach stickers provide roughly 60% and Craigville beach parking 17% of total department operating sources of funding when excluding taxes.

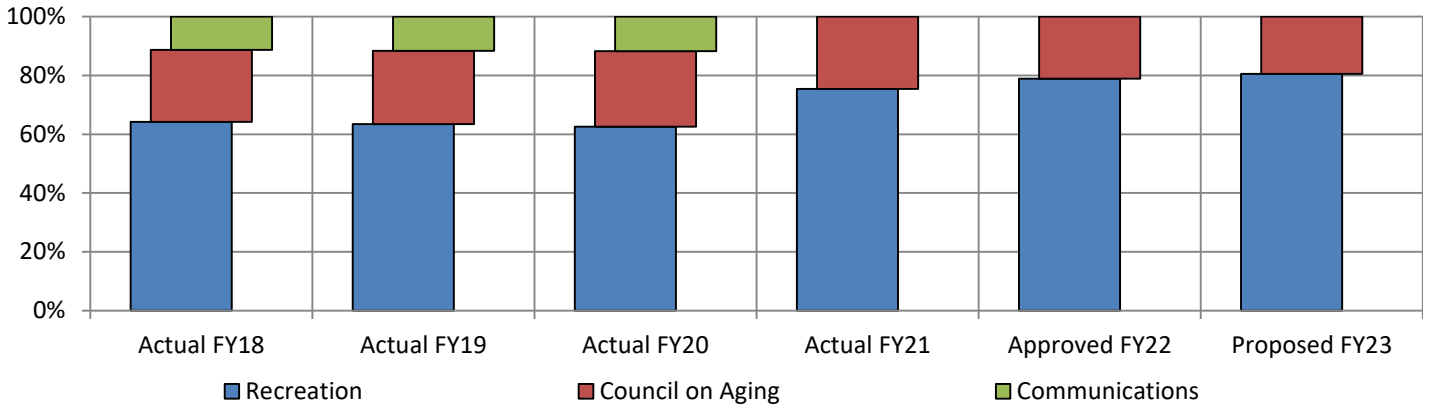
Community Services Department Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



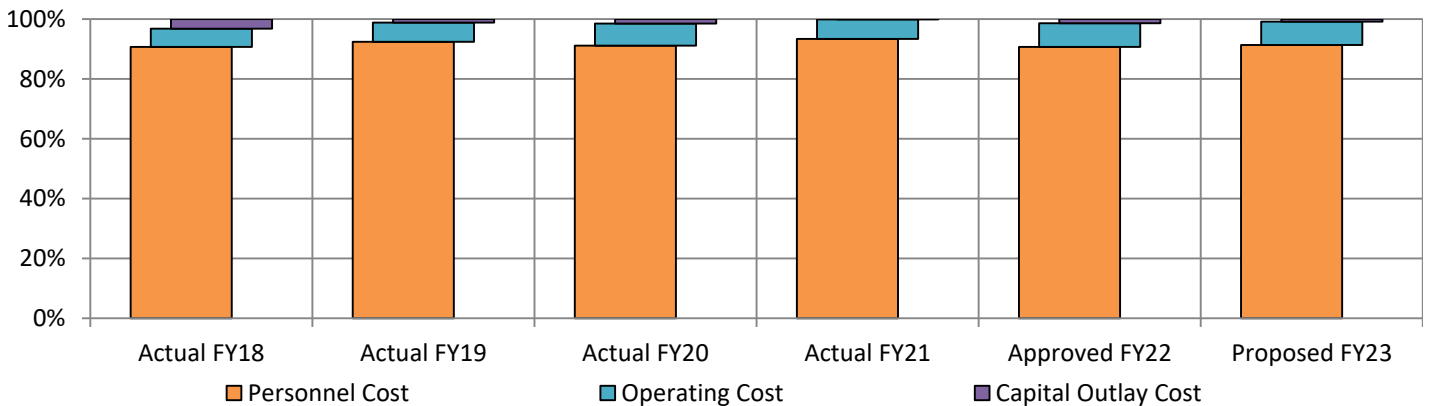
This department’s budget has decreased (0.37%) annually on average over a six-year period. This budget has also experienced a decrease from 6.26% to 5.44% of total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Division Historical and Budgeted



Recreation is the largest division in the department representing 79% of the proposed budget.

Total Expenditures By Category Historical and Budgeted



Personnel cost accounts for 91% of the department’s proposed budget. Actual results for personnel cost has remained consistent within that range. Seasonal workers account for a large portion of the department’s personnel cost.

COUNCIL ON AGING DIVISION

Purpose Statement

The Council on Aging Division supports older adults in our community by providing programs and support services designed to optimize their quality of life, reduce social isolation, and help them maintain their independence so they may successfully age-in-place in Barnstable. Our vision at the Barnstable Adult Community Center is to provide an inclusive, diverse, and welcoming environment, and to offer opportunities that engage, enrich, and empower our older residents.

Program Areas

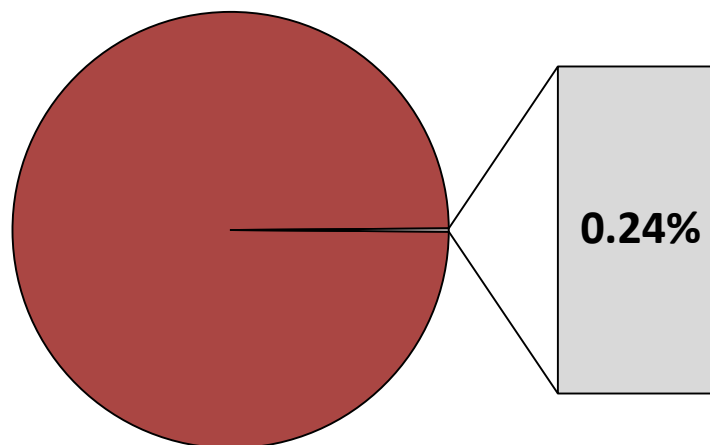
Support and Advocacy Services Program

Family Caregiver Support Services Program

Health, Wellness and Enrichment Program

Volunteer and Civic Engagement Program

% of FY 2023 Total General Fund Budget



The Council on Aging Division budget comprises 0.24% of the overall General Fund operating budget.

Council on Aging Division Services Provided

<https://townofbarnstable.us/coa/>

The Council on Aging provides a broad spectrum of programs and services, ranging from support services and advocacy, caregiver support, volunteer opportunities and social, educational and wellness activities that help to enhance the quality of life of older adults in our community. Also, ensure that they continue to thrive and remain physically, mentally, and civically engaged as they age. The Barnstable Adult Community Center offers a diverse array of activities, including exercise classes, technology classes, health seminars, caregiver support groups, movies, and art workshops, musical entertainment, social clubs and discussion groups, congregate lunch, intergenerational activities, and blood pressure clinics.



Barnstable Adult Center- Aerial View

Council on Aging Division Recent Accomplishments

- ✓ Despite the ongoing challenges to our community posed by the COVID-19 pandemic, the BCOA continued to be a valuable resource for older adults in Barnstable, including caregivers. It was necessary that we provide support and services to our older residents without posing a serious risk to the public and the staff. In a demonstration of their commitment to our community, our staff went to work and began reinventing our traditional service models. We identified the core needs of older adults during a “Shelter Safely at Home” order: Food Security, Safety, Loneliness, Caregiver Support, and Outreach Support.
- ✓ Launched a successful Outdoor Walking Program, which was led by BCOA staff. These walks took advantage of the age friendly trails and locale of the Cape. When spring came, we held many outdoor activities, including classes, holiday celebrations, concerts, and country western dance parties! The most moving outdoor event was in March, when the Cape Cod Vets Center staged a tribute to Veterans on the National Vietnam Veterans Day.
- ✓ During this period, the BCOA received 1,564 Outreach calls. We have been able to assist people with Real Estate Tax Assistance, Fuel Assistance, and assisted over 200 people with SHINE counseling either virtually or via phone over the Medicare Open Enrollment period. There were 118 referrals to Elder Services for older adults in need of more complex assistance. At Thanksgiving, we delivered 133 meals to homebound older adults, and provided bags of Holiday gifts to older adults who live alone and have few social supports. Caregiver support continued, as 3,320 daily calls were made to caregivers in need of support.
- ✓ To keep our older adult community engaged and active, we embraced technology and offered 170 Virtual Programs. Health and Wellness, such as Meditation, Yoga, and Chair Exercise were very popular, as were a vast array of classes in culture, arts, and science. There were many Dementia Friendly classes offered, and activity packets delivered to stave off boredom and keep minds active. Floral bouquets to cheer the spirit were delivered, Sweet Treats on Thursdays were a reason to take a drive and have a cupcake or ice cream and a laugh with a friend in the next car over. These activities helped combat social isolation, as older adults spent time reconnecting with dearly missed friends - from a safe distance, and wearing masks, of course!

Council on Aging Division Recent Accomplishments (Continued)

- ✓ Our monthly Brown Bag Nutrition Support program has distributed 2,872 bags of nutritious food to largely homebound older adults, and our staff has stocked a food pantry with food for Emergency Food Bag deliveries. To provide a sense of security to older adults living alone, 3,650 daily Reassurance Calls have been made. Over 2,500 Wellness Calls were made to older residents during the BCOA facility closure, to assess the wellness status of our more frail residents. Interventions and support services were provided as needed.
- ✓ With support, cooperation, and leadership from our Legislative leaders, County and Municipal officials, local Boards of Health and Healthcare organizations, and local First Responders, the Cape Cod COVID -19 Consortium was formed. The staff of the BCOA was very involved with the efforts of the Consortium. The staff managed the Town of Barnstable COVID-19 online and phone-in hot lines. Thousands of inquiries came into the hotlines, and BCOA staff assisted with referrals to local vaccination sites, and much needed support and information. The BACC became a local vaccination site, and our staff was trained to work in the clinics, which made it possible for thousands of local residents to receive their vaccinations close to home.
- ✓ We received a formula grant from the Executive Office of Elder Affairs for \$154,140. This grant provides a major source of funding and covers the cost of staff positions including the Activity Coordinator, Marketing and Events Coordinator, P/T Division Assistant, and partially funds our Support Services Coordinator and Custodian salaries, and helps to offset vehicle maintenance expenses and mailing costs for THRIVE magazine.
- ✓ The BCOA staff assumed the task of coordinating all of the requests for assistance with the Home Bound Vaccine Program. The BCOA staff worked cooperatively with the Barnstable Board of Health, and Hyannis Fire Department, to assist our local residents who do not have the capability to go to a vaccination site, to receive the vaccine at home. Over 250 local residents were assisted through this effort.
- ✓ In support of caregivers, the Family Caregiver Support Program staff offered many programs. Three sessions of the Savvy Caregiver Program was offered. Perceptive Caregiver training is available for individuals caring for a family member or friend living with dementia. This training includes 6 sessions that cover a range of topics aimed at improving the lives of people living with dementia and those who care for them. Eighteen local caregivers attended these sessions.
- ✓ Thanks to funding support from the Friends of the Barnstable Council on Aging, during the COVID-19 pandemic we have been able to continue to offer creative ways to teach, entertain, and provide food and other supports to our older residents. The FBCOA generously funded Turkey Trot, ongoing Grab and Go distributions, Sweet Treat Thursdays, Activity Packets, and so much more. Their support has been essential to our ability to offer creative and fun programs, as well as necessary and vital supports to our older residents during this challenging time.
- ✓ The Executive Office of Elder Affairs developed training on the Prevention and Elimination of Discrimination Based on Sexual Orientation and Gender Identity and Expression. The staff of the BCOA has completed this training, as will our Council on Aging Board members. This training will be included in all Volunteer Orientation sessions. The Barnstable Council on Aging supports the EOEA's commitment to ensuring that all individuals receiving services at the BCOA are treated with respect and compassion regardless of race, creed, gender identity, or whom they love.

Council on Aging Division Goals and Objectives

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

Short-Term:

1. Restructure our Support and Advocacy Services to better respond to the needs of our most vulnerable older residents and develop community partnerships with the CCRTA to enhance transportation assistance services capability to build organizational capacity and allow for greater operational efficiency. **(SP: Quality of Life, Public Health and Safety, Finance)**
2. As required through our AARP and World Health Organization Age-Friendly designation, continue work on the development and implementation of an Age-Friendly action plan, in partnership with UMass Boston's Gerontology Institute. **(SP: Quality of Life, Public Health and Safety, Education, Communication)**
3. Promote awareness of the Family Caregiver Support Services program. This program offers support and referral services and educational and training opportunities, both in-person and virtual, developed to ease the burden and provide meaningful support to local caregivers and their loved ones. **(SP: Education, Communication, Quality of Life)**
4. Work with the Department of Public Works to develop a master plan for the outdoor spaces at the Barnstable Adult Community Center to maximize their use for recreational purposes, which will benefit the health and well-being of our residents. **(SP: Infrastructure, Public Health and Safety, Quality of Life)**
5. Continue to collaborate with the Barnstable Neighbor to Neighbor (BN2N) "village" to broaden the safety net for isolated older adults in the seven villages. **(SP: Public Health and Safety, Quality of Life)**
6. Continue to collaborate with Barnstable County Human Services Department and the Cape Cod Councils on Aging on the "Healthy Aging Cape Cod" initiative. **(SP: Education, Communication, Public Health and Safety)**
7. Explore new opportunities for civic engagement and life enrichment for all older adults in our community. This should include offering support and resources for older adults seeking new opportunities for personal growth through employment or civic engagement. **(SP: Education, Communication, Quality of Life)**
8. To continue to expand content for our Channel 18 THRIVE programming, as this reaches isolated older adults in their homes, as well as to continue developing programming that is geared to this population. Continue to explore new and inventive methods to promote awareness of our programs and services to the community. **(SP: Communication, Education, Quality of Life)**
9. Continue work in facility improvements with the Department of Public Works including repair of the sprinkler system. **(SP: Infrastructure, Public Health and Safety)**
10. Actively continue to pursue available grant funding to help sustain our services, build capacity, and offset program costs. **(SP: Finance)**



Council On Aging Box Lunch

Council on Aging Division Goals and Objectives (Continued)

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

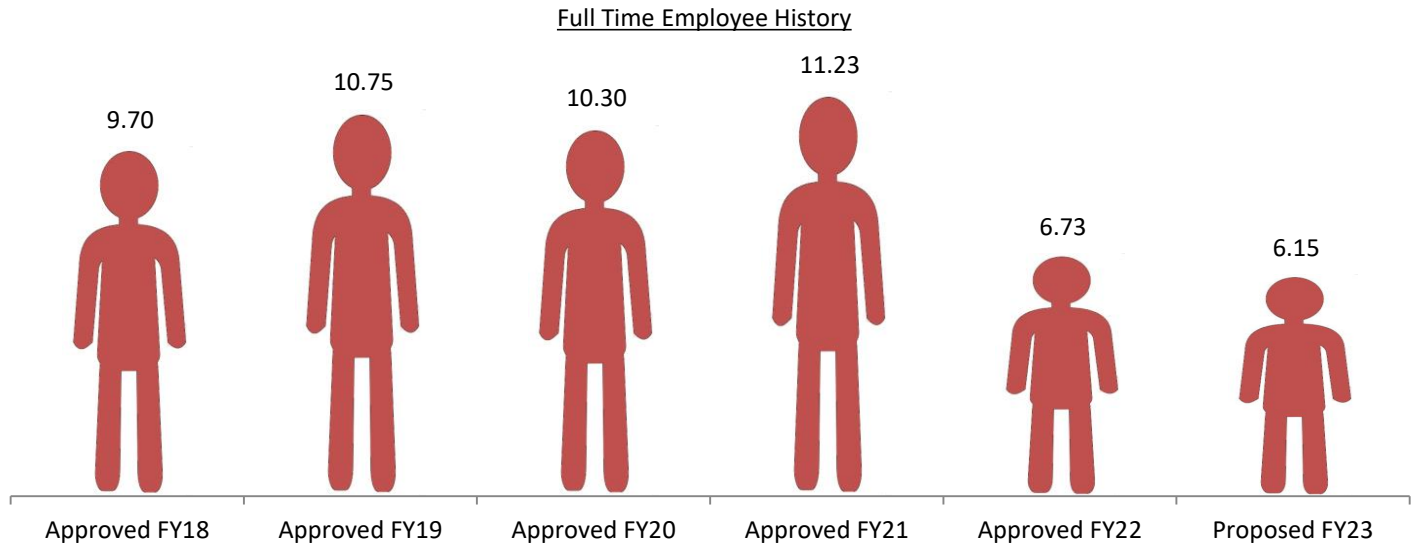
Long-Term:

1. Continue to restructure, develop, and enhance programs and services that improve the lives of Barnstable's older residents including support services, advocacy, transportation assistance, and caregiver support services to ensure that our efforts to assist older adults to age in place and maintain their independence are maintained. **(SP: Public Health and Safety, Quality of Life)**
2. Continue to engage with our aging service partners and participate in regional and local aging and human service networks to assess the growing needs of the aging community so we can ensure that all older residents can age successfully and maintain a high quality of life. **(SP: Public Health and Safety, Education, Communication)**
3. Develop community partnerships, especially for those that promote intergenerational collaborations in our community. Establishing intergenerational relationships enables all groups to learn about each other's differences and similarities, while building relational capacity and leading to greater understanding and acceptance across the age span. These relationships help to eradicate ageist stereotypes and build bridges that enrich the culture of our town and are vital to our efforts to build community. **(SP: Education, Communication, Quality of Life)**
4. Continue to enhance our marketing and community engagement efforts to reach out to a more diverse population that more accurately reflects the changing demographics of Barnstable residents. **(SP: Education, Communication)**
5. Continue to work closely with the Department of Public Works to ensure successful maintenance of the facility. **(SP: Infrastructure, Finance)**



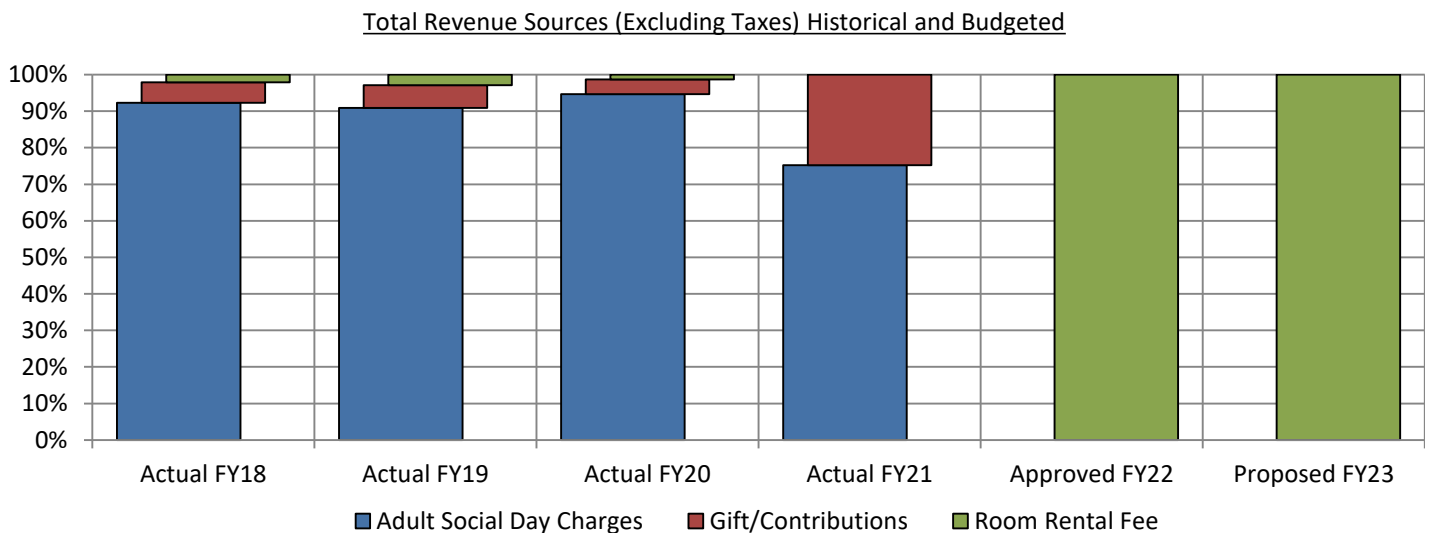
Vietnam Vets Day 2021 The Long Walk Close Up

Council on Aging Division Factors Affecting FTE's



FY 2019 included increased hours for a van driver, a part-time custodian, and assistant. FY 2022 includes a net (4.05)ftes due to the closure of the Adult Supportive Day program. FY 2023 includes (0.58)fte custodian position transferred out to the Public Works Department.

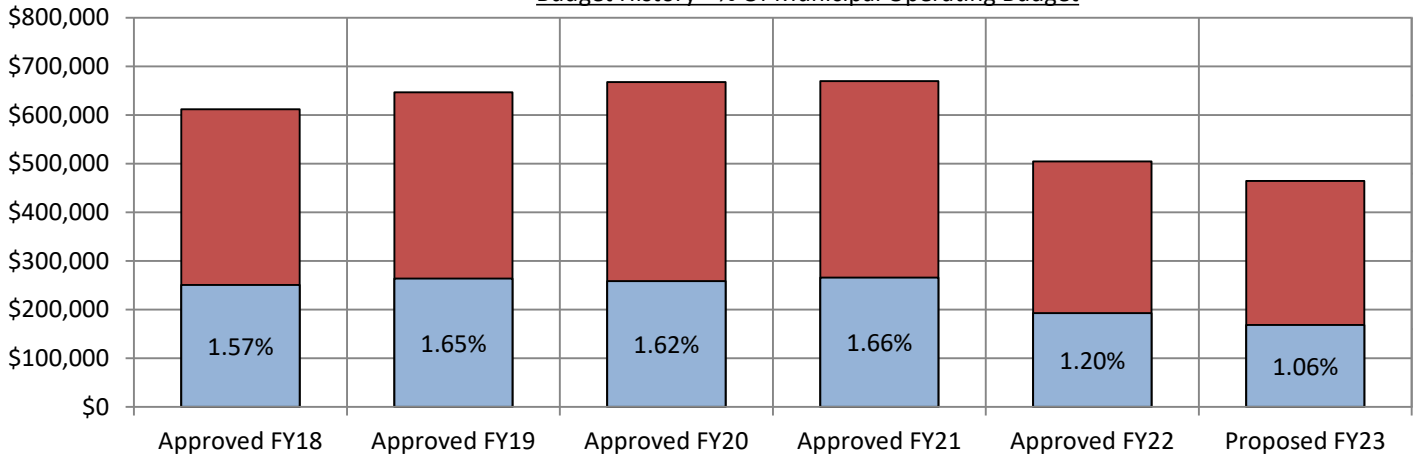
Council on Aging Division Factors Affecting Revenues



Taxes provide 99% of total sources of funding for the Council on Aging proposed budget. Excluding taxes, room rental fee will cover 100% of total operating sources of revenue. The Adult Support Day Program was a source of revenue; however, demand for the program had been in decline for a number of years prior to the pandemic. Due to public health crisis, the program has been suspended indefinitely, and the caregiver program has been restructured to provide virtual caregiver support.

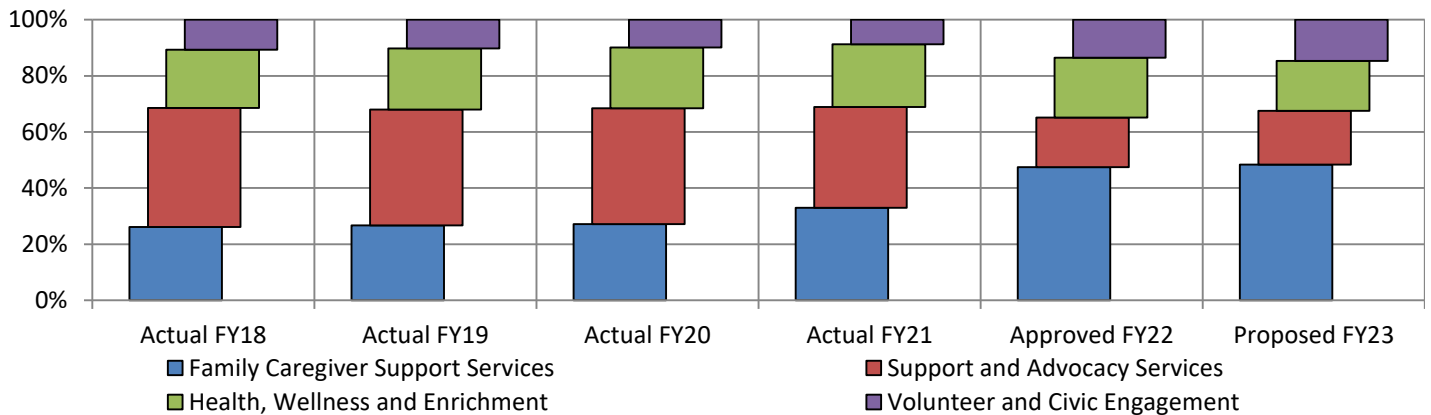
Council on Aging Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



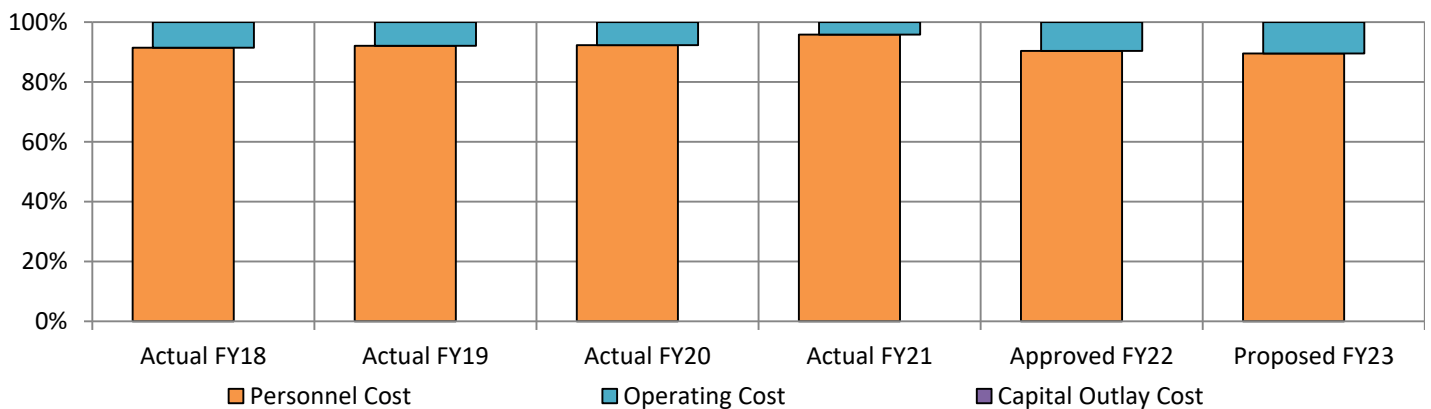
The division's budget has decreased (4.82%) annually on average over a six-year period. This budget has decreased from 1.57% to 1.06% of total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



The Family Caregiver Support Services program represents 48% of this division's proposed budget.

Total Expenditures By Category Historical and Budgeted



Personnel cost accounts for 90% of this division's proposed budget followed by 10% operating cost.

Council on Aging Division Budget Comparison

Council on Aging Division Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$516,609	\$446,534	\$502,879	\$464,336	(\$38,543)	-7.66%
Fees, Licenses, Permits	-	298	2,000	-	(2,000)	-100.00%
Charges for Services	607	500	-	-	-	0.00%
Interest and Other	200	50	-	-	-	0.00%
Total Sources of Funding	\$517,416	\$447,382	\$504,879	\$464,336	(\$40,543)	-8.03%

Expenditure Category						
Personnel	\$495,844	\$404,395	\$456,579	\$416,036	(\$40,543)	-8.88%
Operating Expenses	21,572	42,987	48,300	48,300	-	0.00%
Total Appropriation	\$517,416	\$447,382	\$504,879	\$464,336	(\$40,543)	-8.03%

Summary of Budget Changes

Council on Aging Division's proposed FY 2023 budget decreased by (\$40,543), or (8.03%) from the approved FY 2022 budget. Personnel budget change includes contractual obligations and a net (0.58) decrease for the transferred out custodian position.

Job Title	FY 2021
Adult Day Coordinator	1.00
Adult Day Program Assistant	1.50
Assistant Director Council On Aging	1.00
Custodian	1.18
Community Services Director	0.40
Council On Aging Director	1.00
Division Assistant	1.00
Office Manager/Executive Assistant	0.45
Outreach & Development Coordinator	1.00
Outreach Coordinator	0.75
Principal Dept/Div Assistant	1.00
Van Driver Senior Services	0.95
Full-time Equivalent Employees	11.23

FY 2022	FY 2023	Change
-	-	-
-	-	-
1.00	1.00	-
0.58	-	(0.58)
0.40	0.40	-
1.00	1.00	-
1.00	1.00	-
-	-	-
1.00	1.00	-
0.75	0.75	-
1.00	1.00	-
-	-	-
6.73	6.15	(0.58)

Council on Aging Program Services Provided

The Council on Aging Division has long been the gateway for older people in the Town of Barnstable to access programs and services to provide support and help them maintain their independence. Currently, over 32% of the Town's population is over 60. Demographic projections indicate that this cohort will rise steadily in the coming years and is projected to reach 42% by 2030, placing an increasing demand on the Council on Aging Division to continue to meet the needs of older residents in our community. We are responding to this by identifying and providing needed programs and services. The Council on Aging Division is proud to offer a wide array of opportunities for interaction, assistance, engaging our older citizens to stay connected to their community and, our programs, and services help them to maintain a healthy and active lifestyle.



Chair Yoga

Support and Advocacy Services Program

For many older people, maneuvering through the complex maze of benefit-related problems, family and health issues, and retirement plans facing them is overwhelming, especially in a technology-driven, ever-changing world such as ours is today. Our Support and Advocacy Services staff assists older residents to ensure they are enrolled in any federal, state, or local government programs they are eligible for, resulting in significant cost savings for many older adults 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 Support and Advocacy Services Program also acts as a safety net for isolated and homebound older people in our community. In spite of all of the challenges, the Support Services staff overcame barriers, and still safely worked diligently to meet the needs of all who needed support services in our community throughout the pandemic.

Support and Advocacy Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$184,663	\$78,994	\$88,916	\$89,116	\$200	0.22%
Charges for Services	607	500	-	-	-	0.00%
Interest and Other	200	50	-	-	-	0.00%
Total Sources of Funding	\$185,470	\$79,544	\$88,916	\$89,116	\$200	0.22%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$185,451	\$58,785	\$65,591	\$65,791	\$200	0.30%
Operating Expenses	19	20,759	23,325	23,325	-	0.00%
Total Appropriation	\$185,470	\$79,544	\$88,916	\$89,116	\$200	0.22%

Council on Aging Program Services Provided (Continued)

Family Caregiver Support Services Program

Our Family Caregiver Support Services Program offered welcome support to local caregivers and those in our community living with some form of cognitive impairment. Trained and professional staff, with years of experience in developing dementia friendly programming and family caregiver services was a valuable resource for family caregivers in Barnstable.

Services are designed to support, engage, and educate family caregivers and those facing a dementia diagnosis. Perceptive Caregiver and other programs offered opportunities to learn the facts about the pathology and of the disease process of dementia, coping strategies, and local support services. Caregiver Conversations and other support groups offered opportunities to share with other caregivers in a safe and respectful forum, moderated by dementia-trained professionals. Dementia friendly activities offer entertainment, fitness and other activities designed to engage those with dementia and afford some respite to caregivers.

The Council on Aging Division has a long history of offering support to family caregivers in our community, and we remain resolute in that commitment. Our staff understands the unique challenges facing those with a dementia diagnosis, as well as the impact that diagnosis has on family members. They are here to help residents in our community find the support services that they need and offer residents guidance and caring compassion on their caregiver journey.



OAC Hathaway Pond Trail Walk

Family Caregiver Support Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$170,750	\$206,863	\$239,669	\$224,538	(\$15,131)	-6.31%
Total Sources of Funding	\$170,750	\$206,863	\$239,669	\$224,538	(\$15,131)	-6.31%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$170,750	\$202,613	\$234,894	\$219,763	(\$15,131)	-6.44%
Operating Expenses	-	4,250	4,775	4,775	-	0.00%
Total Appropriation	\$170,750	\$206,863	\$239,669	\$224,538	(\$15,131)	-6.31%

Council on Aging Program Services Provided (Continued)

Health, Wellness and Enrichment Program

The Barnstable Adult Community Center offers numerous classes and activities on a daily basis designed to help older people stay physically, mentally, and socially active. We are proud of the wide and diverse variety of opportunities for learning and socialization we provide. Each week we offer a multitude of enrichment activities including computer classes, movies, art workshops, musical entertainment, and intergenerational activities.

People have become more aware of the importance of remaining physically active across the age span. There is mounting medical evidence that life expectancies and health outcomes are much more positive for older adults who pursue activities that will enhance their physical, emotional, and mental well-being. To support this, we offer a vast array

of opportunities to benefit people of all levels of fitness and ability. Fitness classes that support balance, bone density, and flexibility are all offered. Classes that support wellbeing such as meditation, and support groups of all types offer a caring community of people who understand what you may be dealing with in your life. From Yoga, Chair Yoga, Tai Chi and Qi Gong to Zumba, Cardio Fitness, Country Line Dancing and so many more, there is a class for everyone!

During the closure of the BACC due to the pandemic, we were able to transition to virtual programming. We have offered 170 virtual classes and taught many older residents that it is easy to learn how to “Zoom”. Most of the virtual classes were accessible by telephone, so that removed a barrier to access for those who do not have computer access. Some of our programming is also available on Channel 18 as well, which allowed us to expand access to more isolated older adults in our community.



Pool Sharks

Health, Wellness & Enrich. Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$116,119	\$99,538	\$106,107	\$82,616	(\$23,491)	-22.14%
Fees, Licenses, Permits	-	298	2,000	-	(2,000)	-100.00%
Total Sources of Funding	\$116,119	\$99,836	\$108,107	\$82,616	(\$25,491)	-23.58%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$94,566	\$84,728	\$91,132	\$65,641	(\$25,491)	-27.97%
Operating Expenses	21,553	15,108	16,975	16,975	-	0.00%
Total Appropriation	\$116,119	\$99,836	\$108,107	\$82,616	(\$25,491)	-23.58%

Council on Aging Program Services Provided (Continued)

Volunteer and Civic Engagement Program

Research has shown that volunteering is good for your mental and physical health. The Council on Aging Division relies heavily on the valuable services provided by those who graciously volunteer their time at the Center. Older people, likewise, find great meaning, and value in the time spent volunteering. This mutually beneficial activity enables the Council on Aging Division to conduct many of its programs and services. Volunteer positions include front desk receptionists, class instructors, Brown Bag volunteers, and special events volunteers. Without the support of the dedicated volunteers that we have, we could not simply provide the range and depth of services we offer to the community.



COA Zumba Classes

With the anticipated length of time that a person spends in retirement increasing by decades, the needs of retired persons has also increased. Retired persons are actively seeking the opportunity to explore many different options and experiences to fill these years. Some realize that they will require additional income to assure that they have sufficient financial resources, and they are seeking assistance with updating their skills for new job opportunities. Others have goals that are more aspirational and hope to try new volunteer opportunities in civic or charitable engagement, which will add meaning to their retirement and contribute to the betterment of society. The BCOA will continue to offer programs such as “50+ Job Seekers Group “and to add new programs that provide support and guidance in helping people navigate this transitional time in their lives. These services will help older adults maximize their satisfaction and increase the likelihood that this last chapter can truly be the best and most meaningful time in their lives.

Volunteer and Civic Engmt. Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$45,077	\$61,139	\$68,187	\$68,066	(\$121)	-0.18%
Total Sources of Funding	\$45,077	\$61,139	\$68,187	\$68,066	(\$121)	-0.18%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$45,077	\$58,269	\$64,962	\$64,841	(\$121)	-0.19%
Operating Expenses	-	2,870	3,225	3,225	-	0.00%
Total Appropriation	\$45,077	\$61,139	\$68,187	\$68,066	(\$121)	-0.18%

RECREATION DIVISION

Purpose Statement

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

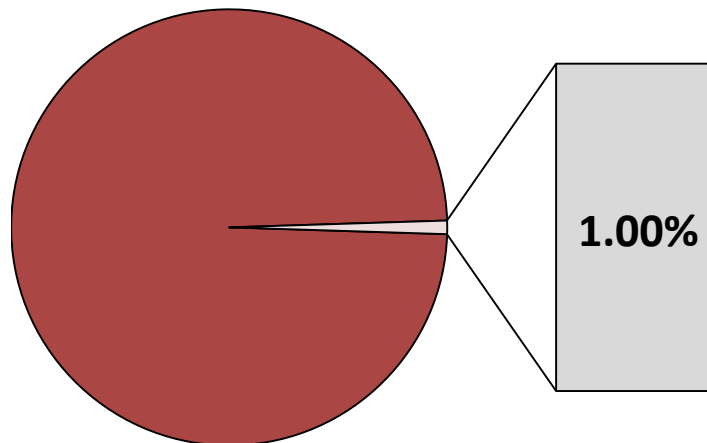
Program Areas



Activities

Aquatics

% of FY 2023 General Fund Budget



The Recreation Division comprises 1.00% of the overall General Fund budget.

Recreation Division Services Provided

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

The Town of Barnstable has numerous playgrounds, parks, and beaches that offer recreational opportunities through the Recreation Division. These programs include, but are not limited to volleyball, yoga, computer coding, esports, basketball, soccer, swim lessons, and much more! The Recreation Division provides opportunities for residents to be active and to interact with other residents, to develop youth skills, and instill community values.

Recreation Division Recent Accomplishments

- ✓ Received a 9.8 rating out of 10 for all Recreation Programs using the Customer Satisfaction Rating System developed for program evaluation (using national standards);
- ✓ Hired the new Youth and Family Outreach Coordinator position to work with the Youth Commission and families in the community;
- ✓ Upgraded our RecTrac software program for in person and online registration;
- ✓ Opened new dedicated Pickleball Courts in Marstons Mills;
- ✓ Re-certified all Lifeguards in American Red Cross Lifeguard Training and Professional Rescuer CPR;
- ✓ The Recreation Division successfully developed and implemented additional programs and virtual special events to meet the needs of our community;
- ✓ Successfully operated a variety of programs and services through the COVID-19 Pandemic when most communities limited their program/service offerings;
- ✓ In partnership with the Barnstable Police Department and State Grant from Representative Will Crocker, purchased a Hidden in Plain Sight Trailer for substance abuse awareness;
- ✓ Added three (3) Beach Safety Officers to help supervise beach operations and increase rule enforcement;



Soar Basketball

- ✓ Obtained six (6) new Youth Commissioners to serve of the Youth Commission;
- ✓ Youth Commission offered virtual events due to the COVID-19 Pandemic: One Love, Job Fair, Youth Summit, and Community Substance Abuse Forum;
- ✓ Youth Summit received a \$2,000 grant from Barnstable County Substance Prevention Council to help pay for a speaker;
- ✓ John Gleason, Assistant Director, received the MRPA Community Professional of the Year award, and;
- ✓ Obtained \$15,000 in Community Development Block Grant funding to help subsidize low income and poverty level families in the community.

Recreation Division Goals and Objectives

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

Short-Term:

1. Plan, Organize, and Host the Annual Cape Cod Lifesaving Competition, at Craigville Beach, August 12, 2022. **(SP: Education, Public Health & Safety, Quality of Life)**
2. Increase communication to the community through our website improvements and increased Social Media presence **(SP: Quality of Life, Communication)**.
3. Complete renovation of the Osterville Bay softball/baseball field. **(SP: Quality of Life, Public Health & Safety)**
4. Purchase a street soccer cage that will allow us to offer new programming to the community. **(SP: Quality of Life, Public Health & Safety)**
5. Continue working closely and cooperatively with the DPW in upgrading and maintaining the following Town of Barnstable Recreation facilities to adhere to any requirements and guidelines: beach buildings, community buildings, Skate Park, outdoor play areas, playgrounds, and Town athletic facilities. **(SP: Finance, Infrastructure, Quality of Life)**



Leisure Program - Archery

Long-Term:

1. Work cooperatively with the Department of Public Works, Centerville Civic Association, and Town to develop a comprehensive strategic plan for the Centerville Playground, Grounds, and Field. **(Strategic Plan Priorities: Infrastructure, Quality of Life)**
2. Through Town of Barnstable 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. **(SP: Education, Communication, Quality of Life)**

Recreation Division Budget Comparison

Recreation Division Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$-	\$-	\$295,955	\$326,161	\$30,206	10.21%
Charges for Services	2,099,252	1,901,616	1,595,000	1,602,000	7,000	0.44%
Interest and Other	2,070	1,810	-	-	-	0.00%
Total Sources of Funding	\$2,101,322	\$1,903,426	\$1,890,955	\$1,928,161	\$37,206	1.97%

Expenditure Category						
Personnel	\$1,472,351	\$1,663,313	\$1,717,455	\$1,769,661	\$52,206	3.04%
Operating Expenses	116,768	125,935	141,500	138,500	(3,000)	-2.12%
Capital Outlay	1,849	30,000	32,000	20,000	(12,000)	-37.50%
Total Appropriation	\$1,590,968	\$1,819,248	\$1,890,955	\$1,928,161	\$37,206	1.97%

Summary of Budget Changes

Recreation Division's proposed FY 2023 budget increased by \$37,206, or 1.97% from the approved FY 2022 budget. Personnel budget change includes contractual obligations and seasonal pay increases. Operating budget change includes eliminating a one-time charge for the rec software. Capital outlay continues the annual recreation equipment replacement program.

Job Title	FY 2021
Aquatics Program Coordinator	1.00
Assistant Dir. of Community Services	-
Assistant Director Recreation	0.90
Budget/Finance Manager	0.50
Community Services Director	0.40
Dept/Div Assistant	1.00
Director of Recreation	0.75
Officer Manager/Executive Assistant	0.45
Principal Dept/Div Assistant	1.00
Program Coordinator	1.00
Therapeutic/Program Coordinator	1.00
Full-time Equivalent Employees	8.00

	FY 2022	FY 2023	Change
	1.00	1.00	-
	-	0.65	0.65
	0.90	0.90	-
	0.50	0.50	-
	0.40	0.40	-
	2.00	2.00	-
	0.75	0.75	-
	-	-	-
	1.00	1.00	-
	1.00	1.00	-
	1.00	1.00	-
	9.55	10.20	0.65

Recreation Division Factors Affecting FTE's

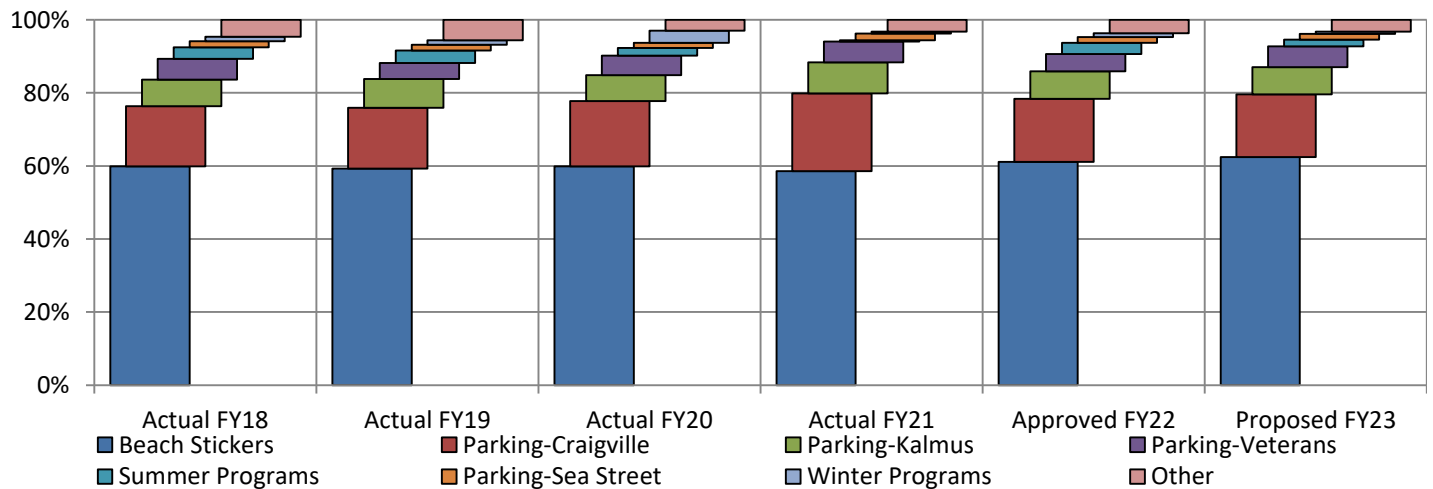
Full Time Employee History



FY 2020 represents reallocating a portion of fte's to the HYCC Enterprise Fund. FY 2022 includes adding 1.00fte for the Youth Outreach Coordinator position. FY 2023 includes 0.65fte for the Assistant Director of Community Services.

Recreation Division Factors Affecting Revenues

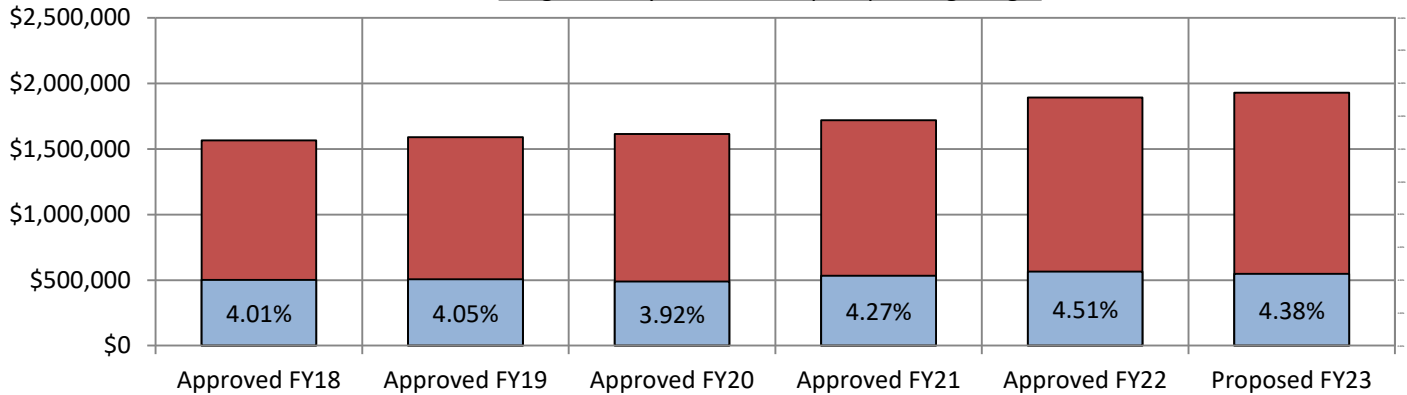
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



The Recreation Division receives most of its sources of funding through beach sticker sales and daily beach parking fees. Taxes provide 17% of total sources of funding for the division's proposed budget. Excluding taxes, beach stickers provide 62% of total division sources of funding. Craigville beach parking provides roughly 17% and Kalmus/Veterans combined 13% when excluding taxes.

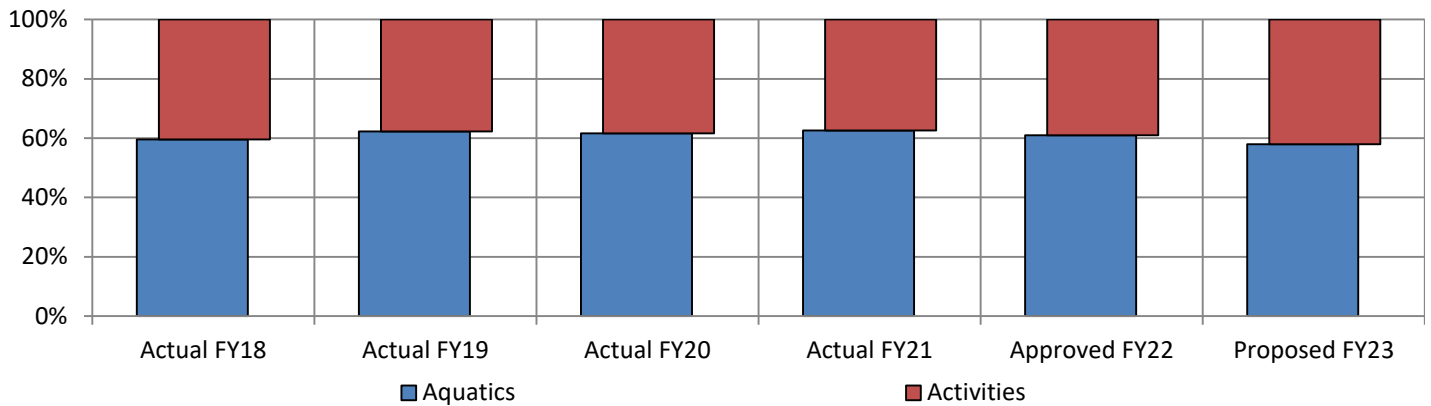
Recreation Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



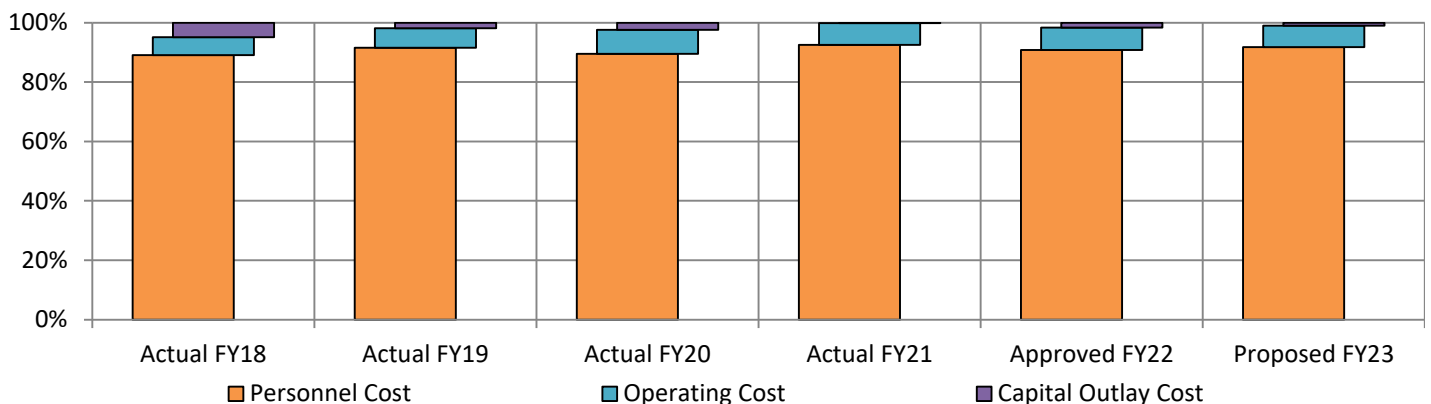
Recreation Division’s budget has increased 4.65% annually on average over a six-year period. This budget has also increased from 4.01% to 4.38% of total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



The Aquatics is the largest program comprising 57% of the division’s proposed budget.

Total Expenditures By Category Historical and Budgeted



Personnel accounts for 91% of the division’s proposed budget. Seasonal workers represent a significant portion of personnel cost.

Recreation Program Services Provided

The Recreation Division is comprised of two General Fund programs and one Revolving Fund Program. The General Fund programs include Activities and Aquatics. In addition, within these programs, expansion and additional innovative activities take place through the Division's Revolving Fund Programs.



Veterans Beach

Activities Program

The 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. These social activities include, but not limited to, basketball, field hockey, Friday Night Social, adult Pickleball, coding, volleyball, and creative arts. Because of the changing interest of participants, we annually develop and implement a needs assessment program to determine the accuracy of the comprehensive program through the customer satisfaction rating done for all activities.

the accuracy of the comprehensive program through the

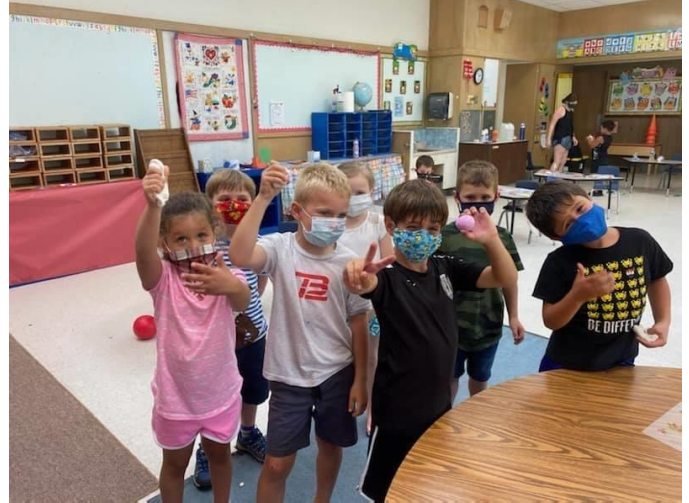
Activities Program Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$571,707	\$664,301	\$667,562	\$768,576	\$101,014	15.13%
Charges for Services	20,958	24,004	70,000	42,000	(28,000)	-40.00%
Interest and Other	2,070	1,810	-	-	-	0.00%
Total Sources of Funding	\$594,735	\$690,115	\$737,562	\$810,576	\$73,014	9.90%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$548,310	\$622,546	\$661,642	\$736,906	\$75,264	11.38%
Operating Expenses	46,425	67,569	75,920	73,670	(2,250)	-2.96%
Total Appropriation	\$594,735	\$690,115	\$737,562	\$810,576	\$73,014	9.90%

Recreation Program Services Provided (Continued)

Aquatics Program

The purpose of the Aquatics Program is to provide a friendly, clean, and safe aquatic environment to all patrons, through effective controlled management at the various Town beaches, ponds, and lakes. The program provides and maintains aquatic services at thirteen (13) Town beach sites. In working closely with the Department of Public Works, the various beach areas are receiving much of the attention they require resulting in more beach patrons frequenting the Town sites. The various activities within this program begin on Memorial Weekend and conclude on Labor Day.



Leisure Program – Arts Class

Aquatics Program Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Charges for Services	\$2,078,294	\$1,877,612	\$1,525,000	\$1,560,000	\$35,000	2.30%
Total Sources of Funding	\$2,078,294	\$1,877,612	\$1,525,000	\$1,560,000	\$35,000	2.30%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$924,041	\$1,040,767	\$1,055,813	\$1,032,755	(\$23,058)	-2.18%
Operating Expenses	70,343	58,366	65,580	64,830	(750)	-1.14%
Capital Outlay	1,849	30,000	32,000	20,000	(12,000)	-37.50%
Total Appropriation	\$996,233	\$1,129,133	\$1,153,393	\$1,117,585	(\$35,808)	-3.10%

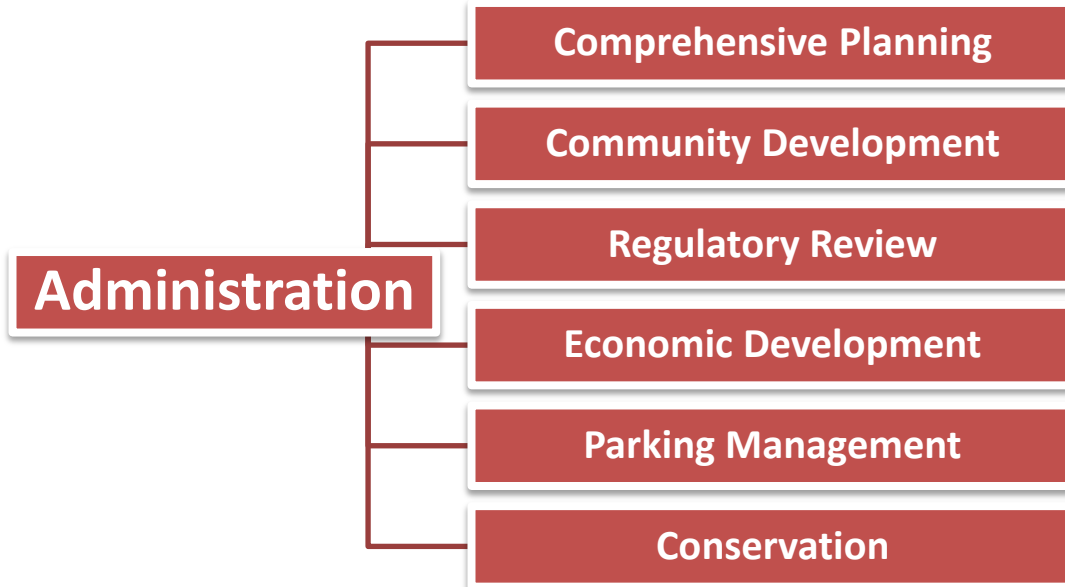
THIS PAGE INTENTIONALLY LEFT BLANK

PLANNING & DEVELOPMENT DEPARTMENT

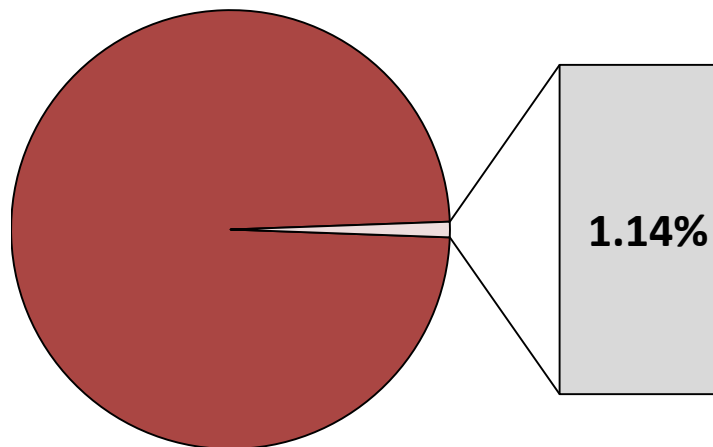
Department Purpose Statement

The department is comprised of seven organizational functions, six of which are program functions and one that serves as the administrative component. The department's purpose is to preserve the character of the seven villages and improve the quality of life for Town residents by developing and implementing comprehensive land use strategies while promoting consistent, current, and sustainable community and economic development practices through a commitment to citizen engagement and the interdisciplinary coordination of municipal departments.

Program Areas



% of FY 2023 General Fund Budget



The Planning & Development Department comprises 1.14% of the overall General Fund budget.

Planning & Development Department Services Provided

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

The Planning and Development Department works to preserve the character of the seven villages and improve the quality of life for Town residents by developing and implementing comprehensive land use and infrastructure strategies while promoting consistent, current, and sustainable community and economic development practices through a commitment to citizen engagement and the interdisciplinary coordination of municipal departments. The Department is comprised of six programs: Comprehensive Planning, Community Development, Regulatory Review, Economic Development, Parking Management, and Conservation.

Planning & Development Department Recent Accomplishments

In Fiscal Year 2022, the Planning & Development Department continued to provide support to the public and to the Boards, Committees, and Commissions it serves in the dynamic environment created by the COVID-19 epidemic. The Department continued to adapt the provision of services without compromising customer service and sought to maintain and increase involvement of the public in efforts related to land use, infrastructure, and natural resources.

✓ **Economic Development** - For a second year, worked with Hyannis Main Street businesses to modify the street orientation in support of expanded outdoor business and pedestrian space to promote public safety, social distancing and a prosperous season during the COVID-19 pandemic, including the development of an intercept survey program to gauge public perceptions of the effort; participated in the Commonwealth's Local Rapid Recovery Program, focusing on short and long-term economic recovery strategies for downtown; relaunched the Business Barnstable website and associated communications; Participated in MassDevelopment's Transformative Development Initiative: issued additional rounds of small business assistance grants, developed an economic development strategy for Downtown Hyannis; continued placemaking efforts and support for the creative community; Continued successful operation of the HyArts Artist Shanty program and Gateway Greeter Program and support for special events. With others, help to host virtual Youth Job Fair, connecting students look for first-time jobs with local businesses.

✓ **Comprehensive Planning** - Began efforts to update the Town's Local Comprehensive Plan, including formation of a Local community visioning efforts. With DPW, completed and

got approved a Complete Streets policy and began efforts to develop a Prioritization Plan. Worked to update the Town's Hazard Mitigation Plan. Supported the Community Preservation Committee in update to their annual plan and associated handbook.

✓ **Environment and Natural Resources** - Lake and pond restoration projects continued, battling against invasive aquatic plants in Mystic Lake and Middle Pond in Marstons Mills to combat hydrilla, and Fanwort control in Wequaquet Lake; Over 241 boxes containing Conservation files were packed and shipped for digitization; Coordinated Coast sweep Beach Cleanup for the 21st year; Completed preparation of a land management plan for the Long Beach Conservation Area; Worked with Marine Environmental Affairs and Cape Cod Mosquito Control District to remove an old tire dump at West Barnstable Conservation Area.



Bismore Park Art Shanties

Planning & Development Department Recent Accomplishments

- ✓ **Regulatory Process** - Continuous support for Boards, Committees, and Commissions and their volunteer members, and for the applicants to those Boards; Realized objectives of Permit Coordinator position, transitioning all business contacts (including home occupations and business certificates) through a dedicated point of contact; Continued work on Downtown Hyannis zoning update (form based code) to encourage mixed use and multi-family development consistent with community character; Enhanced communication of proposed zoning efforts through creation of Zoning Update e-mail; Supported the Barnstable Historical Commission's effort to inventory historic properties, offer annual preservation awards, address former Trayser museum artifacts.



Aselton Park

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

- ✓ **Housing** - Provided support for the Affordable Housing Growth & Development Trust, which issued a Notice of Funding Availability for the creation and preservation of affordable housing and is exploring use of town-owned land for affordable housing; supported the Town Council in passing an Accessory Dwelling Unit (ADUs) ordinance, encouraging the creation of year-round rental housing town-wide; supported rezoning of the Medical Services Overlay District on Wilkins Lane to allow mixed-use development, including housing development; continued implementation of Downtown Hyannis Housing Development Incentive Program; Award of \$250,000 Housing Choice grant; Funded rehabilitation Barnstable Housing Authority property through Community Development Block Grant. <https://www.townofbarnstable.us/departments/communitydevelopment/>

Planning & Development Department Goals and Objectives

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

1. Work with the community to establish an updated comprehensive plan for land use and growth that balances infrastructure needs, the protection of natural resources and sustainable housing and economic development. **(SP: Economic Development, Environment and Natural Resources, Regulatory Process & Performance, Housing, Town Infrastructure & Assets)**
2. Continue lake and pond restoration projects to combat invasive plants, hydrilla and fanwort. Continue to collaborate with Health Division and Public Works on lake and pond projects to reduce toxic cyanobacteria. **(SP: Environment and Natural Resources)**
3. Identify and work to eliminate barriers to housing development and affordability and find ways the Town can proactively support the creation and preservation of affordable housing, including the possibility of using town assets, zoning reforms, incentives, and other programs. **(SP: Housing, Economic Development)**
4. Work collaboratively with the community to identify and pursue regulatory reforms that support small business, entrepreneurship, and job growth. **(SP Regulatory Process & Performance, Economic Development)**
5. Continue to develop business resources and marketing strategies to support business sector development and job growth. **(SP: Regulatory Process & Performance, Economic Development, Communication)**

Planning & Development Department Budget Reconciliation

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2022 Approved Budget				\$2,135,301	
Contractual Obligations Net of Staff Turnover	18,343	-	-	18,343	-
One-Time Charges	-	-	(170,195)	(170,195)	-
FY 2023 Budget Changes					
1. Reinstate Pre-COVID Operating Budget	20,000	16,000	-	36,000	-
2. Aquatic Invasive Species Control	-	-	98,510	98,510	-
3. Bearse Pond Fanwort Removal	-	-	85,900	85,900	-
FY 2023 Proposed Budget	\$38,343	\$16,000	\$14,215	\$2,203,860	-

- 1. Reinstate Pre-Covid Operating Budget** – budgets were cut during at the beginning of the pandemic, which this request is bring the individual budget line items back to Pre-Covid.
- 2. Hydrilla Management (Mystic Lake, Middle Pond, Marstons Mills and Long Pond, Centerville** - Perform whole lake sonar (fluridone, aquatic herbicide) treatment to control hydrilla, the relentless invasive aquatic weed, in Long Pond, Centerville. Perform whole lake sonar treatment at Mystic Lake and Middle Pond, Marstons Mills. Includes pre and post vegetative surveys, FasTest Sample collection, and final reporting. Hydrilla treatment is an on-going process. It is important to continue to treat with Sonar if we do not want hydrilla to get out of control. There were successful treatments in 2021 at Long Pond (Centerville), Mystic Lake and Middle Pond (Marstons Mills). Good control of hydrilla with limited impact to native plant growth.
- 3. Fanwort Management (Wequaquet Lake, Bearse Pond, Gooseberry Cove) by mechanical means, Diver Assisted Suction Harvesting (DASH)** – Fanwort control is an on-going process in Wequaquet Lake, Gooseberry Cove and Bearse Pond. Fanwort is a very invasive aquatic plant and without control will continue to spread throughout the lake. Diver Assisted Suction harvesting (DASH) will be employed to control the invasive aquatic weed, Fanwort, in Wequaquet Lake, Bearse Pond, and Gooseberry Cove. The contractor is estimating 12 days of removal at Wequaquet and Gooseberry Cove and 12 days at Bearse Pond. This will include pre and post surveys and a final report.

Planning & Development Department Factors Affecting FTE's

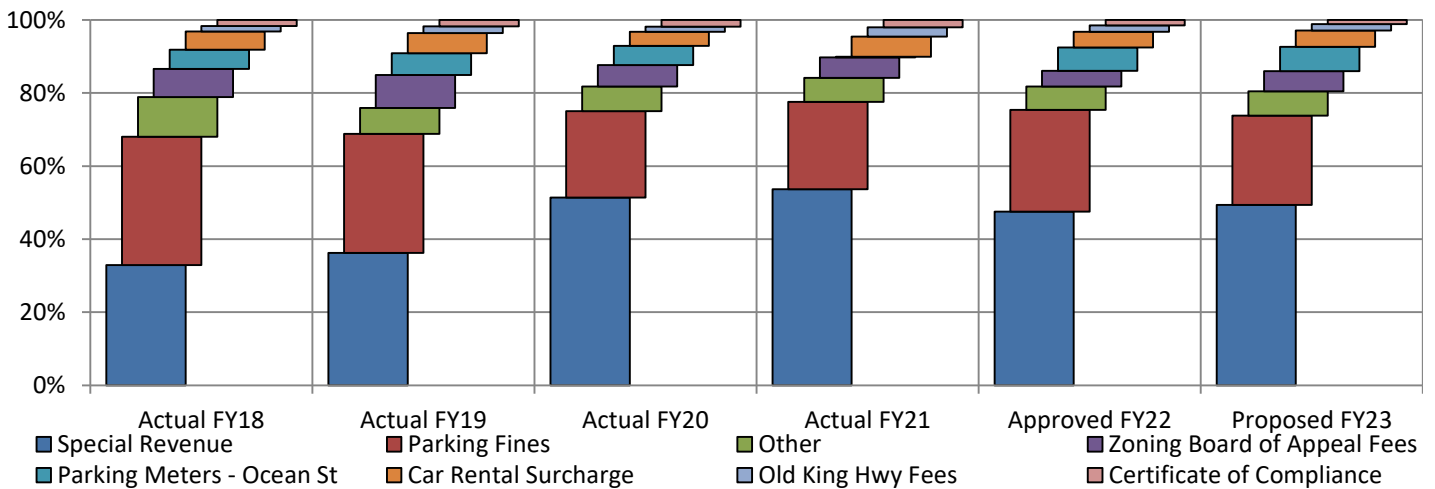
Full Time Employee History



In FY 2019, 2.00fte's were added to the budget: Economic Coordinator and Assistant Director.

Planning & Development Department Factors Affecting Revenues

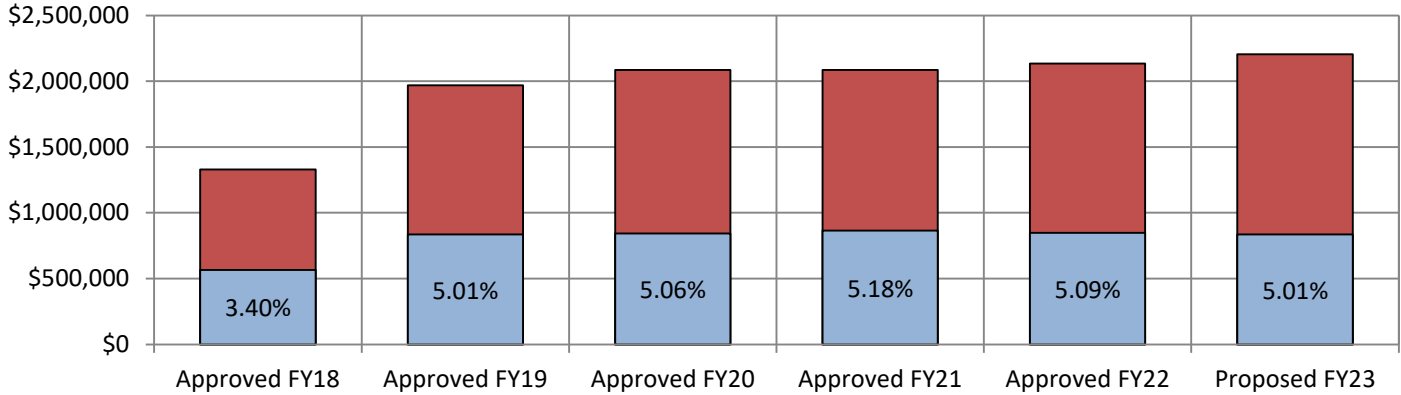
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Taxes provide 79% of total sources of funding for the department's proposed budget. Excluding taxes, Special Revenue Funds account for 50% (Parking Meter Receipts and Wetland Protection Fund); Parking fines provide 24%, and Zoning Board of Appeals account for 5%.

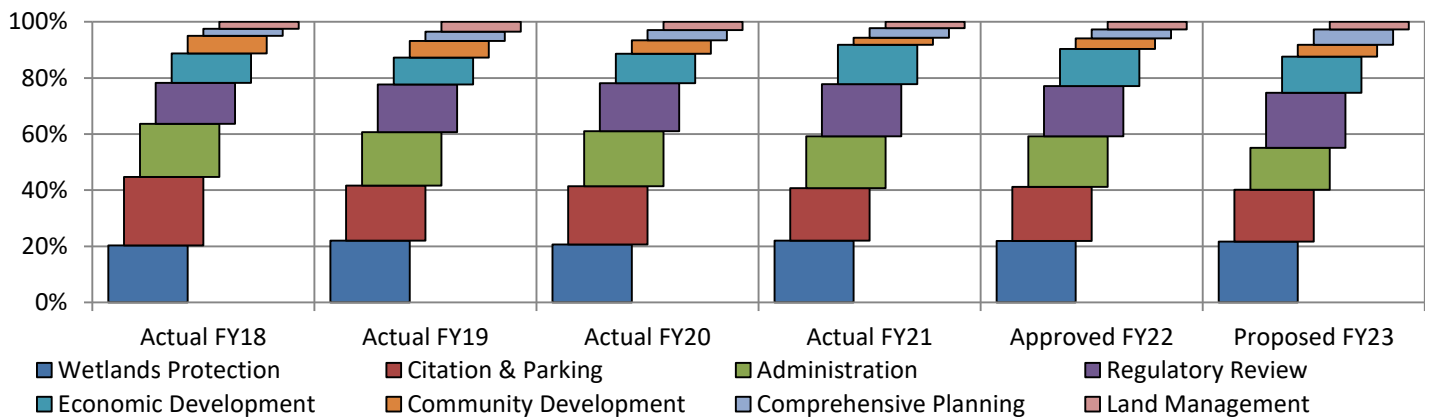
Planning & Development Department Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



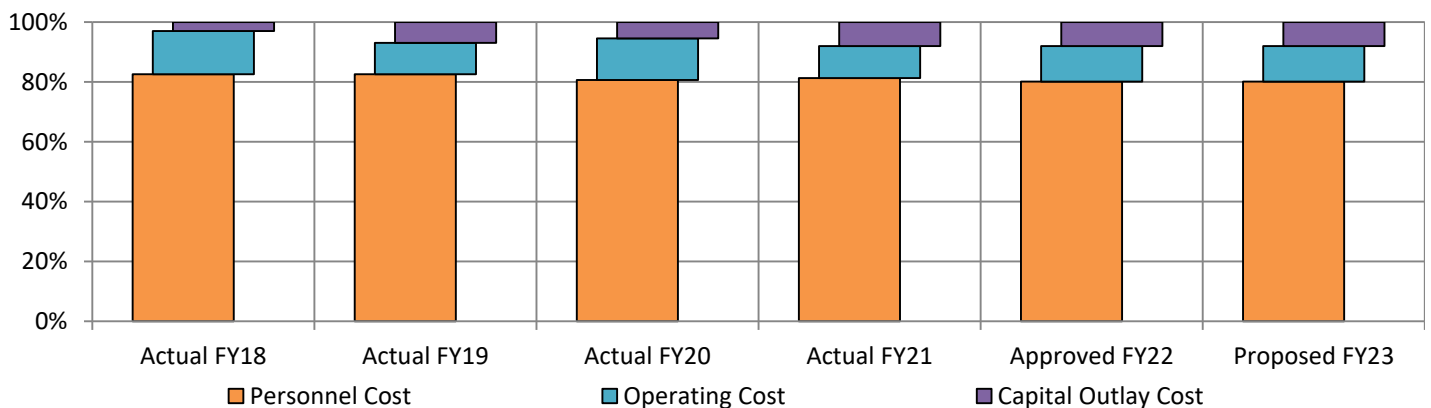
This department's budget has increased 2.40% annually on average over a six-year period. The budget has also increased from 3.40% to 5.01% of total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



Wetland Protection is the largest program within the department at 22% of proposed budget. Citation & Parking is the second largest at 19%.

Total Expenditures By Category Historical and Budgeted



Personnel cost accounts for 80% of the department's proposed budget followed by 12% operating, and 8% capital outlay. Planning & Development capital outlay includes several pond mitigation projects to combat the overgrowth of certain algae's at our town ponds.

Planning & Development Program Services Provided

Administration Program

Administration provides support for the six department programs with professional and administrative staff. The Director, working with staff, provides professional planning and development advice and assistance to town residents, business entities, the Town Manager, Town Council, Boards, Commissions, Committees and Departments, county and state agencies, and private sector organizations and entities. This advice and assistance includes economic development, downtown revitalization, land use, housing, community planning, infrastructure, transportation, capital improvement, and environmental issues and impacts. Administrative activities include payroll, billing, grant procurement and administration, media relations material preparation and distribution, contract preparation, procurement assistance and invoice processing. PDD Administration staff provides support to the Boards, Committees, and Commissions as necessary.



Coast Guard Heritage Musuem, Barnstable Village

Administration Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$347,425	\$358,458	\$377,847	\$322,171	(\$55,676)	-14.74%
Fees, Licenses, Permits	11,390	-	8,000	8,000	-	0.00%
Interest and Other	4	-	-	-	-	0.00%
Total Sources of Funding	\$358,819	\$358,458	\$385,847	\$330,171	(\$55,676)	-14.43%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$266,804	\$276,085	\$293,707	\$222,031	(\$71,676)	-24.40%
Operating Expenses	92,015	82,373	92,140	108,140	16,000	17.36%
Total Appropriation	\$358,819	\$358,458	\$385,847	\$330,171	(\$55,676)	-14.43%

Comprehensive Planning Program

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

Comprehensive Planning's purpose is research, analyze, and develop plans, through civic engagement activities, for the Town's long-term needs in the areas of land use, economic development, historic preservation, and enhancement of natural and cultural resources, sustainable development practices, and the provision of adequate public facilities and infrastructure. This program also monitors existing regulations and works to redraft those that are outdated or barriers to achieving the Town's stated goals and objectives. A broad range of comprehensive planning information, including policy advice and research, is shared with Town Council, the Town Manager, regulatory boards and Town agencies, committees, residents and business owners. Ongoing planning projects include targeted regulatory amendments to improve efficiency; strategic infrastructure, transportation and capital improvements planning to foster economic activity; environment and resource planning; and village center planning and downtown revitalization efforts.

Comprehensive Planning Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$66,631	\$63,989	\$68,073	\$122,583	\$54,510	80.08%
Total Sources of Funding	\$66,631	\$63,989	\$68,073	\$122,583	\$54,510	80.08%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$66,631	\$63,989	\$68,073	\$122,583	\$54,510	80.08%
Total Appropriation	\$66,631	\$63,989	\$68,073	\$122,583	\$54,510	80.08%

Planning & Development Program Services Provided (Continued)

Community Development Program

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

The Community Development program's purpose is to strengthen and renew neighborhoods in Barnstable and enhance and enrich the quality of life for the Town's residents through housing and community development planning, funding, and implementation.

Community Development Block Grant (CDBG) Program:

Through the CDBG Action Plans, CDBG grant funds from the U.S. Department of Housing and Urban Development (HUD) are allocated to activities that assist the Town's low and moderate-income residents. During FY 2022, CDBG funds supported the winter Community Service Officer program; support for homeless recovering from COVID-19; scholarships for participation in HYCC programs; rehabilitation of public housing; and support for small business financially impacted by COVID-19.



Hyannis Harbor Overlook

Housing

Housing staff implements our state and locally approved housing plan; monitors affordable housing compliance with permit requirements and deed restrictions; coordinates with Department of Housing and Community Development (DHCD) to maintain the Subsidized Housing Inventory; supports the Accessory Affordable Apartment program; provides assistance with affordable housing project review; administers the Downtown Hyannis Housing Development Incentive Program; and works with the Affordable Housing Growth & Development Trust, Community Preservation Committee, and the Housing Committee on affordable housing.

Community Development Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$48,085	\$76,988	\$81,902	\$91,412	\$9,510	11.61%
Total Sources of Funding	\$48,085	\$76,988	\$81,902	\$91,412	\$9,510	11.61%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$48,085	\$76,988	\$81,902	\$91,412	\$9,510	11.61%
Total Appropriation	\$48,085	\$76,988	\$81,902	\$91,412	\$9,510	11.61%

Land Management Program

<https://www.townofbarnstable.us/boardscommittees/ConservationCommission/>

Conservation's Land Management program prepares management plans for conservation areas and budgets, coordinates, and supervises the maintenance work performed thereon. The major focus of the land management program is on large conservation tracts enjoyed by hikers, mountain bikers, hunters, etc. Trails, signs, kiosks, parking areas and fences are placed and maintained; fields are mowed; community gardens plowed; litter removed; and fire management measures are implemented.

Planning & Development Program Services Provided (Continued)

Land Management Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$43,763	\$53,007	\$57,545	\$58,477	\$932	1.62%
Total Sources of Funding	\$43,763	\$53,007	\$57,545	\$58,477	\$932	1.62%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$32,558	\$31,905	\$33,942	\$34,874	\$932	2.75%
Operating Expenses	11,205	21,101	23,603	23,603	-	0.00%
Total Appropriation	\$43,763	\$53,007	\$57,545	\$58,477	\$932	1.62%

Regulatory Review Program

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

The Regulatory Review Program's purpose is to provide exemplary assistance to residents, property owners, Boards, Commissions, Committees, and Departments with implementation of the Town's land use and historic preservation ordinances and general advice on regulatory issues. Program staff is charged with analyzing outdated or unnecessarily restrictive ordinances to determine needed reforms. The Regulatory Review program provides staff support, technical assistance, and administrative services to the Planning Board, Zoning Board of Appeals, Accessory Affordable Apartment Program, Old King's Highway Historic District Committee, Barnstable Historical Commission, Hyannis Main Street Waterfront Historic District Commission, and Site Plan Review. Regulatory Review is a primary customer service presence for the Town.

Regulatory Review Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$354,074	\$353,909	\$377,292	\$425,765	\$48,473	12.85%
Fees, Licenses, Permits	5,825	4,975	4,500	4,500	-	0.00%
Total Sources of Funding	\$359,899	\$358,884	\$381,792	\$430,265	\$48,473	12.70%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$359,899	\$358,884	\$381,792	\$430,265	\$48,473	12.70%
Total Appropriation	\$359,899	\$358,884	\$381,792	\$430,265	\$48,473	12.70%

Economic Development Program

The Economic Development program seeks to improve the quality of life in our community, support job creation, and retention, and expand the tax base. Specific activities include supporting Hyannis' revitalization; collaborating with the Hyannis Area and Cape Cod Chambers of Commerce and the Downtown Hyannis Business Improvement District; regulatory review and reform for in support of business investment; and place making strategies to attract and retain visitors to Hyannis Harbor and Village centers. The Economic Development implementation strategy is based on building on and promoting the Town's assets, such as high quality of life and proximity to the water, the tradition of entrepreneurship, building long-term value to attract investment, and promoting economic balance, diversity, and sustainability.

Business Outreach and Marketing

Business outreach remains integral to the economic development program. The Director and P&D's Economic Development team continually connect with business owners to understand the business climate and share the Town's goals and planning initiatives in these interactions. We also strive to market Barnstable as a great place to live, work, and play, through internal marketing efforts and collaboration with our community partners.

Planning & Development Program Services Provided (Continued)

Business Support

P&D continues to assist with coordination and support services for businesses seeking permits at the 200 Main Street, now with support of a full-time Permit Coordinator. P&D develops resources, including permit guides and the Business Barnstable website, to assist new businesses and developers. P&D works with local, state, and regional partners to provide connections to resources for local businesses. Coastal Community Capital, SCORE, Greater Hyannis and Cape Cod Chambers of Commerce, and Massachusetts Office of Business Development are among those resources.

Creative Economy/Arts and Culture

In alignment with state, regional, and local organizations, the Arts and Culture Program operates within the Planning & Development Department supporting P&D Economic Development goals. Arts and Culture are fundamental to community character, quality of life, and economic development. Fostering the creative economy supports economic growth; contributes to the vibrancy of our villages; benefits local artists; enriches resident and visitor experiences; supports our business community; and continues to establish downtown Hyannis and the entire Town of Barnstable as a regional destination for the arts. Through a series of arts-oriented initiatives, we have successfully integrated Arts and Culture into the socio-economic fabric of our community. By promoting the creative sector and facilitating artistic interactions, we see exponentially the energy and enthusiasm reinvested in our town and has increased our social capital and emotional infrastructure. Impacts of our efforts include: consistent venues and steady revenue for local artists and artisans; a positive image for our urban core; spontaneous partnerships between artists and local businesses; increased demand for more artist exhibit and work space; further downtown revitalization with private investments and infrastructure improvements; and strengthening collaborations with arts, cultural and business organizations. A visit to [artsbarnstable.com](https://www.townofbarnstable.com) gives a thorough overview of Arts and Culture activities in all seven villages.

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

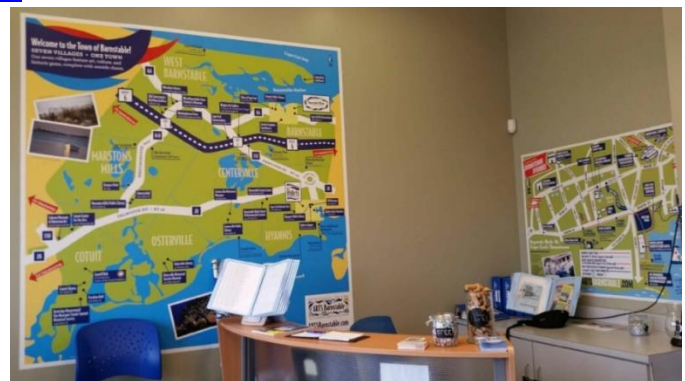
Economic Development Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$246,791	\$218,977	\$260,402	\$260,445	\$43	0.02%
Fees, Licenses, Permits	25,500	45,071	20,500	25,500	5,000	24.39%
Total Sources of Funding	\$272,291	\$264,048	\$280,902	\$285,945	\$5,043	1.80%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$272,291	\$264,048	\$280,902	\$285,945	\$5,043	1.80%
Total Appropriation	\$272,291	\$264,048	\$280,902	\$285,945	\$5,043	1.80%

Parking Management

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

Parking Management strives to manage and implement objectives for on- and off-street public parking in the Town of Barnstable, and set an example of how parking can positively assist with economic prosperity through innovative technology, proactive solutions and exemplary customer service. Parking Management strives to consistently provide the highest level of service while positively assisting our residents and visitors through enriched customer services and efficient community parking management while promoting accessibility to the communities' cultural and recreational resources as well as our downtown business districts.



Bismore Welcome Center

Planning & Development Program Services Provided (Continued)

The office processes parking citations for violations within all of the seven Villages including Bismore Park, Main Street, beaches, ramps, landings, commuter lot, and malls; we conduct hearings on appeals and provide maintenance and collection services for parking kiosks; we work closely with our data processing company on payments and data collection, and the Police Department on enforcement, and with the Registry of Motor Vehicles on ticket clearances, handicapped placards and updated laws and systems. In addition, the Parking Team supports the Town in other various capacities including visitor services through the Gateway Greeter program and collaborative efforts of Arts & Culture projects.

Citation & Parking Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$24,201	\$114,432	\$37,272	\$53,457	\$16,185	43.42%
Fines, Forfeitures, Penalties	\$107,298	\$57,451	\$135,000	\$117,000	(18,000)	-13.33%
Fees, Licenses, Permits	24,885	15,000	20,000	20,000	-	0.00%
Charges for Services	4,547	13,958	38,500	36,500	(2,000)	-5.19%
Special Revenue Funds	196,300	177,300	177,300	177,300	-	0.00%
Enterprise Funds	3,500	3,500	3,500	3,500	-	0.00%
Total Sources of Funding	\$360,731	\$381,641	\$411,572	\$407,757	(\$3,815)	-0.93%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$271,516	\$279,863	\$297,727	\$293,912	(\$3,815)	-1.28%
Operating Expenses	89,215	101,777	113,845	113,845	-	0.00%
Total Appropriation	\$360,731	\$381,641	\$411,572	\$407,757	(\$3,815)	-0.93%

Wetlands Protection Program

The Wetlands Protection program is responsible for providing technical, administrative, and clerical assistance to the Conservation Commission in carrying out its responsibilities under M.G.L. Ch. 131, Sec. 40 and Chapter 237 of the Town Code (Wetlands Protection). The program provides services in the areas of project review, permit issuance, and compliance, enforcement, building permit application review, aquatic restoration, and public education. The program serves to protect, promote, and enhance the quality of wetland resources within the Town. These resources range from coastal beaches, banks, marshes, and dunes, to streams, rivers, ponds and their adjacent wetlands. The public benefits derived from the program include protection of surface and ground water quality, protection from flooding and storm damage, protection of shellfish beds and fisheries, enhanced recreation, and protection of wildlife habitat.



Cumner Marsh

The Conservation Program manages and protects the Town's lakes and ponds through the implementation and monitoring of programs to address ecological impairments, such as invasive species, and to restore water quality for the purposes of promoting healthy pond ecosystems, protecting human health, and supporting recreation and enjoyment.

Planning & Development Program Services Provided (Continued)

Wetlands Protection Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$353,818	\$211,632	\$404,168	\$415,750	\$11,582	2.87%
Fees, Licenses, Permits	28,192	21,754	18,500	16,500	(2,000)	-10.81%
Charges for Services	582	96	-	-	-	0.00%
Special Revenue Funds	45,000	45,000	45,000	45,000	-	0.00%
Total Sources of Funding	\$427,592	\$278,482	\$467,668	\$477,250	\$9,582	2.05%

Expenditure Category						
Personnel	\$258,643	\$256,266	\$272,623	\$267,990	(\$4,633)	-1.70%
Operating Expenses	13,809	22,216	24,850	24,850	-	0.00%
Capital Outlay	155,140	-	170,195	184,410	14,215	8.35%
Total Appropriation	\$427,592	\$278,482	\$467,668	\$477,250	\$9,582	2.05%

Planning & Development Department Workload Indicators

Regulatory Review Program

The Regulatory Review program provides technical and administrative support for five regulatory Boards/Committees/Commissions.

Meetings	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Actuals
Planning Board	17	18	17
Zoning Board of Appeals	23	21	20
Old Kings Highway Regional Historic District Committee	21	21	22
Hyannis Main Street Waterfront Historic District Committee	20	38	20
Barnstable Historical Commission	11	25	18

Matters Acted Upon	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Actuals
Planning Board	28	27	19
Zoning Board of Appeals	58	52	51
Old Kings Highway Regional Historic District Committee	177	172	229
Hyannis Main Street Waterfront Historic District Committee	39	37	36
Barnstable Historical Commission	33	11	37

Conservation Program

The Regulatory Review program provides technical and administrative support for five regulatory Boards/Committees/Commissions.

Conservation Program	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual
Total Site Inspections	512	409	385	384
Certificates of Compliance Issued	85	85	90	65
Written Warnings Issued	24	17	16	11
Enforcement Orders Issued	30	21	36	38
Enforcement Site Visits	75	44	102	102

Planning & Development Department Workload Indicators(Continued)

Permit Review Process	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual
Applications Requiring Commission Review	166	164	154	150
(Applications Approved by Commission)	165	162	154	150
Administrative Reviews	49	71	79	84
Total Building Permit Applications Reviewed by Division	1,013	1,182	1,310	1,622

Land Management Program	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual
Land Management Site Visits	70	52	42	86

Parking & Gateway Greeters Program

Parking Management is responsible for compliance of parking regulations in all of Barnstable's village centers, the Hyannis regional commercial center, public roads, beaches, and boat ramps. Parking Management operates year round and has one full-time Parking Manager/Transportation Coordinator and up to six seasonal Parking Resource Officers. The majority of tickets are written in the summer months. The top violation locations are shown below:

Location of Citations	Citations Written	Percentage of Total
Bismore	1158	33%
Malls	527	15%
Commuter Lot	7	.025%
Beaches	587	16%
Town Lots	500	13%
Cape Cod Hospital	109	3%
Hyannis Main Street	148	4%
Town Landings/Ramps	240	7%
Other Retail Lots	18	.05%
Old Colony Blvd	1	.025%
Other	266	8%
Total	3561	100%

Ticket Processing & Meter	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual
# of Citations Processed	5,896	5,430	3,517	5,779
Citations Receipts	\$240,181	\$216,937	\$151,786	\$216,938
Meter Receipts	\$383,823	\$391,914	\$296,703	\$391,914
Permit Receipts	\$3,790	\$8,010	\$6,775	\$2,930
Total Receipts	\$627,794	\$616,862	\$455,264	\$611,782

Planning & Development Department Workload Indicators(Continued)

The Gateway Greeters encourage offer valuable and positive interactions to residents and guests enhance the dynamic environment in which they're located. The Gateway Greeters have five operational standards: safety, courtesy, presentation, efficiency and teamwork. These priorities drive them to provide positive experiences for residents and visitors of all ages, well beyond the boundaries of parking assistance.

Gateway Greeters	CY 2018 Actuals	CY 2019 Actuals	CY 2020* Actuals	CY 2021 Actuals
Welcome Center Guests	13,349	13,630	14,293	34,090
Greeter/Welcome Island Guests	6,732	20,668		
Credit Card Transactions	n/a	n/a	n/a	3,919
Total Guests Assisted	20,081	40,298	14,293	

***CY20 season began June 20th due to COVID-19 Pandemic, and assistance is reflective of safety and distancing precautions.**

THIS PAGE INTENTIONALLY LEFT BLANK

POLICE DEPARTMENT

Department Purpose Statement

<http://www.barnstablepolice.com/>

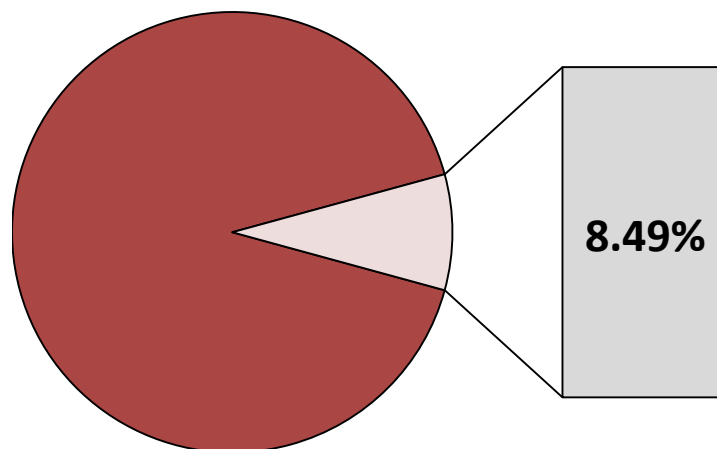
The Barnstable Police Department is comprised of two principal organizational Bureaus whose members strive to work in partnership with our community in seeking out and solving problems in order to enhance our quality of life. We are committed to preserving the peace and protecting the lives, property, and rights of all our citizens through proactive policing strategies.

Bureau Areas

**Administrative & Investigative
Services Bureau**

Field Services Bureau

% of FY 2023 General Fund Budget



The Police Department comprises 8.49% of the overall General Fund budget.

Police Department Budget Comparison

Police Department Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$14,062,796	\$14,638,252	\$14,725,588	\$15,685,417	\$959,829	6.52%
Fines, Forfeitures, Penalties	82,453	85,654	76,000	76,000	-	0.00%
Fees, Licenses, Permits	247,943	188,703	120,346	191,000	70,654	58.71%
Charges for Services	321,722	164,938	200,000	200,000	-	0.00%
Interest and Other	255,376	262,058	252,000	271,000	19,000	7.54%
Total Sources of Funding	\$14,970,290	\$15,339,605	\$15,373,934	\$16,423,419	\$1,049,483	6.83%

Expenditure Category						
Personnel	\$13,159,149	\$13,435,776	\$13,449,225	\$14,522,162	\$1,072,937	7.98%
Operating Expenses	1,129,653	1,328,829	1,347,987	1,322,413	(25,574)	-1.90%
Capital Outlay	681,488	575,000	576,722	578,842	2,120	0.37%
Total Appropriation	\$14,970,290	\$15,339,605	\$15,373,934	\$16,423,419	\$1,049,483	6.83%

Summary of Budget Changes

The Police Department's proposed FY 2023 budget increased by \$1,049,483, or 6.83% from the approved FY 2022 budget. Personnel budget change includes contractual obligations, overtime increases, and training cost. Operating budget change includes funding for police training and gasoline costs. Capital outlay will continue the department's annual patrol vehicle replacements, but includes additional monies for IT hardware.

Police Department Budget Reconciliation

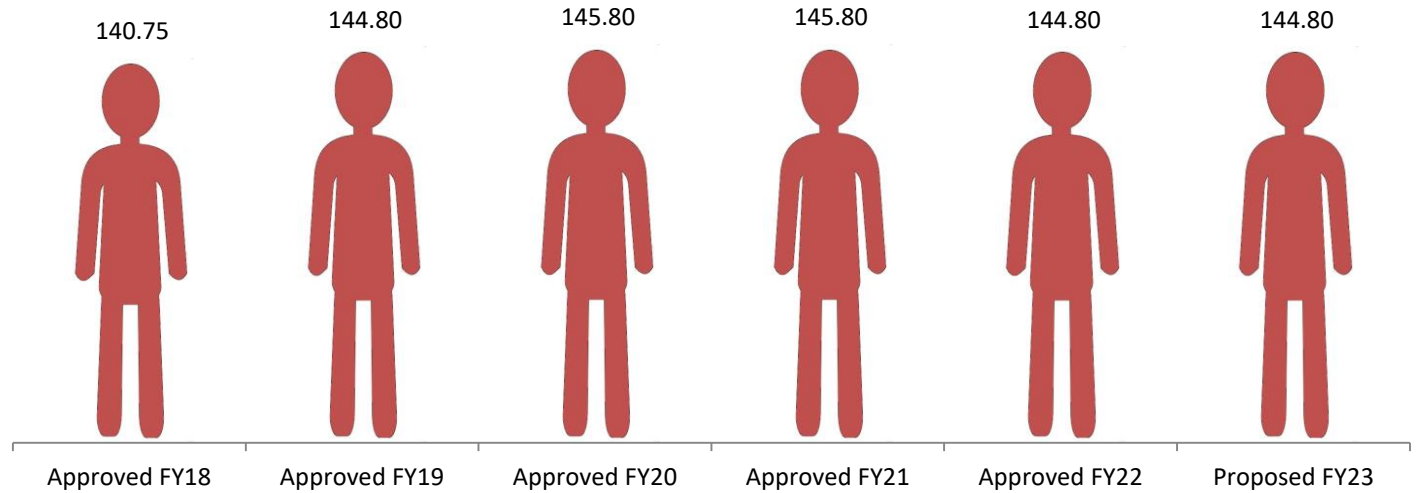
Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2022 Approved Budget				\$15,373,934	
Contractual Obligations Net of Staff Turnover	900,906	-	-	900,906	-
One-Time Charges	(50,571)	(138,090)	(576,722)	(765,383)	-
Grants Offset Civilian Dispatch Wages & MOA	-	-	-	-	-
FY 2023 Budget Changes					
1. Training Bundle	162,602	30,116	-	192,718	-
2. Overtime Pay Increases	60,000	-	-	60,000	-
3. Increase Gasoline and Diesel Fuel	-	82,400	-	82,400	-
4. Vehicle Replacements	-	-	500,000	500,000	-
5. Technology Upgrades	-	-	78,842	78,842	-
FY 2023 Proposed Budget	\$1,072,937	(\$25,574)	\$2,120	\$16,423,419	-

Police Department Budget Reconciliation

- 1. Training** - The training of our police officers is the most important aspect of the agency. Failure to provide adequate training not only increases the chances of errors or mistakes happening that could result in injury or a bad arrest but it also leaves the agency liable for not providing such training. All the courses and materials are specifically selected for the purpose of improving response, performance, morale, and limiting liability. Inconstancy with these trainings could result in possible liability issues throughout all levels of agency. Not providing these universally accepted and high quality courses to our officers can have adverse effects on the baseline officers by leaving them open to civil and criminal liabilities that could have otherwise been prevented. These courses and programs are all designed to enhance officer's knowledge and decision-making skills while reducing liability to the agency and therefore the town of Barnstable.
- 2. Increase in Overtime Allocation to Keep Pace with Pay Increases** - The department requests an increase the FY23 overtime budget in order to keep pace with anticipated contractual cost of living increases. This will help the department to keep pace with overtime demands in the areas that present the most challenges to our overtime budget - court, minimum staffing, and training. While we constantly monitor our overtime budget on a daily basis, these aforementioned areas demand overtime which is not easily avoided - as officers must appear in court; a shift cannot run without an adequate number of officers; and training occurs most commonly during the business hours and evening and midnight shift officers generally must attend on an overtime basis.
- 3. Increase Gasoline and Diesel Fuel** – Due to the increased cost for fuel purchases.
- 4. Replacement of Police Vehicles** – This request is for Seven (7) new police vehicles and includes mobile data terminals to replace vehicles, which have reached the end of their useful life on patrol or have been transferred to specialty units. We will also replace two motor (2) motorcycles with the remaining funds. The Department will purchase a combination of Ford Explorer Police Hybrid Interceptors and/or Ford Police Responder F150 Pickup trucks.
- 5. Technology Upgrades/Replacements** - The new switches will provide an increase in capacity, provide Power over Ethernet (PoE) capability necessary for various devices; improve the IT security of users through the replacement of switches that are beyond end-of-life and no longer receiving necessary patches and upgrades.

Police Department Factors Affecting FTE's

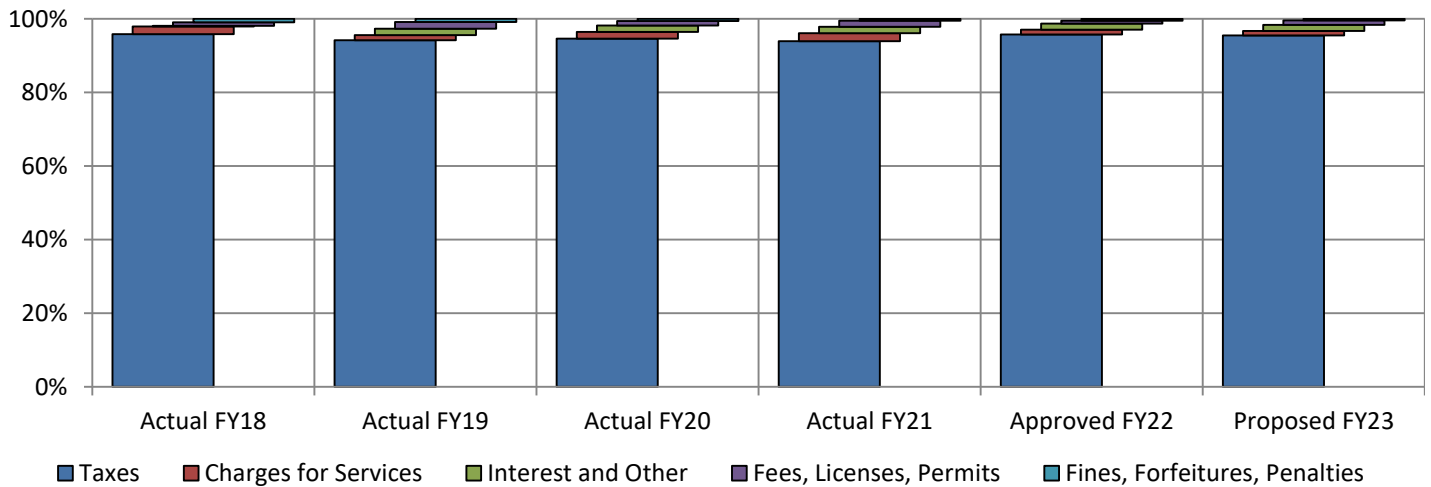
Full Time Employee History



FY 2019 added an additional 3.00 positions for the dispatch center. FY 2020 includes 1.00 additional School Resource Officer. The FY 2022 reduces (1.00) tech administrator position.

Police Department Factors Affecting Revenues

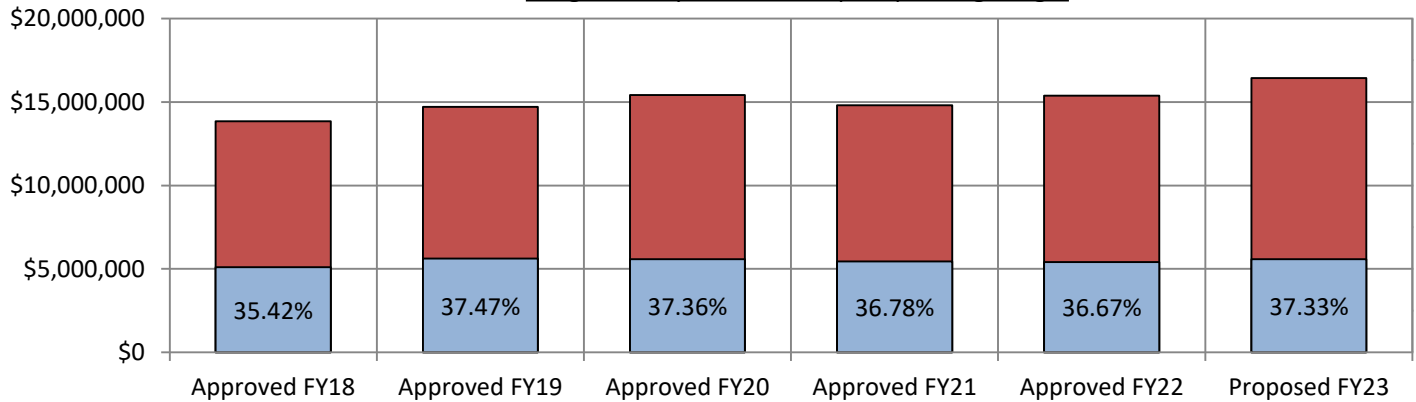
Total Sources of Funding Historical and Budgeted



Tax support accounts 96% of total sources of funding to cover the proposed budget. This department operations also generates revenue through outside police detail reimbursements, gun and taxi permits, and alarm registration. Roughly, 8% of the departments total operating sources of funding comes from reimbursements for outside detail.

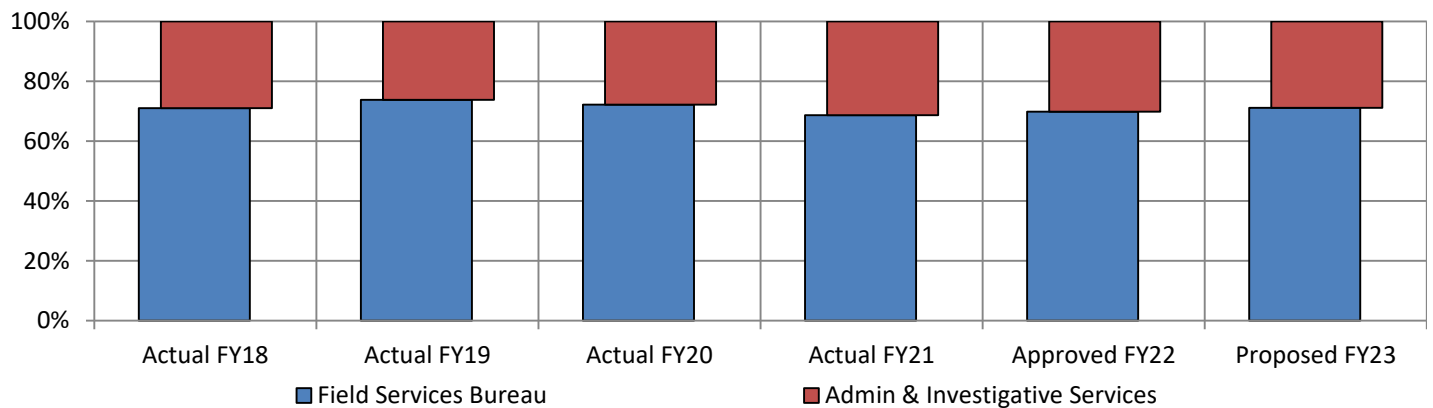
Police Department Factors Affecting Expenditures

Budget History - % Of Municipal Operating Budget



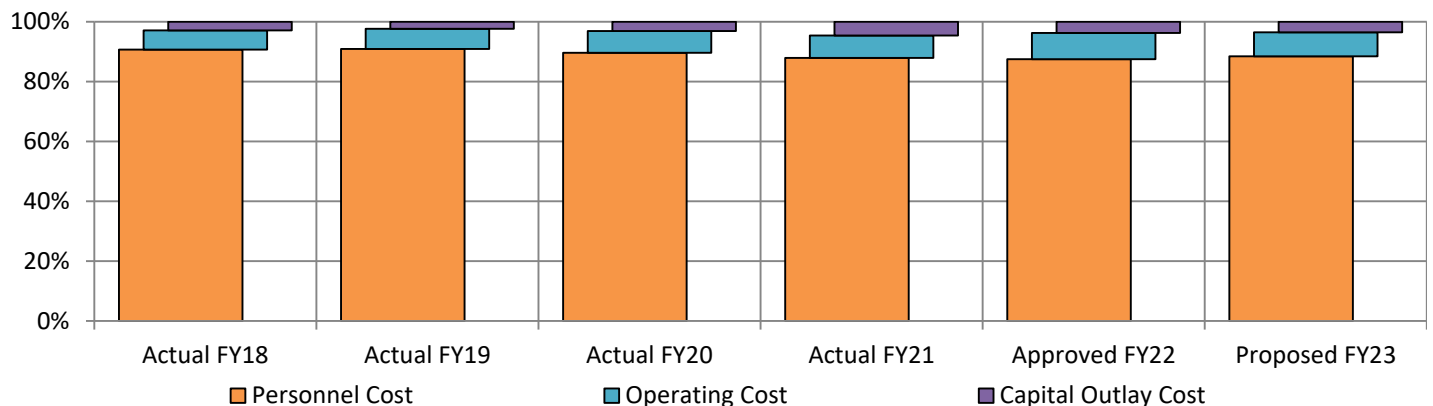
The Police Department’s budget has increased 3.12% annually on average over a six-year period. The budget has also increased from 35.42% to 37.33% of the total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Division Historical and Budgeted



Field Services represent 70% of the Police Department proposed budget as the bulk of personnel resides within the field services bureau.

Total Expenditures By Category Historical and Budgeted



Personnel cost represents the largest component of police expenditures by category at 87%. Actual results have remained consistent over a six-year period.

ADMINISTRATIVE & INVESTIGATIVE SERVICES BUREAU

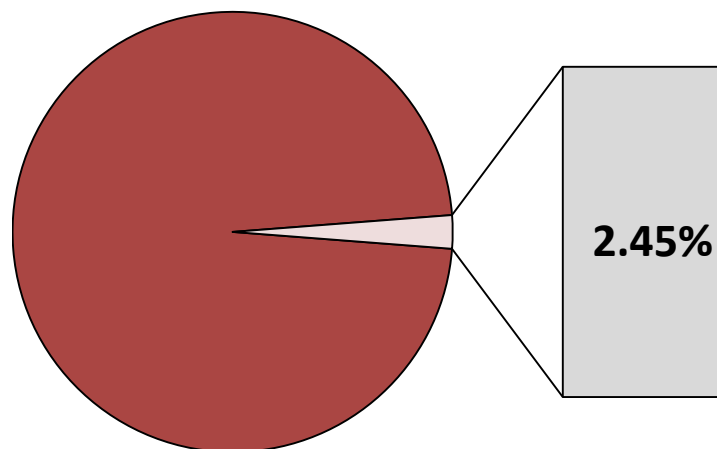
Purpose Statement

The Administrative & Investigative Services Bureau is committed to providing the department with leadership via the senior command staff. The Investigative Services Division is responsible for criminal investigations, victim services, youth services, prosecution, drug-related crime, the Community Impact Unit, and the Consumer Affairs Officer. The Administrative Division is responsible for training, information systems, crime analysis, finance and support services, personnel selection, volunteer services, records, evidence, licensing, alarms, vehicle maintenance, and facility maintenance.

Program Areas



% of FY 2023 General Fund Budget



The Administrative & Investigative Services Bureau comprises 2.45% of the overall General Fund budget.

Admin. & Investigative Bureau Services Provided

<http://www.barnstablepolice.com/records-division/>

The Police Department is the largest municipal department within the town. This Bureau's responsibilities include a range of clerical and administrative tasks designed to ensure the smooth operation of police functions. The primary tasks of these assistants include developing and implementing effective office procedures, responding to public inquiries, maintaining law enforcement records, and serving as a link between the Chief of Police and other law enforcement officers. This Bureau is also responsible the maintenance, monitoring, and replacement of all fleet vehicles within the Police Department.

Admin. & Investigative Bureau Recent Accomplishments

Investigative Services Division

In August, the Barnstable Police Department Investigative Services Division assigned a second Detective Sergeant to the division. Along with the shared responsibilities of overseeing the Criminal Investigation Unit, this Detective Sergeant also oversees and supervises 19 sexual assault investigators. These 19 investigators are both Detectives and Patrol Officers, who handle all sexual assaults reported to the Barnstable Police Department. Year to date there has been 68 sexual assaults reported to the Barnstable Police Department.

Narcotics Investigation

The Barnstable Police Department Investigative Services Division led a multi-agency undercover narcotics investigation that spanned from August through October that targeted the drug dealers preying upon the homeless population in the Town of Barnstable. This investigation leads to the arrest of 18 individuals that were not only selling narcotics to the homeless population, but were also robbing, assaulting, and exploiting them as well. One of the targets was also charged with Human Trafficking due to his involvement in arranging the transactions of money for sex acts with some of the homeless females.

Digital Forensics Investigations

The Barnstable Police Department Investigative Services Division has recognized that scams and frauds have become one of the most prevalent crimes affecting our citizens on a daily basis. To combat this problem, we have created a scam/fraud program where every patrol officer knows what to do with these complaints as they come in to get the best possible outcome for the victim.

We have also created a hand out for victims and potential victims so they can better protect themselves in the future. Detectives working these cases have successfully recovered over \$100,000 this year alone for victims in our town. We would like to remind everyone to be mindful of new scams and frauds as they come out to protect themselves and their loved ones.

Due to promotions and retirements, the Investigative Services Division is currently down 4 Detectives.



Barnstable Police Cruiser

Admin. & Investigative Bureau Recent Accomplishments (Continued)

Helpful Public Safety Information for the Community



Avoiding & Reporting Scams!



Signs It's a Scam!

1. Scammers **PRETEND** to be from an organization you know
 - a. Social Security Administration, IRS, Medicare or make up a name that sounds official
 - b. They use technology to change the phone number that appears on your caller ID
2. Scammers say there's a **PROBLEM** or a **PRIZE**
 - a. They may say you're in trouble or owe money.
 - b. Someone in your family had an **EMERGENCY**.
 - c. There's a **VIRUS** on your computer.
 - d. That you have **WON MONEY**, but have to pay a fee to receive it.
3. Scammers **PRESSURE** you to act immediately.
 - a. They want you to act before you have time to think.
 - b. They might even threaten **ARREST** or **DEPORTATION**.
4. Scammers tell you to **PAY** in a specific way.
 - a. They want you to send money through a money transfer company, gift cards, or **BitCoin**

Community Services Division

The Community Services Division (CSD) continues to provide significant community engagement through the hard work and dedication of its members, and represents the department in non-traditional ways to further deepen our relationship with our communities. The CSD includes our Community Impact Unit, our School Resource Officers Unit, our Hyannis Youth & Community Center Officer, our Adult Community Center Liaison Officer, and our Community Service Officers.

The Community Impact Unit continues to focus on issues surrounding homelessness, mental health, and substance use disorder. The Department has been able to hire a part time Mental Health Clinician who is integrated into the CIU and will work with them as they address those issues, especially with the increase of mental health related responses. The Unit manages a robust Community Crisis

and personal development of our town's youth. The School Resource Officers utilize the Navigate Prepared, ALICE, and Sandy Hook Promise programs to enhance student and staff safety at school events and at school facilities.

The Adult Community Center Liaison program enhances communication with adults in the community by providing ongoing opportunities for information sharing, advising them of current risks, and helping to improve personal safety. The Adult Community Center was able to reopen and move forward with some regular events, and our Liaison is communicating with the staff to re-establish our regular connections and programs. The CSD also presents safety and security training to the faith community in the Town of Barnstable.

Admin. & Investigative Bureau Recent Accomplishments (Continued)

During FY 2022, the Community Services Division has and will participate in the following programs and events:

- ✓ Community Substance Abuse Forum in collaboration with the Barnstable Youth Commission and the Barnstable Public Schools.
- ✓ YMCA Achievers;
- ✓ Food Distribution for homeless and others in need;
- ✓ Toys for Tots, over 16,000 toys collected across the Cape;
- ✓ Back to School and Christmas Shop With A Cop events;
- ✓ Community Impact weekly Outreach Team meetings and Overdose Response;
- ✓ Management of Jail Diversion grant;
- ✓ Oversight of Community Service Officer Program, Summer and Winter;
- ✓ Community Crisis Intervention Team meetings;

Meetings and workshops to aid alienated and vulnerable adults in the Community;

- ✓ School safety planning and school safety exercises;
- ✓ Trained officers and community members in Mental Health First Aid, and;
- ✓ Partnered with National Alliance on Mental Illness (NAMI).
- ✓ Unity Day with People of Action
- ✓ Work with the DAs office on Overdose Tracking and follow-up

Intervention Team, conducts weekly overdose response visits and continues to work with the DA's office on the county-wide overdose database, and provides mental health screenings and referrals to mental health professionals. Our Summer and Winter Community Service Officers continue to support the CIU with compassion and empathy while providing a strong visible presence in the Hyannis Main Street Community.



Police Swearing In

The challenges for our School Resource Officers and Hyannis Youth and Community Center Officer have continued but the relationships they have developed and the bonds they had forged over the previous years were instrumental in their ability to successfully support the schools, staff, and youth as they transitioned from remote activities to in-person activities. They continue to provide a safe and engaging environment to promote the growth

- ✓ Various Touch-A Truck, Bike Rodeo's, Community Service Drive-bys and similar community events

New this year:

Distracted driving program at our schools
Hidden In Plain Sight Trailer completed and being used at school and community events
Child Safety Seat installations and checks
Mental Health Clinician hired and working with the CIU
Fire Starters Program in Partnership with our fire Departments

Personnel Changes

Hiring/Promotions

- ✓ Hired ten officers scheduled to attend academies in February and April 2022
- ✓ Hired two lateral transfer officers; two Winter Community Service Officers (CSOs); 10 CSO's for Summer of 2022; 2 Telecommunications Specialists; and 2 Matrons
- ✓ Two patrol officers promoted to the rank of Sergeant during FY21

Admin. & Investigative Bureau Recent Accomplishments (Continued)

Police Records

The Records Department has made modifications to the way we conduct business to ensure the safety of the public and our staff during the recent global health emergency. These modifications proved to be a more convenient and efficient way to service customer's needs. Residents have the option of visiting the customer service window in person or contactless service by dropping off paperwork or requests for service in our convenient mailbox located in the lobby. Our website continues to be a tremendous resource for forms, applications, and payment options.

Training

The importance of training cannot be overstated. The Barnstable Police Department is committed to ensuring that officers are provided training opportunities that will allow members to provide exceptional service to the community and ensure ongoing professional development. COVID-19 severely impacted the availability of in-person training and major changes to training were made.

This year the Department also:

Hosted trainings at the BPD Facility:

- ✓ FBI LEEDA Executive Leadership Course
- ✓ FBI LEEDA Supervisory Leadership Course
- ✓ Elder Abuse Training
- ✓ N.E. Gang School Gangs, Guns and Honor Course
- ✓ Technology Search Warrants



Barnstable Police Cruiser



Police Station

Completed specialized trainings:

- ✓ NYTOA Patrol Tactics courses taken by 2 defensive tactics instructors.
- ✓ Certified 2 new Defensive Tactics and Use of Force Instructors.
- ✓ Certified 3 new background investigators.
- ✓ Trained 10 officers in digital investigations/search warrants.
- ✓ Certified 3 officers in sexual assault investigations.
- ✓ Trained the traffic unit officers Motor Vehicle Weights and Dimensions
- ✓ Trained all supervisors in conducting performance evaluations.
- ✓ Certified 9 officers in the APEX system as instructors.
- ✓ Sent 2 officers to Human Trafficking Awareness training.
- ✓ Certified several officers as child car seat installers.
- ✓ Sent 3 adopt a school officers to NASRO basic training.
- ✓ 2 Lieutenants completed the Planning Section Chief training of the Incident Command System

Admin. & Investigative Bureau FY 2022 Goals and Results

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

Short-Term:

1. Hire a full time clinician and implement a co-response model to address an increasing number of calls for service involving mental health emergencies. This clinician will work along-side officers to assist with de-escalation, accessing resources, and improving outcomes for individuals who are experiencing a mental health crisis. **(SP: Public Health and Safety)**

Status: Completed

2. Update the Department's Response to Resistance policy to ensure compliance with recently passed police reform legislation. **(SP: Public Health and Safety)**

Status: Completed

3. Make the newly implemented county-wide overdose response program fully operational to ensure that community members experiencing an overdose and their family members have access to treatment and resources. **(SP: Public Health and Safety)**

Status: Partially completed – completion in process

4. Fill vacancies within the Investigative Services Division. **(SP: Public Health and Safety)**

Status: Not complete – due to patrol staffing shortages

Long-Term:

1. Bring all Department policies in line with police reform legislation. **(SP: Public Health and Safety)**

Status: Ongoing

2. Utilize an updated software platform to streamline the professional standards, performance review, training records, quartermaster, response-to-resistance, field training, and policy review functions into one program. **(SP: Public Health and Safety)**

Status: Completed

3. Seek partnerships to develop youth and police relations. **(Public Health and Safety)**

Status: Ongoing

Bureau FY 2023 Goals and Objectives

1. Assessing and filling the large number of vacancies by implementing proactive strategies to engage the community and promote upcoming civil service tests with a goal to make the Barnstable Police force representative of the racial/ethnic composition of the Community. **(SP: Public Health & Safety)**

2. Train sworn supervisors in the proper administration of officer performance evaluations in order to improve communication, enhance professional development, and provide timely feedback to officers. **(SP: Public Health & Safety)**

3. Explore new scheduling software programs to improve police scheduling and attendance practices. **(SP: Public Health & Safety)**

4. To continue to be attentive and adaptable to changing service needs in the Community. **(SP: Public Health & Safety)**

Admin. & Investigative Bureau Budget Comparison

Admin & Investig. Services Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$4,238,794	\$4,387,586	\$4,361,430	\$4,415,032	\$53,602	1.23%
Fees, Licenses, Permits	130,183	58,153	70,346	116,000	45,654	64.90%
Charges for Services	321,722	164,938	200,000	200,000	-	0.00%
Interest and Other	1,409	1,329	2,000	1,000	(1,000)	-50.00%
Total Sources of Funding	\$4,692,108	\$4,612,006	\$4,633,776	\$4,732,032	\$98,256	2.12%

Expenditure Category						
Personnel	\$2,913,389	\$2,717,107	\$2,719,827	\$2,871,653	\$151,826	5.58%
Operating Expenses	1,097,231	1,319,898	1,337,227	1,281,537	(55,690)	-4.16%
Capital Outlay	681,488	575,000	576,722	578,842	2,120	0.37%
Total Appropriation	\$4,692,108	\$4,612,006	\$4,633,776	\$4,732,032	\$98,256	2.12%

Summary of Budget Changes

The Administrative & Investigative Bureau's proposed FY 2023 budget increased by \$98,256, or 2.12% from the approved FY 2022 budget. Personnel budget change includes contractual obligations, increased overtime, and the department's annual training needs. Operating budget change includes anticipated gasoline/diesel contract cost increases, technology and training bundle. This budget also includes the annual patrol vehicle replacements and IT hardware purchases.

Job Title	FY 2021
Administrative Assistant	2.00
Admin. Asst. to Detective Division	1.00
Alarm Administrator/Records Analyst	1.00
Asst. Records Property Supervisor	1.00
Chief of Police	1.00
Confidential Assistant to Chief	1.00
Deputy Chief	1.00
Detective	8.00
Dir. of Finance & Support Services	1.00
Victim Services/Special Prosecution	1.00
Financial Coordinator	1.00
Lieutenant	1.00
Mechanic	2.00
Records/Property Supervisor	1.00
Sergeant	2.00
Tech Administrator	1.00
Full-time Equivalent Employees	26.00

FY 2022	FY 2023	Change
2.00	2.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
8.00	8.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
2.00	2.00	-
1.00	1.00	-
2.00	2.00	-
-	-	-
25.00	25.00	-

Admin. & Investigative Services Bureau Factors Affecting FTE's

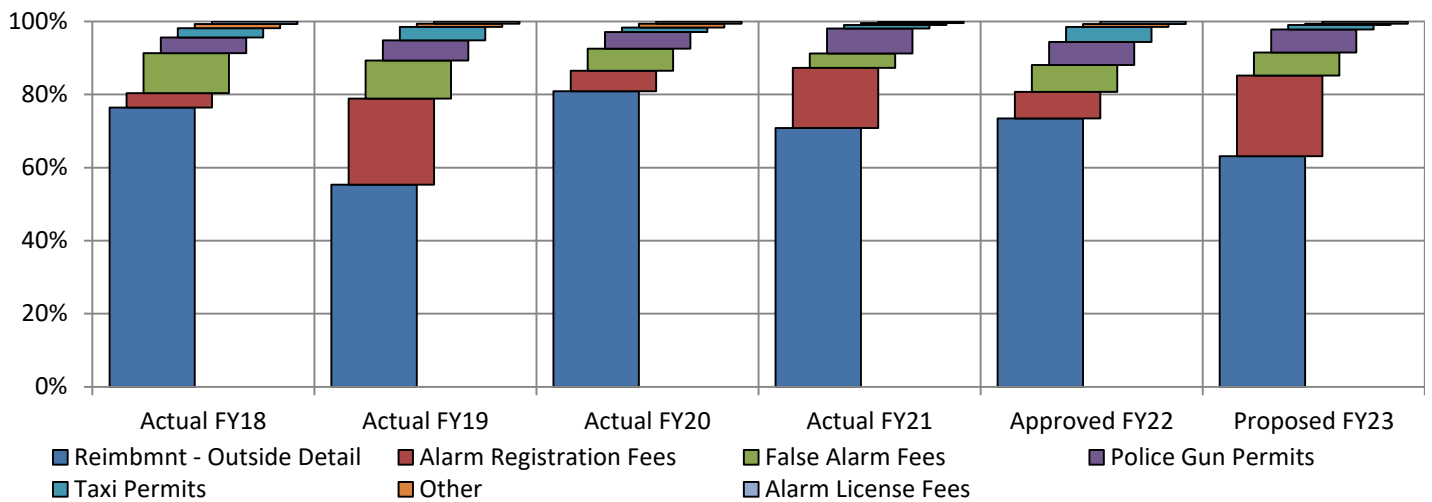
Bureau Full Time Employee History



FY 2022 includes (1.00)fte reduction associated with the tech administrator position.

Admin. & Investigative Services Bureau Factors Affecting Revenues

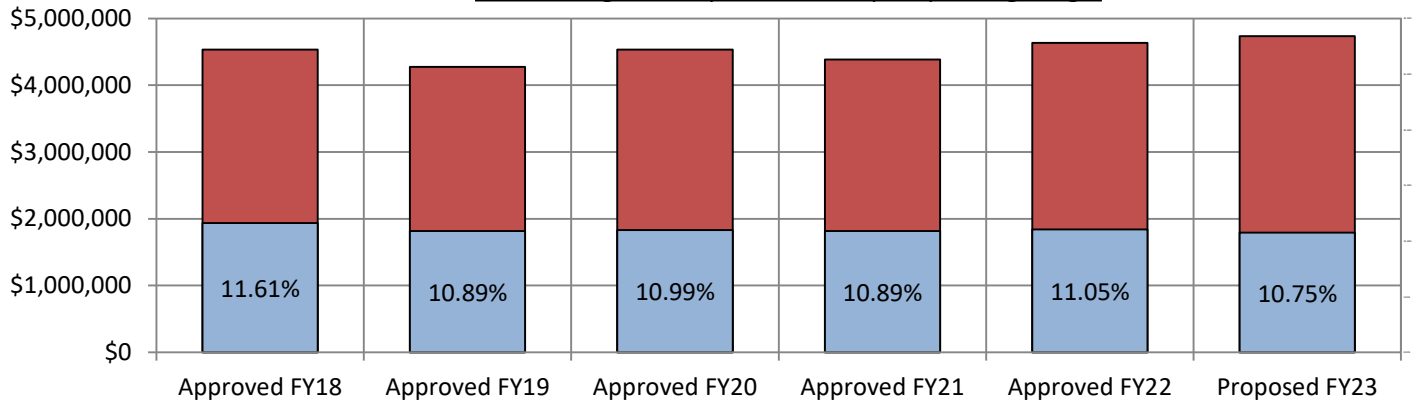
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Taxes provide 93% of total sources of funding for the proposed budget. Excluding taxes, reimbursements for outside detail provides 63%, alarm registration fees 22%, false alarms 7%, and police gun permits 6%.

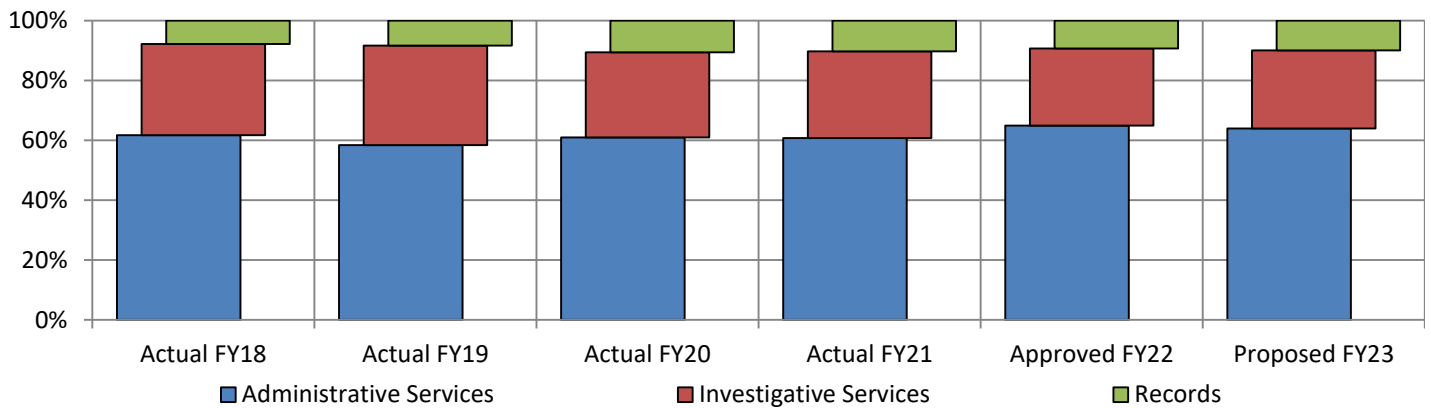
Admin. & Investigative Services Bureau Factors Affecting Expenses

Bureau Budget History - % Of Municipal Operating Budget



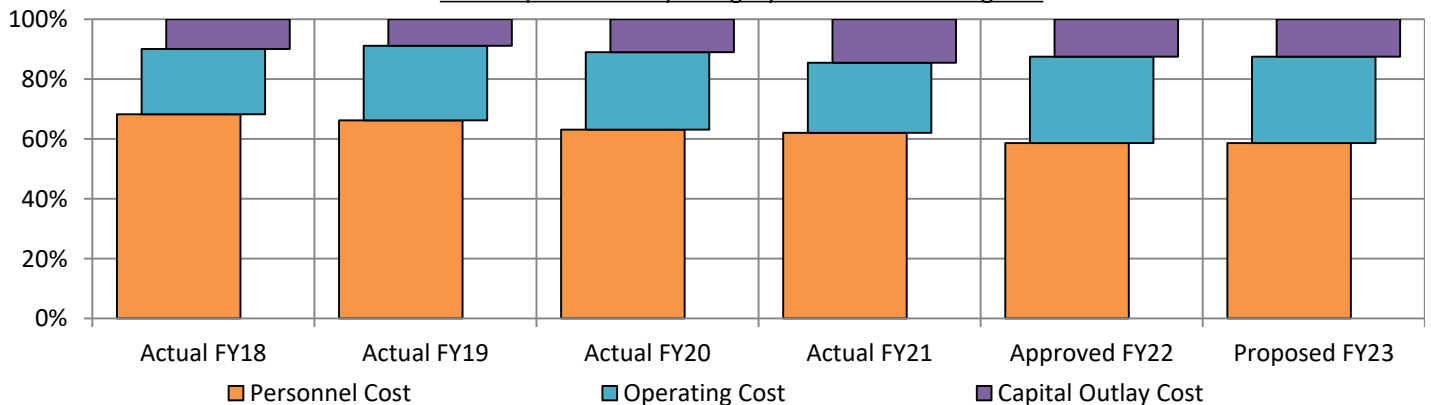
This budget has increased 0.73% annually on average over a six-year period. This budget has also decreased from 11.61% to 10.75% of total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



The bureau's programs are allocated Administration 65%, Investigations 26%, and Records 9% of the proposed budget.

Total Expenditures By Category Historical and Budgeted



Personnel cost accounts for 59% of the proposed budget followed by operating 29%, and capital outlay at 12%.

Admin. & Investigative Bureau Services Provided

Administrative Services Program

Administrative Services, under the direction of a Deputy Chief, provides the Department with leadership and support in a variety of functional areas including personnel selection, information technology, and training. The Executive Services function, under the leadership of a Lieutenant, is responsible for the professional standards function as well as policy development and review and public information. All Communications, Emergency Management and Facility Supervision and Maintenance likewise in Administration and is the responsibility of the Deputy Chief of Field Services. Finance/Budget-related responsibilities are managed by the Finance & Support Services Director in addition to Grant-Writing/Grant Maintenance as well as oversight of Support Services.

- Professional Standards is responsible for the investigation of allegations of misconduct by members of the Police Department;
- Personnel Selection is responsible for the recruitment, investigation, and selection of new police officers. This unit coordinates and monitors medical, psychological, and physical testing for police candidates. Personnel Selection also conducts background investigations on all civilian employees of the Department.
- Police officers volunteer their time for a Police Explorer's Program that meets at the police facility.

- Training provides for the development of in-service training programs trainings related to legal updates, leadership, use of force and de-escalation, and other areas critical for professional development, succession planning, as well as agency and officer wellness.
- The Motor Vehicle Maintenance area is responsible for the repair and upkeep of the Department's motor vehicles, motorcycles, and
- The Citizen's Police Academy provides training to community members regarding the duties and functions of the Department. The CPA allows members of the Department to share their skills and experience with residents who want to learn more about policing and the agency. It also provides community members with an opportunity to meet and get to know officers. CPA graduates often continue their relationship with the Department by becoming volunteers. The CPA was suspended in 2020/21 due to COVID, but plans are to bring it back in Fall of 2022.
- Volunteer Services utilizes graduates of the Citizen's Police Academy to serve as greeters at the Main Station and Hyannis Substation.
- Information Technology is responsible for programming, maintenance, and user support of all computer systems in the police facility and in all police vehicles.

Admin & Investig. Services Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$2,401,106	\$2,764,800	\$2,736,403	\$2,709,877	(\$26,526)	-0.97%
Fees, Licenses, Permits	130,183	58,153	70,346	116,000	45,654	64.90%
Charges for Services	321,722	164,938	200,000	200,000	-	0.00%
Interest and Other	1,409	1,329	2,000	1,000	(1,000)	-50.00%
Total Sources of Funding	\$2,854,420	\$2,989,220	\$3,008,749	\$3,026,877	\$18,128	0.60%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$1,139,446	\$1,156,460	\$1,157,618	\$1,229,316	\$71,698	6.19%
Operating Expenses	1,033,486	\$1,257,759	1,274,409	1,218,719	(55,690)	-4.37%
Capital Outlay	681,488	575,000	576,722	578,842	2,120	0.37%
Total Appropriation	\$2,854,420	\$2,989,220	\$3,008,749	\$3,026,877	\$18,128	0.60%

Admin. & Investigative Bureau Services Provided (Continued)

Records Program

Records Program is responsible for the processing of all incident/accident/arrest reports to allow retrieval in a variety of formats. The Records Unit processes all firearm and hackney licenses within the Town of Barnstable.

- Evidence Preservation and Accountability is responsible for the processing, submitting for analysis and safekeeping of all evidence, drugs and property that come into possession of the department;
- The Daily Public Log is available on our website at www.barnstablepolice.com under Resources/Daily Public Log.
- Licensing and Permits investigates the suitability of issuing licenses to persons applying for firearms, taxi and other licenses;
- The Division maintains an active database of all sex offenders living and working in the Town of Barnstable. The Department disseminates all information regarding Level 3 Sex Offenders, including posting on our website. www.barnstablepolice.com.
- Alarm Administration provides for the registration of all alarms in both private residences and businesses in order to reduce the number of false alarm dispatches.



The Cause Church - Police Cruiser Showing

Records Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$481,865	\$426,474	\$428,522	\$469,996	\$41,474	9.68%
Total Sources of Funding	\$481,865	\$426,474	\$428,522	\$469,996	\$41,474	9.68%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$423,460	\$377,144	\$377,522	\$418,996	\$41,474	10.99%
Operating Expenses	58,405	\$49,330	51,000	51,000	-	0.00%
Total Appropriation	\$481,865	\$426,474	\$428,522	\$469,996	\$41,474	9.68%

Admin. & Investigative Bureau Services Provided (Continued)

Investigative Services Program

The Investigative Services Program falls under the supervision of a Detective Lieutenant. Those functions include a Narcotics Unit, a General Investigations Unit, Juvenile Services, an Arson Investigator, a Sexual Assault Investigator, and a Domestic Violence Detective. The focus of the Investigative Services Bureau is the investigation of serious crimes including, but not limited to, homicides, assaults, sexual assaults, robberies, burglaries, narcotics trafficking, weapons (gun) violations, larcenies, and identity fraud. The Bureau accomplishes its work through a number of functional areas as follows:

- A Detective Sergeant supervises the day-to-day operations of General Investigations Unit and is responsible for the investigation of all felony and serious crimes;
- Narcotics and Vice Control Unit is responsible for the investigation of drug offenses and conditions that may promote crime. A Detective Sergeant supervises the day-to-day operations of this unit;
- Victim Services coordinates the department's response to incidents of domestic violence, victims of other incidents and assists victims in obtaining support services;
- The Prosecution Unit of the Police Department is responsible for the preparation and presentation of all cases on the District Court level. This not only includes over two thousand arrests per year but also motor vehicle citation hearings, show cause hearings, warrant applications, summons and alcohol commitments. The Prosecution Unit includes a Sergeant and a Detective, who act as the Department's liaison, and 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;
- 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.).

Investigative Services Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$1,355,823	\$1,196,311	\$1,196,505	\$1,235,159	\$38,654	3.23%
Total Sources of Funding	\$1,355,823	\$1,196,311	\$1,196,505	\$1,235,159	\$38,654	3.23%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$1,350,483	\$1,183,502	\$1,184,687	\$1,223,341	\$38,654	3.26%
Operating Expenses	5,340	\$12,809	11,818	11,818	-	0.00%
Total Appropriation	\$1,355,823	\$1,196,311	\$1,196,505	\$1,235,159	\$38,654	3.23%

FIELD SERVICES BUREAU

Purpose Statement

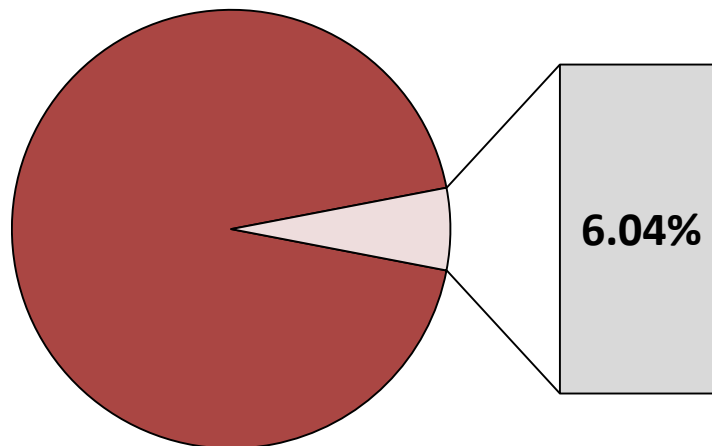
The Field Services Bureau - police relations includes detection and apprehension of criminal perpetrators and the maintenance of the safe and orderly flow of traffic. The mission of the patrol force is to develop our complement of officers and supervisors into a team. This team will become a cohesive unit with improved productivity and healthy working attitudes. This will enhance our service to the department, the community, and our families.

Program Budget Areas



Officers of the Field Services Bureau

% of FY 2023 General Fund Budget



The Field Services Bureau comprises 6.04% of the total General Fund budget.

Field Services Bureau Services Provided

Field Services Bureau

The patrol force consists of four patrol shifts, lock-up oversight, and several specialty units including the marine unit, mountain bike unit, traffic unit, canine unit and SWAT team. The Field Services Bureau also includes the Public Information Office, Emergency Preparedness, and Telecommunications (Dispatch). The SWAT team is responsible for serving high-risk warrants and responding to emergencies including hostage or barricade situations and active shooter events. Emergency Preparedness officers work with all Town, State and Federal Agencies, Public Utilities and the American Red Cross for disaster preparedness, response, and mitigation. The Public Information Office is responsible for relaying accurate and timely information and news updates to the media.

The Patrol Force, under the command of the Deputy Chief of Field Services, is divided into three watches. Each watch is under the command of a Lieutenant. The major function of patrol is crime prevention and suppression. The Town of Barnstable has been geographically divided into six patrol sectors. Officers are assigned to the sectors bases on shift strength and the needs of that particular sector.

The Patrol Division has a variety of areas of responsibility including:

- Three K-9 units providing for tracking purposes and drug detection;
- The Traffic Unit works full time with the specific goal of safety on our roadways;
- The Marine Unit is responsible for patrolling and safeguarding the waterways of the Town of Barnstable;
- The Mountain Bike Unit is responsible for high visibility patrol coverage throughout the downtown Hyannis area during the warmer months, and;
- The Field Training Unit has the heavy responsibility of training all new recruits upon their graduation from the academy and ensuring that they are qualified before being released.



The Barnstable Police Honor Guard

Field Services Bureau Recent Accomplishments

Reflects Data for FY 2021:

- ✓ Responded to 1,733 motor vehicle accidents; 1,266 accidents were property damage only, 285 were hit and run, 144 resulted in injury, 37 involved a pedestrian, and 1 was fatal.

Quantitative Points of Interest – Field Services (FY 2021)

- ✓ Processed 891 'on view' arrests, 515 summonses, 194 protective custodies, and 164 warrant attempts;
- ✓ Performed 22,532 security checks of areas at potential risk of crime or quality of life issues;
- ✓ Investigated 2,565 suspicious activity calls;
- ✓ Officers conducted 12,320 motor vehicle stops, issued 3,459 citations, 7,567 verbal warnings, investigated 738 traffic complaints, conducted 1416 various traffic enforcement activities;

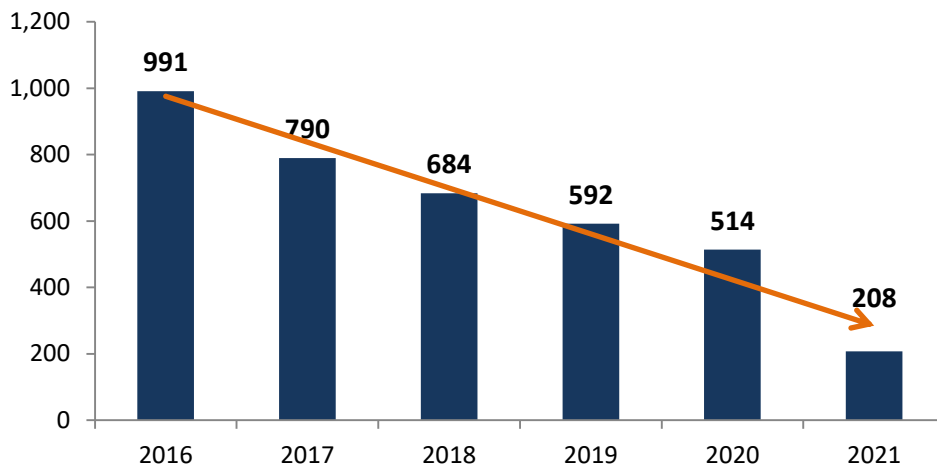


Officers Scott Leger and Brian Morrison

- ✓ Handled 5,747 medical emergency calls, 1,301 well-being checks, 184 Section 12 (mental health), 233 mental health checks and emergencies, 118 Section 35 (alcohol) services, and 110 overdoses, and;
- ✓ Responded to 1,152 commercial, and 946 residential alarms.

Federal Crime Statistics

Part 1 Crimes by Fiscal Year



The total reported part 1 crimes have declined from 991 in year 2016 to 208 in year 2021, an 80% decline.

Field Services Bureau FY 2022 Goals and Results/Progress

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

Short-Term:

1. Increase safety on the roads through heightened visibility traffic enforcement. (SP: **Public Health & Safety**)

Status: **Accomplished and Ongoing**

2. Maintain staffing within the specialty units providing for specialized policing in areas such as traffic enforcement, Marine Unit, and the Mountain Bike Unit. (SP: **Public Health & Safety**)

Status: **Completed**

3. Increase collaboration between the Department and other agencies to more effectively provide services. (SP: **Public Health & Safety**)

Status: **Completed and Ongoing**

Long-Term:

1. Improve officer safety, mental health and defensive tactics training. (SP: **Public Health & Safety**)

Status: **Completed and Ongoing**

2. To seek out new programs and technologies that help us to proactively address crime, quality of life, and safety issues in our community. (SP: **Public Health & Safety**)

Status: **Completed and Ongoing**



Barnstable Police – Kids Day

Field Services Bureau FY 2023 Goals and Objectives

Short-Term:

1. Complete the conversion to new patrol pistols for all patrol officers, which were purchased in FY22. (SP: **Public Health & Safety**)
2. Explore the implementation of an increased number of hybrid police vehicles into our patrol fleet. (SP: **Public Health & Safety**)

Long-Term:

1. To successfully send a command officer to the FBI National Academy, which is a lengthy process from application to admittance. (SP: **Public Health & Safety**)

Field Services Bureau Budget Comparison

Field Services Bureau Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$9,824,002	\$10,250,666	\$10,364,158	\$11,270,385	\$906,227	8.74%
Fines, Forfeitures, Penalties	82,453	85,654	76,000	76,000	-	0.00%
Fees, Licenses, Permits	117,760	130,550	50,000	75,000	25,000	50.00%
Interest and Other	253,967	260,729	250,000	270,000	20,000	8.00%
Total Sources of Funding	\$10,278,182	\$10,727,599	\$10,740,158	\$11,691,385	\$951,227	8.86%

Expenditure Category						
Personnel	\$10,245,760	\$10,718,669	\$10,729,398	\$11,650,509	\$921,111	8.58%
Operating Expenses	32,422	\$8,931	10,760	40,876	30,116	279.89%
Total Appropriation	\$10,278,182	\$10,727,599	\$10,740,158	\$11,691,385	\$951,227	8.86%

Summary of Budget Changes

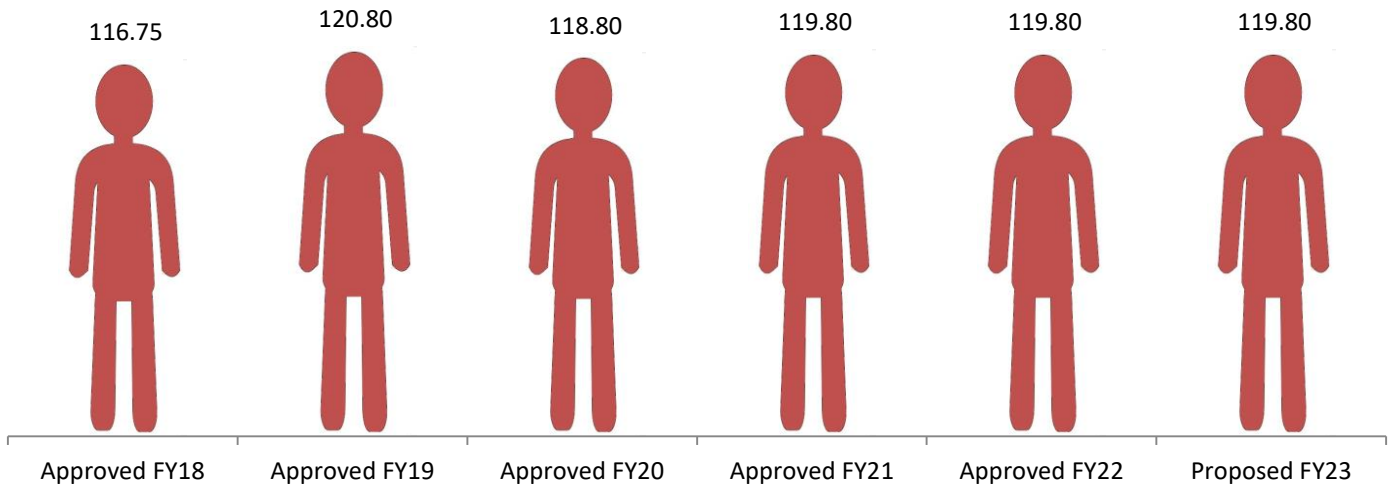
The Field Services' proposed FY 2023 budget increased by \$951,227, or 8.86% from the approved FY 2022 budget. Personnel budget change includes contractual obligations and overtime increases.

Job Title	FY 2021
Crossing Guard	0.80
Deputy Chief	1.00
Detective	1.00
Lieutenant	5.00
Patrol Officer	80.00
Sergeant	18.00
Telecomm. Specialist/Jail Assistant	14.00
Full-time Equivalent Employees	119.80

FY 2022	FY 2023	Change
0.80	0.80	-
1.00	1.00	-
1.00	1.00	-
5.00	5.00	-
80.00	80.00	-
18.00	18.00	-
14.00	14.00	-
119.80	119.80	-

Field Services Bureau Factors Affecting FTE's

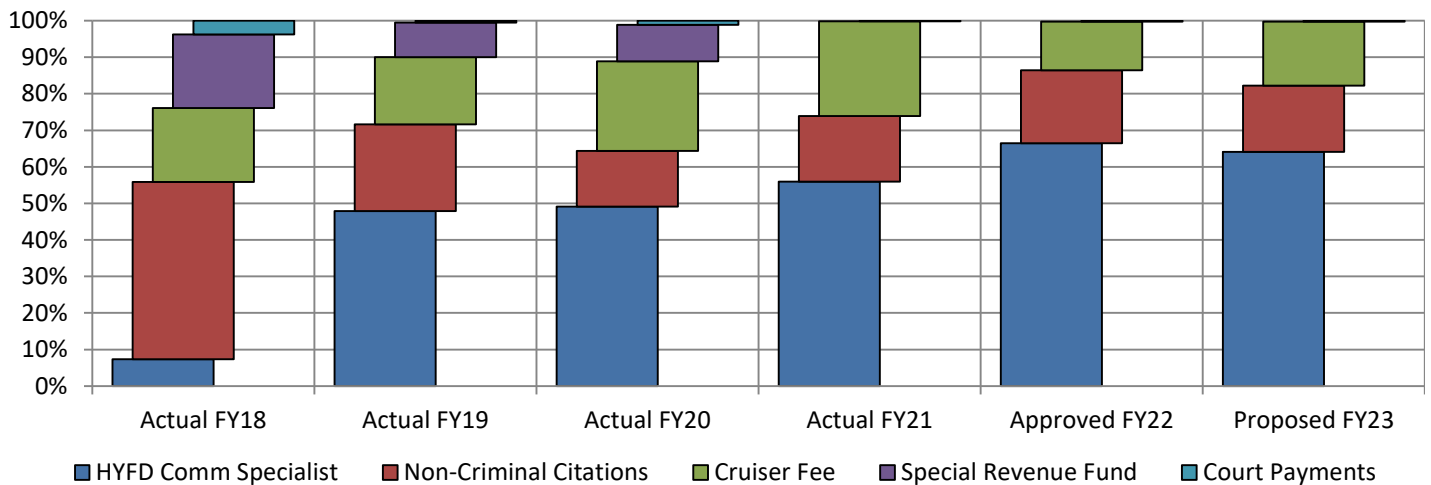
Bureau Full Time Employee History



FY 2019 added an additional 3.00 civilian dispatcher positions. FY 2020 included 1.00 additional School Resource Officer.

Field Services Bureau Factors Affecting Revenues

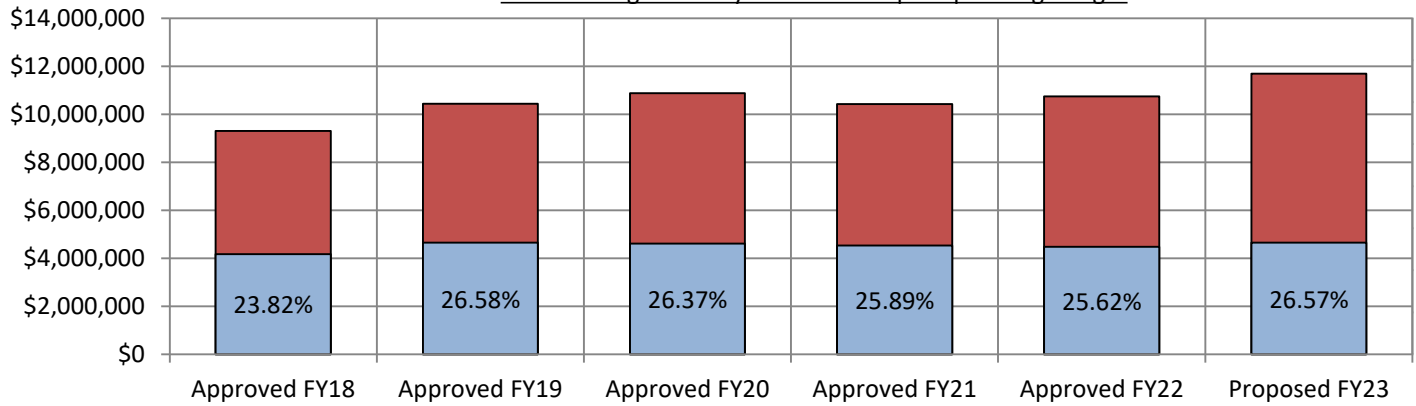
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Tax support provides 96% of the funding for this bureau's proposed budget. The remaining balance is covered by reimbursements from the Hyannis Fire District shared agreement, non-criminal citations, and cruiser fees.

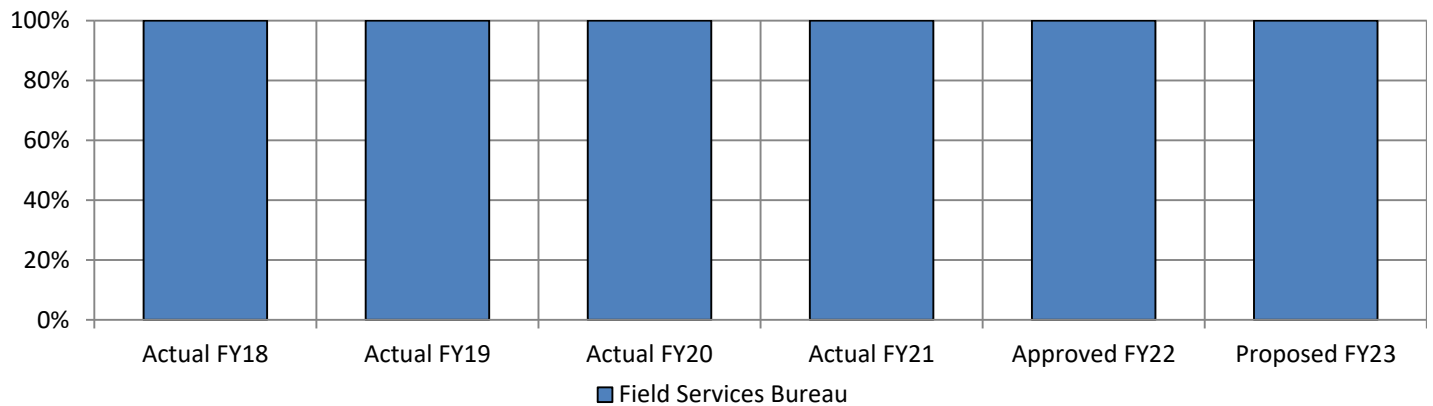
Field Services Bureau Factors Affecting Expenses

Bureau Budget History - % Of Municipal Operating Budget



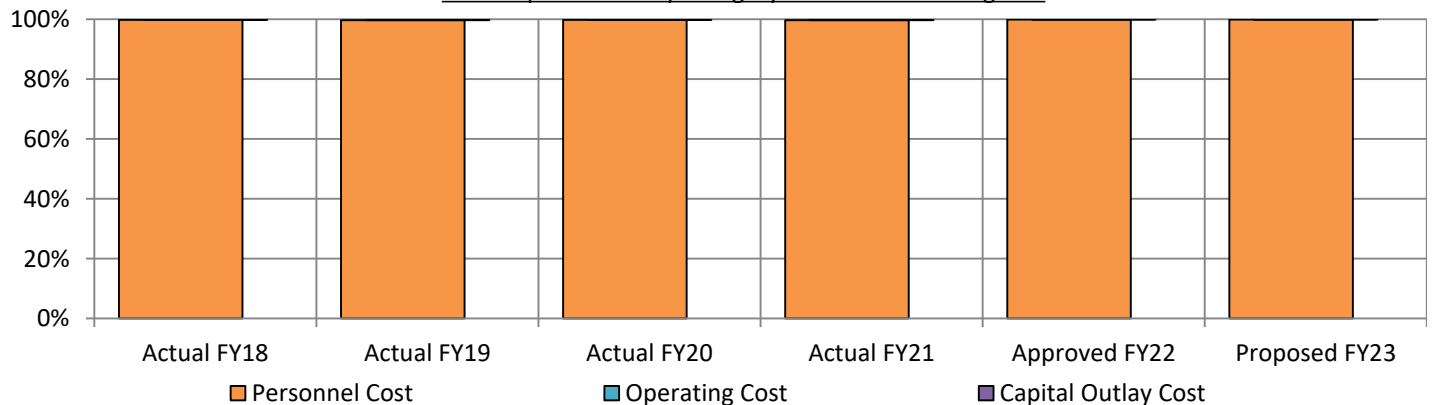
The Field Services budget has increased 4.28% annually on average over a six-year period. This budget has increased from 23.82% to 26.57% of municipal operating budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



Field Services Bureau is a standalone division with no segregate programs.

Total Expenditures By Category Historical and Budgeted



Personnel cost accounts for 99% of the proposed budget followed by operating at 1%.

Field Services Bureau Workload Indicators

Administration & Investigative Services Bureau

Key Outcome Measures	Benchmark	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Target	FY2023 Target
To continue to increase the number of jail diversions of individuals encountered by the Community Impact Unit	1,110	1,108	856	824	880	942

Workload Indicators	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Firearms Licenses Processed	1,250	1,350	1,458
Taxi/Limousine Licenses Issued	105	113	122
Processed Arrest/Incident/Accident Reports	5,735	6,193	6,688
Processed Item Evidence/Property	2,028	2,190	2,365
Process sex offenders for annual registrations, etc.	204	220	237
Home sex offender verification checks	66	72	79

Field Services Bureau

Key Outcome Measures	Benchmark	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Target	FY2023 Target
To continue to exceed the national standard to answer 95% of 911 calls within 10 seconds	95.00%	99.66%	99.63%	99.77%	99.78%	99.79%

Workload Indicators Part I Crime Category	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	% Change 2020-2021
Murder	2	1	1	1	0	-100%
Rape	30	18	24	22	5	-77%
Robbery	14	14	8	11	5	-55%
Aggravated Assault	126	142	109	92	57	-38%
*Aggravated Assault with a Firearm	1	4	2	2	2	0%
Burglary / Breaking and Entering	99	74	75	65	18	-72%
Larceny	500	410	360	304	113	-63%
Motor Vehicle Theft	18	21	13	17	8	-53%
Totals:	790	684	592	514	208	-60%

Workload Indicators	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	% Change 2020-2021
Calls for Service	65,759	60,506	59,308	66,533	73,714	11%
Number of Motor Vehicle Stops	9,140	6,700	7,011	7,824	12,330	58%
Number of Part II Crimes	844	659	646	551	510	-7%
Number of Arrests	1,685	1,411	1,087	817	911	12%
Number of Criminal Summons	858	713	636	683	788	15%
Number of Protective Custody Cases	626	619	463	363	313	-14%

THIS PAGE INTENTIONALLY LEFT BLANK

DEPARTMENT OF PUBLIC WORKS

Department Purpose Statement

The purpose of the Department of Public Works is to protect, preserve, and improve the Town's infrastructure and related assets in a manner that meets the current and future social and economic needs of the community; and contributes to a healthy, safe, and quality environment for the Town's citizens and its visitors.

Division Areas



Administration & Tech Support

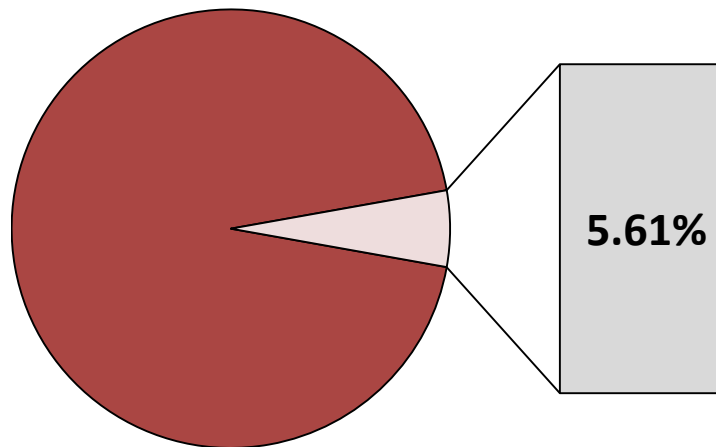


Highway



Structures & Grounds

% of FY 2023 General Fund Budget



The Public Works Department comprises 5.61% of the overall General Fund budget.

Public Works Department Services Provided

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

Department of Public Works is responsible for all day-to-day maintenance of the town infrastructure services such as road maintenance and facility operation, sanitation, street maintenance, town storm, waste disposal, and emergency response for snow and ice, flood, severe weather mitigation.

Public Works Department Budget Comparison

Public Works Dept. Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$9,505,925	\$10,296,789	\$10,145,394	\$10,528,923	\$383,529	3.78%
Fees, Licenses, Permits	195,258	220,875	160,000	162,000	2,000	1.25%
Interest and Other	85,197	85,319	85,000	85,000	-	0.00%
Special Revenue Funds	80,360	79,640	79,640	83,140	3,500	4.39%
Total Sources of Funding	\$9,866,740	\$10,682,623	\$10,470,034	\$10,859,063	\$389,029	3.72%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$5,615,624	\$6,028,539	\$6,299,934	\$6,459,463	\$159,529	2.53%
Operating Expenses	3,434,697	4,025,584	3,520,100	3,749,600	229,500	6.52%
Capital Outlay	816,419	628,500	650,000	650,000	-	0.00%
Total Appropriation	\$9,866,740	\$10,682,623	\$10,470,034	\$10,859,063	\$389,029	3.72%

Summary of Budget Changes

Department of Public Works' proposed FY 2023 budget increased by \$389,029, or 3.72% from the approved FY 2022 budget. Personnel budget change includes contractual obligations and 1.00 additional fte for a custodian. Operating budget change includes water sampling equipment, school field maintenance, and hazmat disposal. Capital outlay will continue the annual vehicle replacement and building improvements programs.

Public Works Department Budget Reconciliation

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2022 Approved Budget				\$10,470,034	
Contractual Obligations Net of Staff Turnover	98,871	-	-	98,871	-
One-Time Charges	-	(12,000)	(650,000)	(662,000)	-
FY 2023 Budget Changes					
1. Beach Bathhouse and Comfort Station Custodial	60,658	-	-	60,658	1.00
2. Hazmat Disposal	-	75,000	-	75,000	-
3. Pond and Lake Water Quality Sample Analysis	-	17,000	-	17,000	-
4. Cyanobacteria Communications	-	43,200	-	43,200	-
5. McBaroon Field Maintenance	-	12,000	-	12,000	-
6. Osterville Softball Field Maintenance	-	14,500	-	14,500	-
7. Seasonal Portable Bathroom Unit Program	-	7,500	-	7,500	-
8. Municipal Natural Gas Increases	-	7,500	-	7,500	-
9. Work Order System Contractual Increase	-	5,000	-	5,000	-
10. Gasoline and Diesel Fuel Increases	-	59,800	-	59,800	-
11. Vehicle Fleet Replacement	-	-	500,000	500,000	-
12. Facilities Operating Capital	-	-	150,000	150,000	-
FY 2023 Proposed Budget	\$159,529	\$229,500	\$0	\$10,859,063	1.00

Department of Public Works Budget Reconciliation

- 1. Beach Pond Bathhouse and Comfort Station - Custodial Personnel** - The Department is requesting the additional funding for one new full time equivalent custodian and one new six-month temporary custodian. Due to the adoption of Safety Standards for Coastal and Inland Beaches as well as the Outdoor Recreation Facility Restroom Cleaning Best Practices published by the Massachusetts Executive Office of Energy and Environmental Affairs (EEA), the Structures & Grounds Division has increased its level of services for these facilities.
- 2. Hazmat Disposal** – This line item budget was originally within the Solid Waste Enterprise Fund, which has now been transferred under the Department of Public Works operating budget.
- 3. Pond and Lake Water Quality Sample Analysis** - The Town has a number of impaired ponds. The ponds are impaired due to nutrient overloading from watershed sources, resulting in a variety of issues, including reduced dissolved oxygen, increased phosphorus, nitrogen, and chlorophyll levels, and decreased water clarity. Because of these issues, we are experiencing increased occurrence of cyanobacteria blooms and reduced habitat for cold-water fisheries. The Town will be able to leverage the data collected through the PALS program to monitor and track the water quality changes, integrate with other monitoring efforts, management plans, and Total Maximum Daily Load development, and engage citizens in stewardship efforts.
- 4. Cyanobacteria Monitoring & Reporting** - There are many species of cyanobacteria and many different toxins produced by cyanobacteria. Cyanobacteria and their associated toxin levels are unregulated at both the federal and state level. Nonetheless, both federal and state recommend posting a public health advisory in the presence of cyanobacteria. In 2016, the EPA developed criteria for two toxins produced by cyanobacteria: Microcystin (8-ppb) and Cylindrospermopsin (1.7-ppb) that could be used by States. These toxin thresholds were developed to provide protection for children age 5-11 weighing ~70-lbs. There are several ponds in Town that experience annual blooms and many that periodically experience a cyanobacteria bloom, which require notifications to the public and possible closures. In order to provide timely public health warnings of a potential cyanobacteria bloom, a regular monitoring program must be in place to identify cyanobacteria species in water and scum to determine potential toxin production; thus, a public health advisory. Additional, confirmation toxin testing of scum and water is necessary to determine if a closure is necessary.
- 5. McBarron Field Maintenance** - The Structures & Grounds Division is requesting funds for the continued maintenance and improvement of McBarron Field in Marstons Mills. The 4.9-acre athletic fields and surrounding property require fertilization of the irrigated turf, maintenance of the irrigation system, and the important practices including over-seeding to continue to improve the conditions of the property. Previously user groups maintained this field. Structures & Grounds with cooperation and funding from CPC and Recreation completed much needed improvements, repairs, and cultural practices to the 4.9-acre field, surrounding walking path, shed, and property. We performed the following improvements to the property during FY20: replaced electrical panel, replaced 3hp irrigation pump, installed new mainline isolation valve, installed 81 new sprinklers, replaced 3 electric sprinkler zone valves, aggressively dethatched, aerated, leveled irrigation trench lines, amended soil, and slice seeded all grass areas. Structures and Grounds inherited maintenance of the property when user groups disbanded and did not renew their user group agreement with the Recreation Division. The Town has also started steering away from user groups maintaining properties as they often times do not provide the same level of consistent service. The Comprehensive Field Study suggests an increase in funds to help rejuvenate athletic fields via increased cultural practices as CIP projects are costly and time prohibitive. Structures and Grounds has absorbed the maintenance costs for FY's FY21 and FY22 out of our Operating Budget and as more properties are improved we need proper funding to continue the level of service that we have provided since the improvements were made.
- 6. Osterville Softball Field Maintenance** - The Structures and Grounds Division will realize increased operating expenses associated with maintaining the newly renovated Softball & Athletic Fields located in Osterville. We are seeking additional funds to support the increased costs associated with maintaining the soon to be completed

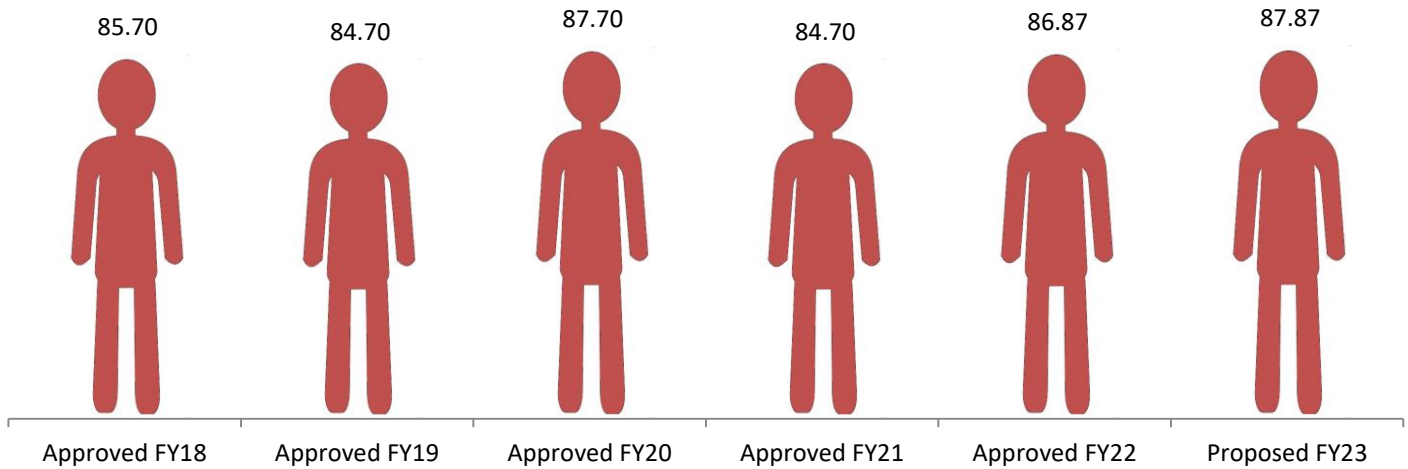
Department of Public Works Budget Reconciliation (Continued)

renovation, (May 2022). The Structures & Grounds Division will resume maintenance of the newly renovated Softball Field and surrounding property beginning in the spring of 2022. The field and associated grounds have undergone an extensive \$700,000+ renovation and require a higher level of maintenance. The new complex includes 3 acres of irrigated turf and a softball field with a clay-skinned infield. Additionally, a new storage shed, well pump, privacy fencing, backstop, and field fencing with protective coping, player benches, and spectator benches, paved parking area with granite curbing, concrete sidewalks, and wood pedestrian type guardrail are all included in the project. Field supplies will include fertilizer, irrigation parts, organic herbicides, grass seed, infield clay, and trash receptacles. Operational funding must be secured to protect the Town's investment in the facility.

- 7. Seasonal Portable Bathroom Unit Program** - The Structures & Grounds Division is requesting the additional funding associated with the seasonal bathroom sanitation program. Structures & Grounds coordinates schedules and monitors the delivery, removal, cleaning and emptying of the portable units. The Division contracts this amenity from a vendor who customarily provides these services. There are three units; one located at each the Blish Point boat ramp, the Cotuit Town Dock, and the Long Pond Conservation Community Gardens. These units are provided from Memorial Day to Columbus Day and are serviced three (3) times per week. There are three additional units one located at each the Centerville Recreation playground, Luke's Love playground and Burgess Park/Frisbee Golf course. These units are provided from April 15th to Columbus Day and are serviced three times per week. These units are not budgeted for, and costs are from other line items. The Blish Point boat ramp, Cotuit Town Dock, Long Pond Community Gardens, Centerville Recreation playground, Luke's Love playground, and Burgess Park are popular public outdoor destinations that attract a high number of visitors and patrons. None of which provide public restroom. Benefit of these units is that they provide the residents and visitors of these locations to use a bathroom. These portable units are stocked and supplied with hand sanitizer dispensers. Having portable toilets that are clean and stocked, signals to our patrons that our facilities are maintained and safe to use. Structures & Grounds was never funded for portable sanitation units it provides and the frequency of servicing they receive.
- 8. Municipal Natural Gas Increases** - Increase the gas utility line item due to contractual fee increases. The Town has entered into a three (3) year gas contract with the supplier Sprague Energy. Our current rate is \$0.616 and will increase to \$0.689 per CCF, which is an increase of \$0.073 or 11%. We have 24 municipal buildings that use natural gas.
- 9. Work Order System Contractual Increase** - An increase in Software Maintenance budgets to address the annual, contractual, increase in the work order system costs for the next two years. In May of 2016, the DPW entered into a contract, utilizing NJPA values, with Dude Solutions to supply a new work order system for the Department. The costs of these services were fixed through FY2019, but by agreement, increase by 5% annually going forward.
- 10. Gasoline and Diesel Fuel Increases** – Due to the increased cost for fuel.
- 11. Operating Capital - Vehicles** – The DPW has approximately 150 pieces of equipment, which are used to conduct its day-to-day business for the Town and emergency operations. These are replaced when they reach the end of their useful life with monies from the Vehicle Op-cap budget. The DPW has developed and implemented sustainable, long-term, plans for the vehicle program that has resulted in efficiencies and cost savings.
- 12. Facilities Operating Capital** - Funding the facilities operating capital request for the Structures and Grounds Division. The Structures & Grounds Division is responsible for the ongoing maintenance of (19) municipal facilities. These facilities need upgrades and maintenance. These funds allow the division to implement maintenance programs to ensure upkeep and reliability of our facilities.

Department of Public Works Factors Affecting FTE's

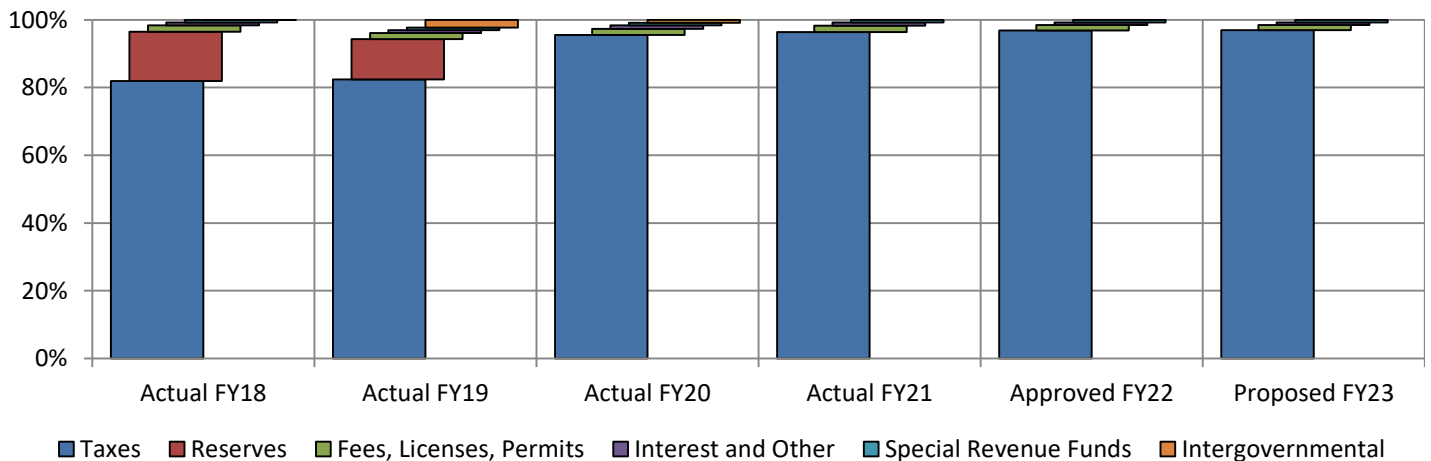
Full Time Employee History



FY 2019 included the elimination of (1.00) Section Foreman position. FY 2020 included adding 3.00 positions to support a field maintenance program. FY 2021 and FY 2022 changes are mostly due to reallocation of salary between General and Enterprise funds; however, the survey crew chief was eliminated in FY 2021. FY 2023 includes 1.00fte for a Bathhouse Custodial position.

Department of Public Works Factors Affecting Revenues

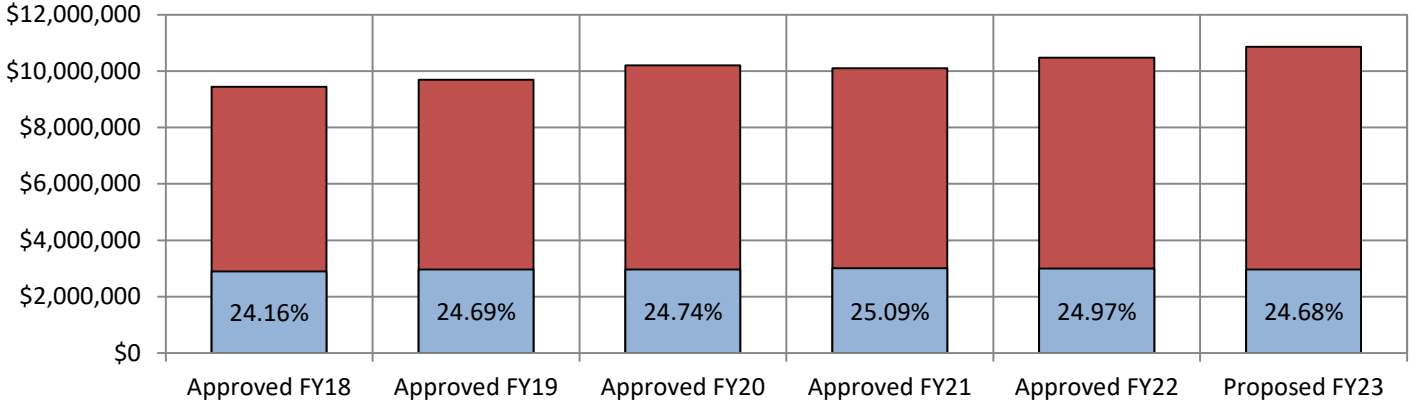
Total Sources of Funding Historical and Budgeted



Taxes account for 97% of total sources of funding for the proposed budget. However, direct sources of funding generated within the Public Works operations comes from operating the cementaries, revenue sharing from solar panels established throughout town as well as special revenue reimbursements. Excluding taxes, renewable energy sharing revenues are shared with Structures & Grounds to support facility maintenance. Burial fees account for roughly 20% of total sources of funding when excluding taxes. Embarkation special revenue reimbursements help support the cost of custodian services at the Bismore Park area, which accounts for 17% of total sources of funding when excluding taxes.

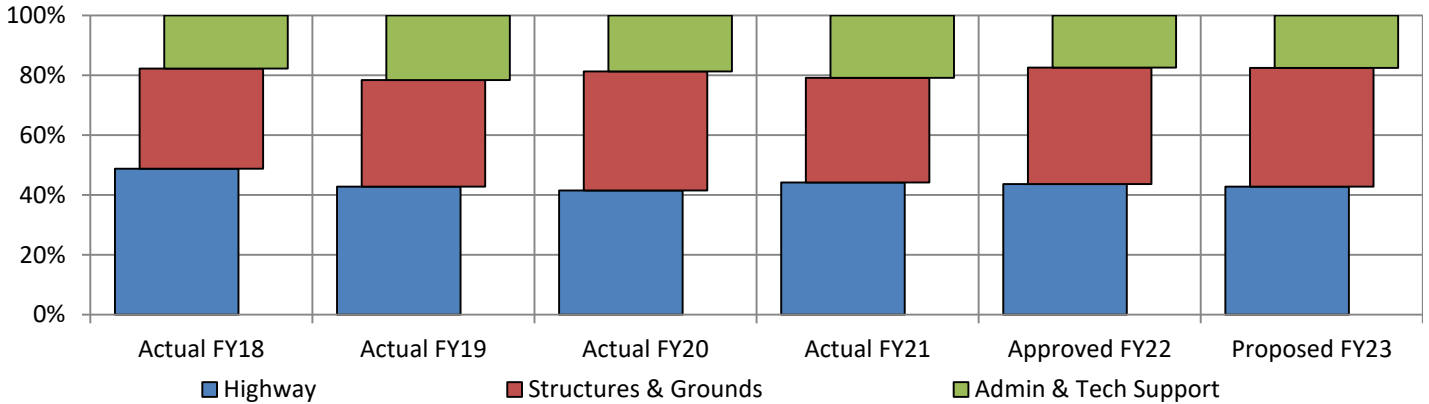
Department of Public Works Factors Affecting Expenditures

Budget History - % Of Municipal Operating Budget



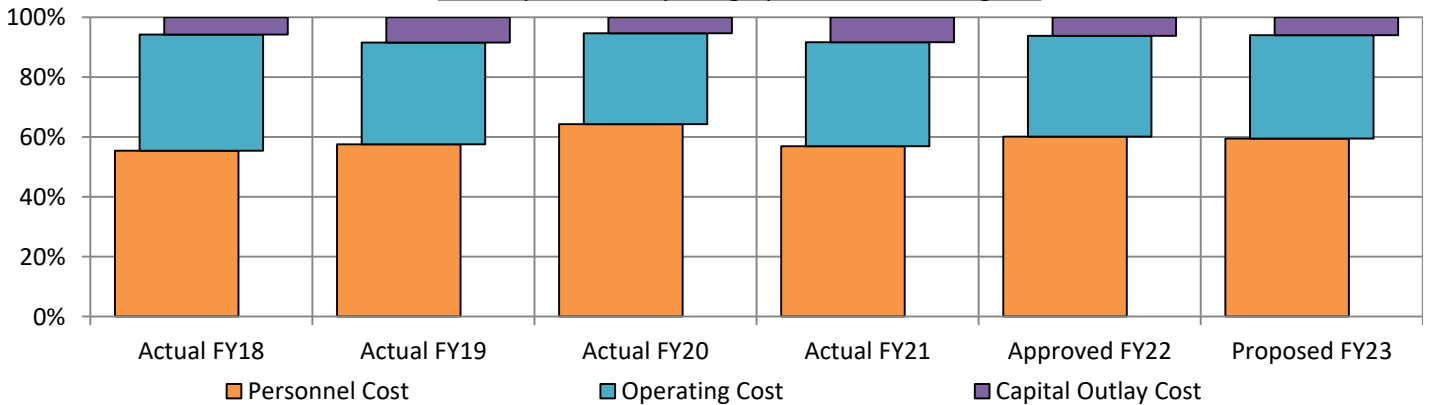
Department of Public Work’s budget has increased 2.51% annually on average over a six-year period. This budget has also increased from 24.16% to 24.68% of total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Division Historical and Budgeted



Highway is the largest division within the Department of Public Works at 44%, Structures & Grounds represents 39%, and Admin 17%. Snow & Ice removal is included within the Highway Division, which can experience significant cost increases depending on the winter weather.

Total Expenditures By Category Historical and Budgeted



Personnel cost represents the largest component of Public Works expenditures by category at 60% of the proposed budget. Actual results have remained consistent over a six-year period.

ADMINISTRATIVE & TECHNICAL SUPPORT DIVISION

Purpose Statement

The Administration and Technical Support 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 improvements and other projects.

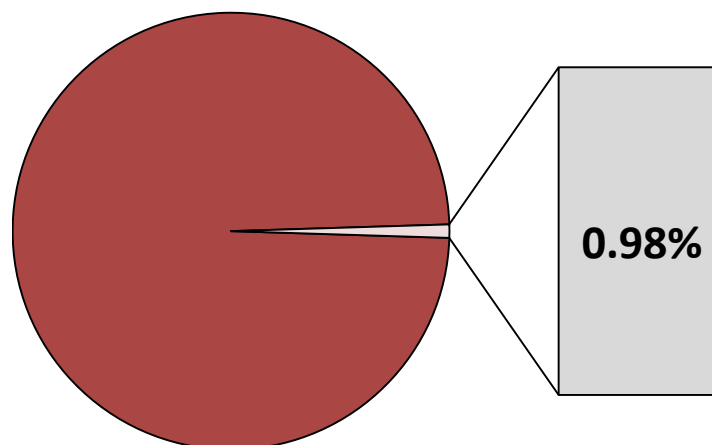
Program Areas

Administration

Technical Support

Capital Projects

% of FY 2023 General Fund Budget



This division comprises 0.98% of the overall General Fund budget.

Admin. & Technical Support Division Services Provided

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

The Administrative & Technical Support Division is responsible for various administrative and managerial duties by planning, directing, coordinating, and reviewing the work plans for assigned staff; assigned work activities, projects, and programs; review and evaluate work products, methods, and procedures. This division is also responsible for overseeing capital projects through the Capital Improvement Plan by creating, executing, and evaluating projects. This division leads the Department and provides management and fiscal oversight. The Engineering Group supports the operational divisions with engineering and project management expertise in all matters relating to horizontal construction (roads, sidewalks, sewers, water, etc.; and marine matters). The Architectural Group supports the operational divisions with architectural and project management expertise for vertical construction. The Survey Group supports the Department with in-house survey capabilities.



Glen Eagle Drive Road Project

Technical Support portion supplies services and records to other DPW divisions, various town boards, committees and agencies, as well as the public. These services range from review of subdivision submittals for Planning Board and Site Plan Review, to supplying address assignments and corrections to the telephone company in support of the 911 system. Many hours are spent answering questions and responding to requests from the public for traffic control, road improvements, parcel information, and plan reproduction. Technical support on numerous issues is provided to the administrative and operating divisions of DPW, as well as other Town departments. The Division assists the Assessing Department by annually updating the Assessor's maps to reflect changes in property delineations.

Finally, this division provides project and engineering management services for the capital projects. Project management of capital projects involves preliminary planning of a project through to the successful completion of the project. This entails planning, design or review of design by a consultant, permitting, bidding, construction, inspection, grant management, contract management, and all other management functions to assure the timely and cost effective completion of the capital project.

Admin. & Technical Support Division Recent Accomplishments

Town Engineer Recent Accomplishments

The Town Engineer, Griffin Beaudoin, P.E., and his staff provide engineering services and expertise to the five operational divisions, and other Town departments.

Chapter 90 Projects

- ✓ Completed design and construction of Bump's River Bridge Repairs;
- ✓ Completed construction of Sea Street Streetscape Improvements;

- ✓ Completed construction of Barnstable Village Streetscape Improvements;
- ✓ Completed Construction of Marstons Mills Streetscape Improvements, and;
- ✓ Preliminary design of Ocean Street Sidewalk Extension.

Special Projects

- ✓ Construction of Three Bays Stormwater BMPs (three site locations);
- ✓ Continued coordination with NRCS on the Marstons Mills Fishway Project;

Admin. & Technical Support Division Recent Accomplishments

- ✓ Continued implementation of Freshwater Pond water quality sampling and Pond Management;
- ✓ Coordination with communities adjacent to impaired ponds to discuss concerns;
- ✓ Coordination for Vineyard Wind Project;
- ✓ Coordination for Cape Cod Five Sewer/Pump Station Project;
- ✓ Continued public engagement and coordination water quality sampling for the annual estuaries monitoring program;
- ✓ Coordination of the Town's cyanobacteria sampling program in partnership with the Health Department;
- ✓ Partner on SNEP Watershed Pilot Initiative for the Three-Bays Watershed grant awarded to Barnstable Clean Water Coalition, and;
- ✓ Design for Route 28 East Sewer Expansion Project.

MassWorks Projects

- ✓ Completed construction of Municipal Sewer System Extension Kidd's Hill Road, Business Lane & Merchant's Way.
- ✓ Completed construction of Hyannis Commercial Center – Sidewalk Construction and Intersection Improvements.

State Transportation Improvement Program Projects

- ✓ Continued Design of Barse's Way Shared Use Path.
- ✓ Continued Design of Cape Cod Rail Trail Extension Phase 3 and Phase 4.

Capital Improvement Projects

- ✓ Phase 3 Dredging of Sampson's Island;
- ✓ Design and Permitting of Comprehensive Dredge Plan;
- ✓ Design and permitting of Blish Point Dredging Project;
- ✓ Design and Construction of Oyster Harbors Bridge Repairs;
- ✓ Preliminary design of Commerce Road Culvert Improvements, and;
- ✓ Submission of two (2) applications for State Revolving Fund projects.



Crosby Circle Osterville

Hyannis Water Planning Efforts

- ✓ Completed construction of COMM permanent Interconnection for Hyannis Water;
- ✓ Assisted with progress of design of Mary Dunn Well #4 Pump Station for Hyannis Water, and;
- ✓ Assisted with completion of the New Source Well Exploration Report for Hyannis Water.

Grants awarded

- ✓ Design for Three Bays Stormwater BMPs from Coastal Zone Management (CZM);
- ✓ Construction for Three Bays Stormwater BMPs from CZM, and;
- ✓ MassTrails Grant for Cape Cod Rail Trail Phase 3 design.

Other Services

- ✓ Responded to hundreds of Public Inquiries and Requests;
- ✓ Participated in over 109 Site Plan Reviews;
- ✓ Processed over 270 Road Opening Permits;
- ✓ Evaluated and inspected 10 Sanitary Sewer Connections, Disconnections and Repairs;
- ✓ Processed over 17 Address Changes;
- ✓ Processed and conducted 11 pole hearings;
- ✓ Processed over 20 Sign Requests;
- ✓ Oversee and maintain MS4 permit compliance, and;

Admin. & Technical Support Division Recent Accomplishments

- ✓ Provided Town communication for the following MassDOT projects:
 - Falmouth Road & Osterville-West Barnstable Road Intersection Improvements
 - Route 28 & Yarmouth Road Intersection Projects
- ✓ Provided Town communication for the following National Grid projects:
 - Service Road Gas Main Installation
 - Hinckley Road Gas Main Installation
 - Anchor Lane Regulator Pit reinstallation
- ✓ Partner on MVP Regional Low-Lying Roads Grant awarded to Wellfleet.

Heavy Maintenance & Repairs Recent Accomplishments

Asphalt Mill & Overlay Roads: This process includes milling the top layer of existing asphalt on a roadway, typically to a depth of 1-1/2", to remove minor cracks and defects and installing 1-1/2" of new asphalt pavement to provide a smooth driving surface.

Locations: Huckins Neck Road, Centerville/Barnstable; Winter Street, Hyannis

Temporary Repair Program for Certain Private Roads: This program is intended to provide property owners on private roads with a method to petition for use of Town funds to make temporary repairs on their roadway. This is a betterment program offered by the Town with reimbursement of the costs made by the property owners back to the Town through the Tax Collectors Office.

Began or completed construction on:

Location: Wheeler Road, Marstons Mills

Finalized design on:

Location: Goodview Way, Barnstable

Drainage Improvements This program is intended to repair/ replace or install new drainage systems throughout the Town for the collection of stormwater runoff.

Installed independent drainage systems on the following streets:

Locations: Cedar Street, West Barnstable; Head of the Pond Lane, Marstons Mills; Huckins Neck Road, Centerville/Barnstable Village; Juniper Lane, Centerville; Kent Road, Barnstable; Lake Shore Drive, Marstons Mills; Oldham Road, Osterville; Park Avenue, Centerville

Town Architect Recent Accomplishments

Capital Improvement Planning

- ✓ Provided assistance to Structures & Grounds for development of facility management plans for various buildings;
- ✓ Provided assistance to Structures & Grounds to restore mechanical failure and damage at HYCC;
- ✓ Cataloged building mechanical conditions and related interior environment concerns for DPW controlled community and government buildings;
- ✓ Development of 51 capital improvement plan submissions, and;
- ✓ Assisted the Arts program with renovations to 50 Pearl Street.

Design Oversight

- ✓ Consultant design oversight of HYCC Facility Roof and Mechanical Improvements;
- ✓ Consultant design oversight of the Osterville Recreation Building project;
- ✓ Consultant design oversight of the Hyannis Armory Redevelopment;
- ✓ Consultant design oversight of the SAB Mechanical Improvement project;
- ✓ Consultant design oversight of the Barnstable Adult Community Center Fire Suppression System Improvement project;
- ✓ Consultant design oversight of the Barnstable Town Hall Restroom Upgrade project;
- ✓ Consultant design oversight of the Marstons Mills School demolition project;
- ✓ Consultant design oversight of the Salt Shed Repair project, and;
- ✓ Consultant design oversight of the Craigville Bathhouse Phase III improvement project.

Admin. & Technical Support Division Recent Accomplishments

In-House Design

- ✓ Design services for a master plan at the Osterville Recreation Building.
- ✓ Design services for the Osterville Softball Field.
- ✓ Design services for the Marstons Mills Pickleball / Tennis Court project;
- ✓ Design services for the Burgess House Window Restoration project;
- ✓ Design services for the Paine Black House Improvement project;
- ✓ Design services for the Barnstable Town Hall Interior Corridor Improvement project;
- ✓ Design services for the Barnstable Town Hall Security Improvement project;
- ✓ Design services for the Barnstable Police Dog Kennel, and;
- ✓ Design services for the South Street Parking Garage project.

Construction Project Management

- ✓ Construction management of the Burgess House & Site Restoration project;
- ✓ Construction management of the installation of a new generator at the Adult Community Center;
- ✓ Construction management of the JFK Museum Plaza replacement project;
- ✓ Construction management of the Hyannis Youth & Community Center Roof Replacement project;
- ✓ Construction management of the Hyannis Golf Course Maintenance Building Roof Repair Project;
- ✓ Construction management of the Marstons Mills Elementary School Modular Classroom Demolition project;
- ✓ Construction management of the West Barnstable Community Building Window Replacement project;
- ✓ Construction management of the Centerville Recreation Building Improvement project;
- ✓ Construction management of the Barnstable Senior Center Standby Generator project;
- ✓ Construction management of the Barnstable Senior Center Kitchen Renovation project;
- ✓ Construction management of the US Custom House Carriage House Restoration project, and;



Ocean Street Road Project

- ✓ Construction management of the Hyannis Armory Building Hazardous Materials Abatement Project.

Town Surveyor Recent Accomplishments

- ✓ Facilitate oversight of land surveying sub-consultant plan review for Phase 1, 2 and 3 Sewer Expansion projects;
- ✓ Perform dune erosion monitoring for Sandy Neck and Blish Point;
- ✓ Preparation of MA DOT easement plans to support Bearer's Way shared use MassDOT bike path;
- ✓ Property line survey of proposed sewer pump station parcel for easement and land division plans;
- ✓ Topographic, Detail and Property Line survey of Bay Lane Ballfields;
- ✓ Preparation of Conceptual Land Division Plans for the old Cotuit Elementary School facility;
- ✓ Perform title research in conjunction with Sewer Expansion projects for title certifications and Barnstable County Roadway discontinuances;
- ✓ Property line survey and plan preparation of Long Beach parcel;
- ✓ Perform centerline grade survey of Little River;
- ✓ Perform title research and exhibit plan preparation for Mill Pond dredge project;
- ✓ Property line survey of Crooked Cartway, and;
- ✓ Construction related activities relevant to Strawberry Hill Sewer Expansion project.

Admin. & Technical Support Division Goals and Objectives

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

Short-Term:

1. Continue staffing and implementation of the Comprehensive Wastewater Management Plan (CWMP); begin permitting and execution of select wastewater projects. **(SP: Public Health and Safety, Education, Environmental and Natural Resources, Communication, Infrastructure, Finance)**
2. Evaluate costs and impact of absorbing additional infrastructure responsibilities within the DPW. **(SP: Finance, Education, Communication)**
3. Finalize design and bid of the Bay Lane Ballf Field Improvement Project. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**
4. Finalize Stormwater Management regulations, as required for MS4 Program and incorporate into Town's Ordinance. **(SP: Regulatory Process and Performance, Education, Communication)**
5. Create/update the electronic filing system for the Department. **(SP: Education, Communication)**
6. Continue to implement the Comprehensive Dredge Permit. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**
7. Continue to support the Structures and Grounds Division with strategic planning, budgeting, and engineering assistance in the implementation of the Comprehensive Field Study. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**
8. Add additional resources to the Vertical Section to support the ongoing CIP workload. **(SP: Finance, Education, Communication)**

9. Continue to implement security measures in Town Hall and SAB. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**

10. Finalize construction Osterville Field Improvement Project. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**

Long-Term:

1. Continue staffing and implementation of the CWMP; execution of wastewater projects as per the CWMP schedule. **(SP: Public Health and Safety, Education, Communication, Infrastructure, Finance)**
2. Continue to maintain MS4 permit compliance. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**
3. Finalize the Hyannis East End and West End planning and designs. **(SP: Public Health and Safety, Infrastructure)**
4. Begin planning and design for the reconfiguration and rehabilitation of the Route 132 corridor from Bearse's Way to the Airport Rotary. **(SP: Public Health and Safety, Infrastructure)**
5. Integration of the Town's water purveyors into Department planning as appropriate. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**

Admin. & Technical Support Division Budget Comparison

Admin & Tech Support Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$2,006,295	\$1,695,462	\$1,796,351	\$1,871,493	\$75,142	4.18%
Fees, Licenses, Permits	46,535	30,820	30,000	30,000	-	0.00%
Interest and Other	-	100	-	-	-	0.00%
Total Sources of Funding	\$2,052,830	\$1,726,382	\$1,826,351	\$1,901,493	\$75,142	4.11%

Expenditure Category						
Personnel	\$937,113	\$865,565	\$930,715	\$940,657	\$9,942	1.07%
Operating Expenses	299,298	232,317	245,636	310,836	65,200	26.54%
Capital Outlay	816,419	628,500	650,000	650,000	-	0.00%
Total Appropriation	\$2,052,830	\$1,726,382	\$1,826,351	\$1,901,493	\$75,142	4.11%

Summary of Budget Changes

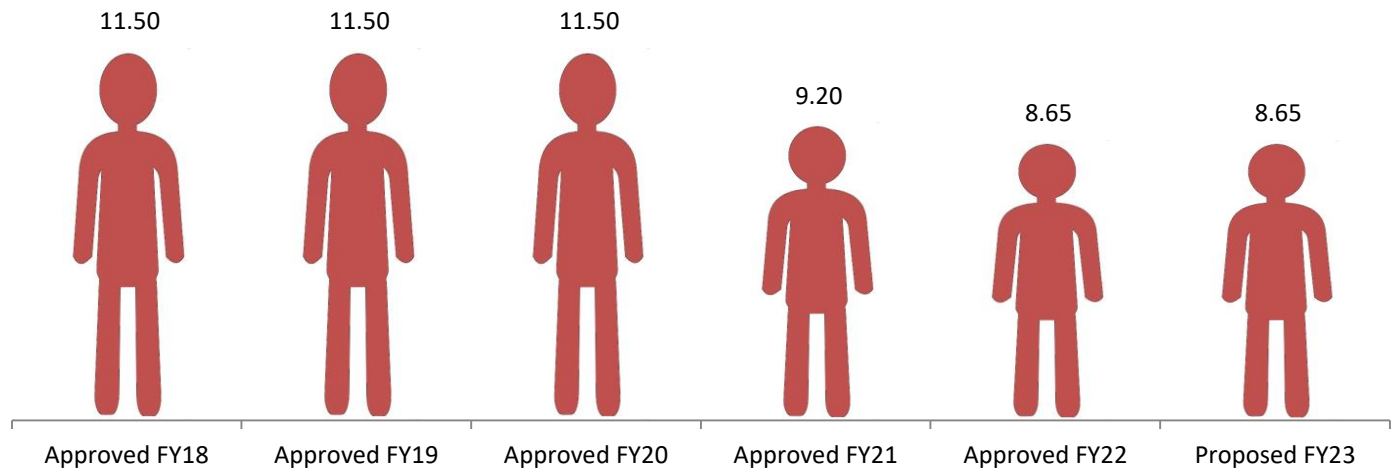
Public Works Admin & Technical Support Division's proposed FY 2023 budget increased by \$75,142, or 4.11% from the approved FY 2022 budget. Personnel budget change includes contractual. Operating budget change includes water sampling for estuaries, lakes, and ponds. Capital outlay continues the annual vehicle replacements and building improvements.

Job Title	FY 2021
Admin Asst. to DPW Director	0.70
Assistant Public Works Director	0.55
Director of Public Works	0.55
Engineer Records Manager	1.00
Financial Coordinator	0.70
Town Safety Officer	0.55
Assistant Town Engineer	1.00
Senior Project Manager	1.00
Special Project Manager Embayment	0.60
Town Architect	1.00
Town Engineer	0.55
Town Surveyor	1.00
Full-time Equivalent Employees	9.20

	FY 2022	FY 2023	Change
	0.70	0.70	-
	0.55	0.55	-
	0.55	0.55	-
	1.00	1.00	-
	0.70	0.70	-
	-	-	-
	1.00	1.00	-
	1.00	1.00	-
	0.60	0.60	-
	1.00	1.00	-
	0.55	0.55	-
	1.00	1.00	-
	8.65	8.65	-

Admin. & Technical Support Division Factors Affecting FTE's

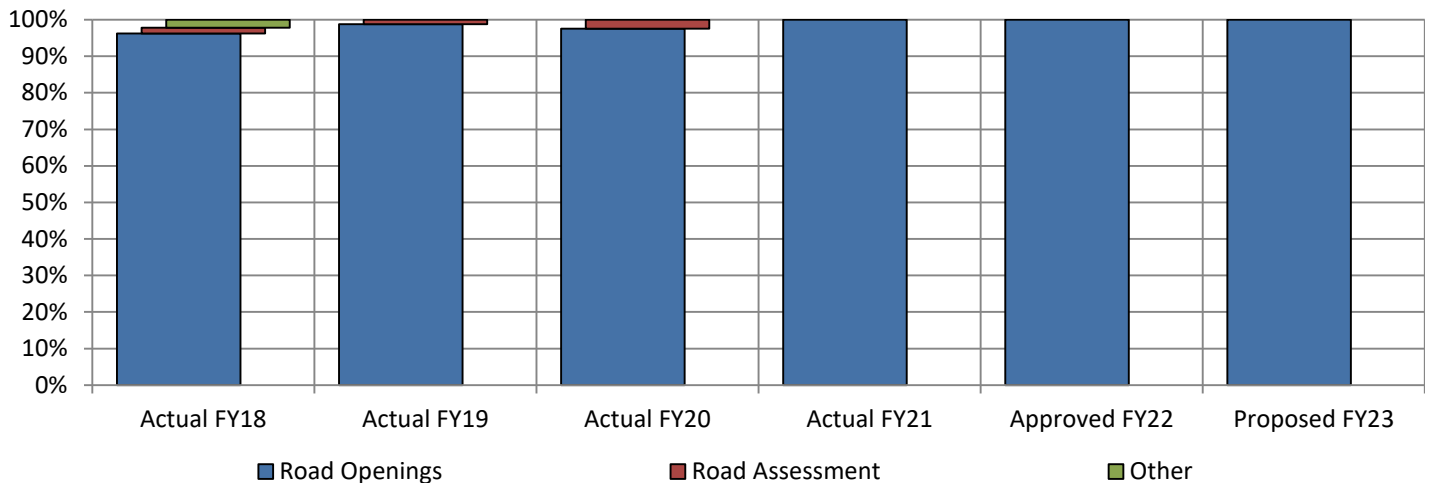
Full Time Employee History



FY 2021 budget reflects a net decrease of (1.30)fte's as two vacant positions are being eliminated. FY 2022 includes a reallocation of the Safety Officer salary from the General Fund to the Enterprise Funds.

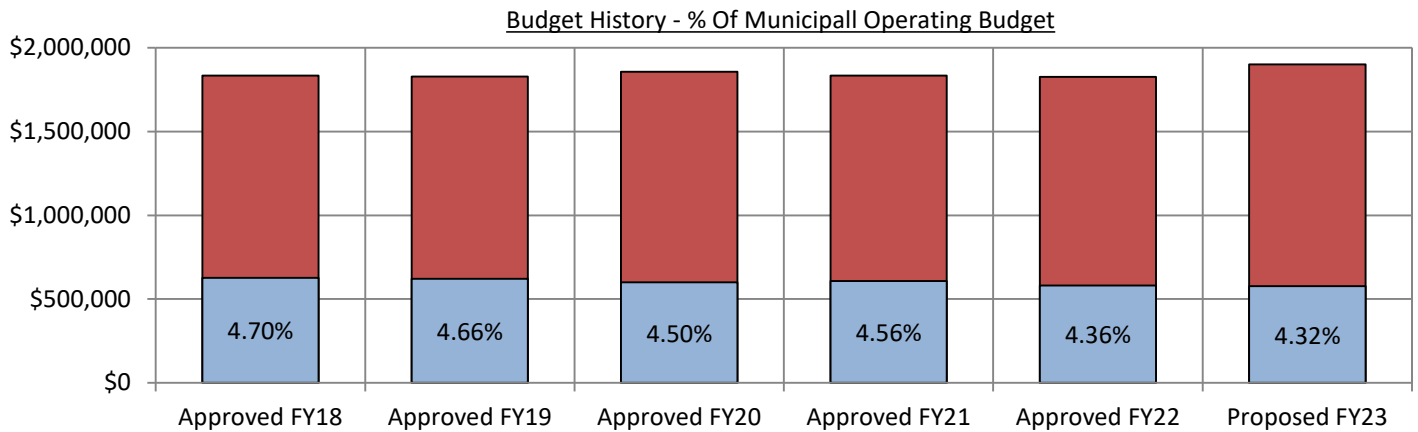
Admin. & Technical Support Division Factors Affecting Revenues

Total Revenue Sources (Excluding Taxes) Historical and Budgeted

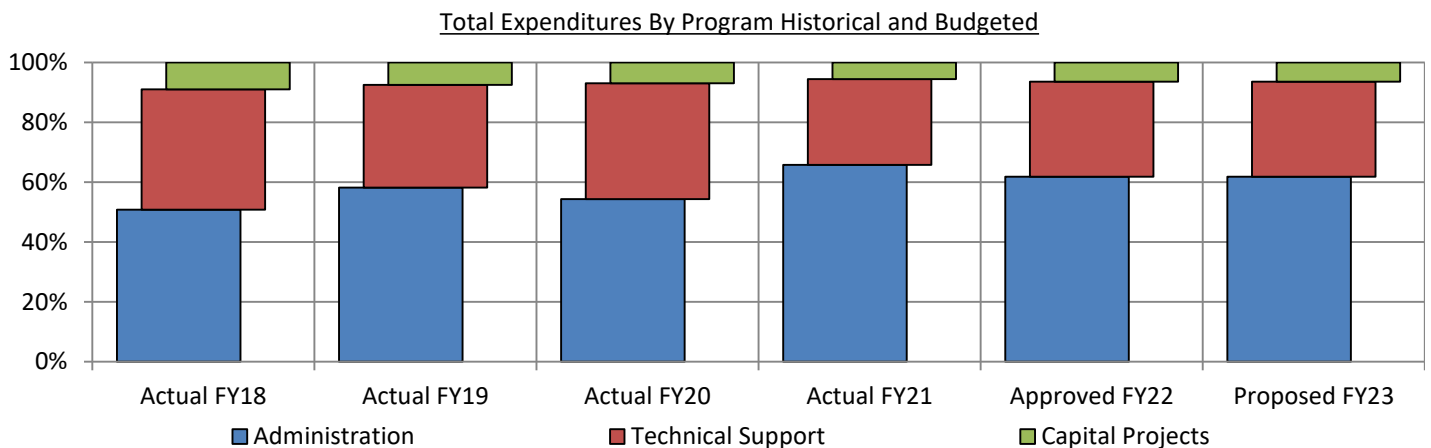


Taxes provide 98% of total sources of funding. Excluding tax support, road openings provide 100% of the revenue sources for this division.

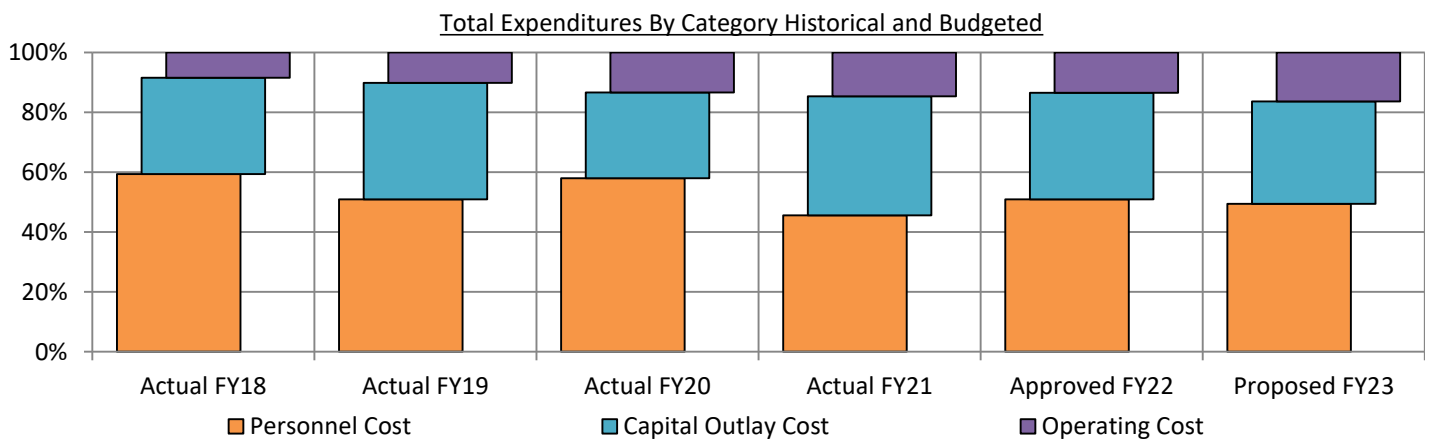
Admin. & Technical Support Division Factors Affecting Expenses



Admin & Technical Support’s budget has been flat over a six-year period. The division manages all the department capital outlay needs for vehicle replacements. This division’s budget has decreased from 4.70% to 4.32% of total municipal operating budget (excludes other requirements and schools)



Administration represents 62% of the division’s proposed budget followed by capital projects 32%, and 6% technical support.



Personnel cost account for 51% of the proposed budget followed by capital outlay at 36%, and operating at 13%. This division manages the entire Public Works fleet of vehicles.

HIGHWAY DIVISION

Purpose Statement

The purpose of the Highway Division is to protect, maintain and improve the Town's roadway system, parking facilities and drainage facilities in a manner which promotes maximum life, improves traffic flow and enhances both pedestrian and vehicular safety; and to provide a level of routine and emergency repairs to certain Town-owned vehicles and equipment that maximizes their life and minimizes down-time.

Program Areas

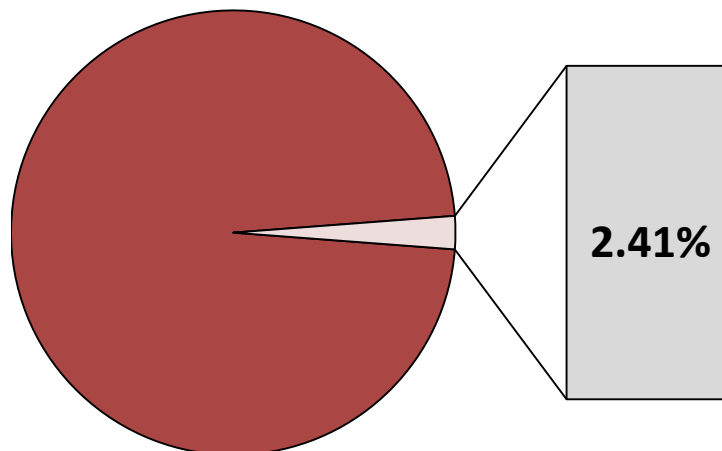


Roadway Maintenance



Equipment Support

% of FY 2023 General Fund Budget



The Highway Division comprises 2.41% of the overall General Fund budget.

Highway Division Services Provided

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

Highway Division is responsible for the alterations, repair, maintenance, and management of public ways and sidewalks, storm drains and culverts. This division is also responsible for the seasonal operation of the drawbridge in Osterville, Main St Hyannis sidewalk machine litter removal and a courier service that provides interdepartmental mail delivery. This division is also responsible for snow & ice removal.

Highway Division Recent Accomplishments

- ✓ Responded to over 1,708 unscheduled work requests from citizens;
- ✓ Cleaned over 1,785 catch basins;
- ✓ Installed 2 new drainage systems;
- ✓ Repaired a total of 31 catch basin systems;
- ✓ 5. Backfilled newly paved road shoulders with 100 tons of loam and 80 tons of processed gravel;
- ✓ Graded a total of 67 gravel roads;
- ✓ Installed 481 tons of new asphalt patches;
- ✓ Swept over 625 lane miles of roads and 25 parking lots;
- ✓ Mowed 344 lane miles of road shoulders and picked up litter on 139 lane miles of roads. Collected 601 bags of litter;
- ✓ Mowed and maintained the Route 132 Corridor 31 times, installed 120 yards of bark mulch;
- ✓ Maintained 323 miles of sidewalks;
- ✓ Maintained vegetation growth for 987' of guardrail;
- ✓ Addressed 68 road brushing requests;
- ✓ Maintained the fire roads in the West Barnstable Conservation area;
- ✓ Repainted 652 stop bars, 305 crosswalks;
- ✓ Repainted 202 miles of fog lines Town-wide;
- ✓ Repainted 207 miles of centerlines Town-wide;
- ✓ Repainted 178 road markings (only, arrows and speed humps) 3 parking lots;
- ✓ Replaced and maintained 224 street signs;
- ✓ Installed 290 warning signs for Covid-19 purposes town wide;
- ✓ Removed and installed 50' of new guardrail;
- ✓ Provided traffic and crowd control devices for various functions throughout the Town;
- ✓ Deployed 6 Message boards throughout the Town for Covid-19 action;
- ✓ Installed 240 Concrete Bin Block for Downtown Hyannis Main Street Covid-19 traffic pattern;



Bumps River Bridge Construction

- ✓ Opened the West Bay Draw Bridge 1,810 times for 2,011 boats navigating in and out of the bay;
- ✓ Maintained 399 pieces of equipment;
- ✓ Maintained 107 pieces of snow and ice equipment;
- ✓ Created 1 Oshkosh snow fighter;
- ✓ With the help and cooperation of staff from many other divisions and departments, roadways were cleared of snow and ice. (The DPW responded to 16 snow and ice events, removing over 25.70 inches of snow. Applied over 3,976 tons of road salt, 543 of pre-treated salt, 0 tons of road sand;
- ✓ Continued with rebuilding of Marsh Trail on Sandy Neck;
- ✓ Responded to 60 hazard tree removal work orders town wide;
- ✓ Performed 13 site vision and tree inspections requests
- ✓ Planted 6 new trees, and;
- ✓ Responded to 79 deceased animal calls in the roadway.

Highway Division Goals and Objectives

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

Short-Term:

1. Implement a plan to address street sweeping and catch basin cleaning per the MS4 permit Town wide. **(SP: Infrastructure)**
2. Continue with a plan to review and implement safety procedures in conjunction with the DPW Safety Officer. **(SP: Education, Public Health and Safety)**
3. Continue with guardrail repair or replacement town wide, also addressing sidewalk Handicap issues. **(SP: Infrastructure)**

Long-Term:

1. Develop staff training programs to insure that staff is knowledgeable in current technologies and efficient and safe methods related to their work environment. **(SP: Infrastructure, Public Health and Safety)**
2. Initiate results from Asset Management program study. **(SP: Infrastructure , Public Health and Safety)**
3. Continue Guardrail replacement program. **(SP: Infrastructure)**

Highway Division Budget Comparison

Highway Division Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$4,360,032	\$5,161,843	\$4,568,578	\$4,653,161	\$84,583	1.85%
Interest and Other	197	219	-	-	-	0.00%
Total Sources of Funding	\$4,360,229	\$5,162,062	\$4,568,578	\$4,653,161	\$84,583	1.85%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$2,332,914	\$2,515,822	\$2,522,819	\$2,540,102	\$17,283	0.69%
Operating Expenses	2,027,315	2,646,241	2,045,759	2,113,059	67,300	3.29%
Total Appropriation	\$4,360,229	\$5,162,062	\$4,568,578	\$4,653,161	\$84,583	1.85%

Summary of Budget Changes

Highway Division's proposed FY 2023 budget increased by \$84,583, or 1.85% from the approved FY 2022 budget. Personnel budget change is for contractual obligations. Operating budget change includes increase in fuel utility cost.

Job Title	FY 2021
Administrative Assistant Highway	1.00
Arborist	2.00
Bridge Ops./Laborer Craftsperson	2.00
Division Supervisor Highway	1.00
Equipment Operator	12.00
General Foreman	1.00
General Foreman Fleet Manager	1.00
Laborer/Craftsperson	4.00
Mechanic	5.00
Principal Division Asst. Highway	1.00
Section Foreman	2.00
Tree Warden/Forestry Foreman	1.00
Working Foreman	4.00
Full-time Equivalent Employees	37.00

FY 2022	FY 2023	Change
1.00	1.00	-
2.00	2.00	-
2.00	2.00	-
1.00	1.00	-
12.00	12.00	-
1.00	1.00	-
1.00	1.00	-
4.00	4.00	-
5.00	5.00	-
1.00	1.00	-
2.00	2.00	-
1.00	1.00	-
4.00	4.00	-
37.00	37.00	-

Highway Division Factors Affecting FTE's

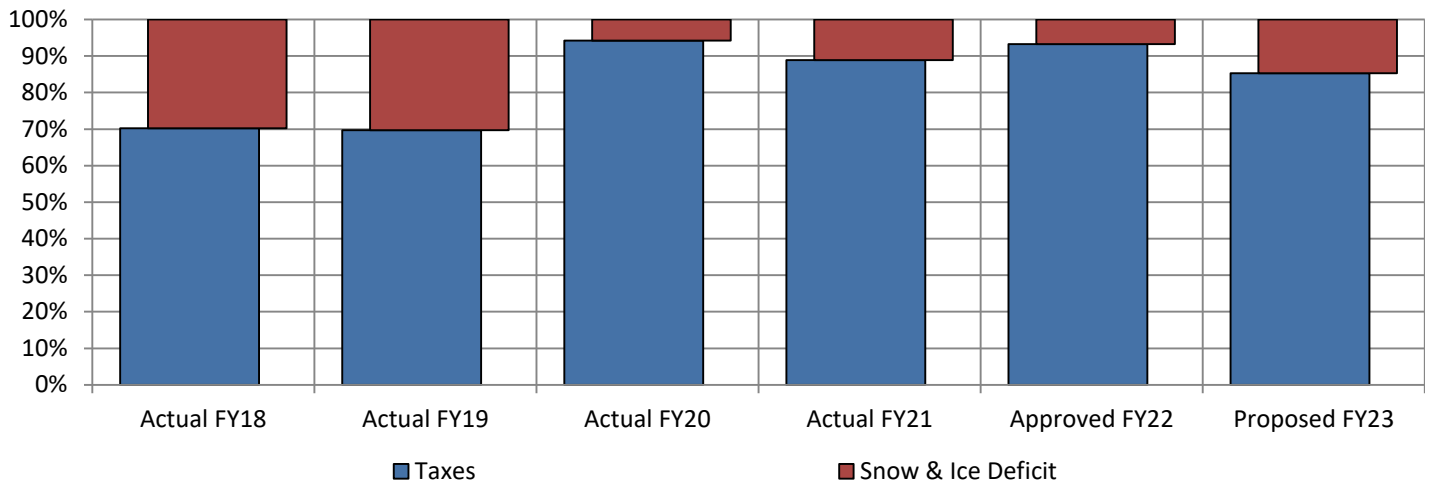
Full Time Employee History



FY 2021 includes (0.70)fte's reduction for eliminating the courier position.

Highway Division Factors Affecting Revenues

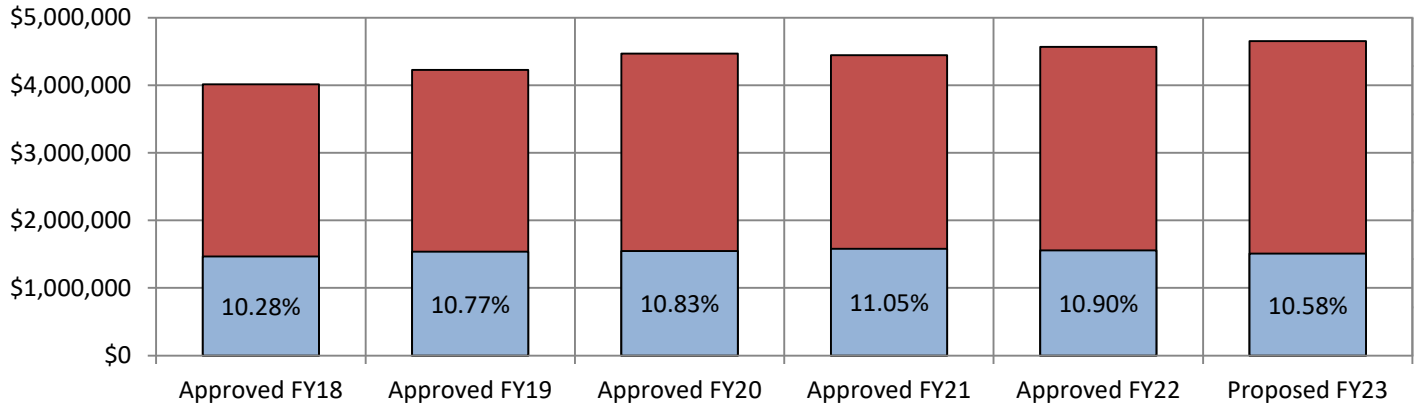
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Taxes provide 100% of total sources of funding to support the Highway division's proposed budget. The snow & ice removal budget is included within the Highway Division budget, which any snow & ice deficit from the previous fiscal year is carried over into the next fiscal year as a use of reserves.

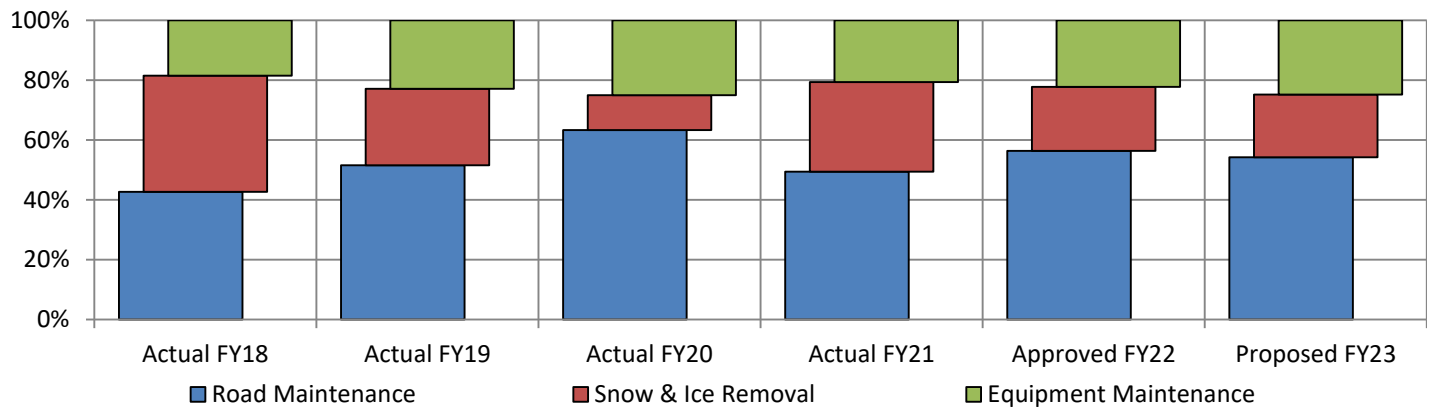
Highway Division Factors Affecting Expenses

Budget History - % Of Municipall Operating Budget



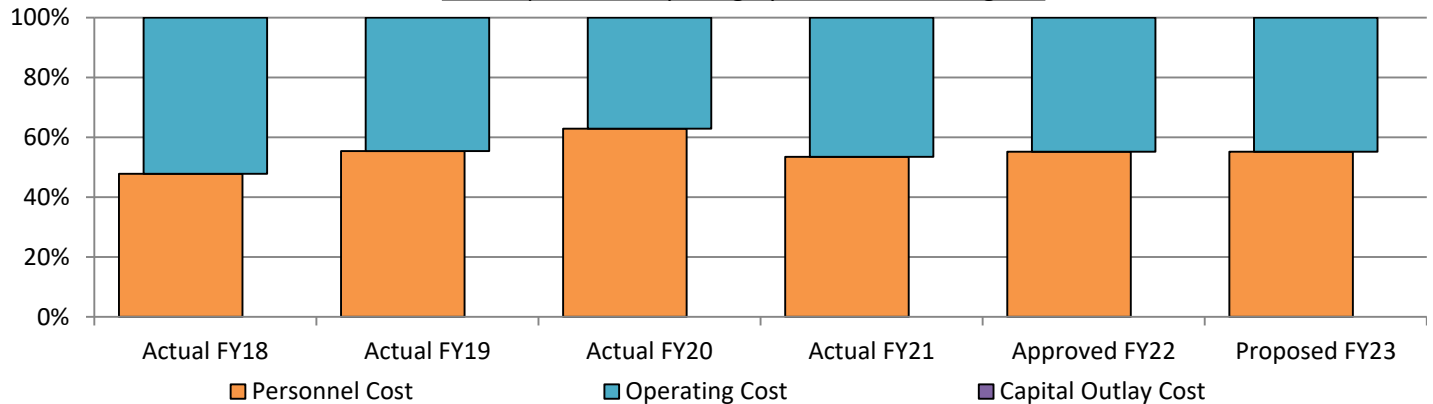
Highway’s budget has increased 2.66% annually on average over a six-year period. The division manages the gasoline and diesel for most of the town’s vehicles, so contract prices contribute most to any budget changes. This division’s budget has also increased from 10.28% to 10.58% of the total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



Roadway maintenance is the largest program area within the Highway division comprising 56%. The remaining balance is split between Equipment Maintenance and Snow & Ice removal.

Total Expenditures By Category Historical and Budgeted



Personnel cost account for 55% of this division’s proposed operating budget followed by 45% in operating cost.

Highway Program Services Provided

Roadway Maintenance Program

The roadway maintenance program is responsible for 250 miles of town roads, 70 miles of town sidewalks, 4 miles of bike paths, 74 town parking lots, 6 bridges and over 4,000 drainage systems on town roads. It also performs emergency repairs to 200 miles of private roads, sweeps town roads and responds to pumping flooded private roads on an emergency basis, grades 91 gravel roads, removes brush and mows 144 lane miles of town road shoulders, and removes litter from 250 miles of town roads. In addition, the division maintains over 8,000 regulatory and non-regulatory signs on town roads and street signs on private roads, maintains and repairs 48,549.60 feet guardrails on town roads and provides pavement marking on town primary roads and parking lots. The Forestry section maintains and waters 25 trees per week during the summer months. The bridge crew operates the drawbridge. The crews are supported by a small office staff, which answers the telephone, dispatches, and deals with administrative matters and equipment procurement for the DPW. The Roadway Maintenance program focuses on our goal of infrastructure maintenance, deals expeditiously with daily complaints, strives to complete the preparations necessary for the following year's roadway resurfacing program, and, increasingly, accomplishes construction projects such as drainage improvements. During winter storms, everyone works to keep our roadways passable.

Road Maintenance Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Change
Taxes	\$2,155,775	\$2,432,271	\$2,577,967	\$2,527,261	(\$50,706)	-1.97%
Interest and Other	197	219	-	-	-	0.00%
Total Sources of Funding	\$2,155,972	\$2,432,490	\$2,577,967	\$2,527,261	(\$50,706)	-1.97%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Change
Personnel	\$1,532,095	\$1,694,388	\$1,821,923	\$1,771,217	(\$50,706)	-2.78%
Operating Expenses	623,877	738,101	756,044	756,044	-	0.00%
Total Appropriation	\$2,155,972	\$2,432,490	\$2,577,967	\$2,527,261	(\$50,706)	-1.97%

Equipment Maintenance Support Program

The Equipment support program maintains a 160-unit fleet of vehicles, which includes trucks, automobiles, street sweepers, backhoes, and everything in between. We do this for all divisions of the DPW, as well as Natural Resources, Weights and Measures, Recreation, Animal Control, Sandy Neck Rangers, Hyannis Youth center, and the Harbormaster. The Equipment support program also maintains 27 traffic signals, 13 school flashers, the Osterville drawbridge, and operates the municipal fueling depot.

Equipment Maintenance Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$897,302	\$955,573	\$1,015,611	\$1,150,900	\$135,289	13.32%
Total Sources of Funding	\$897,302	\$955,573	\$1,015,611	\$1,150,900	\$135,289	13.32%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$584,370	\$577,433	\$620,896	\$688,885	\$67,989	10.95%
Operating Expenses	312,932	378,139	394,715	462,015	67,300	17.05%
Total Appropriation	\$897,302	\$955,573	\$1,015,611	\$1,150,900	\$135,289	13.32%

Highway Program Services Provided (Continued)

Snow & Ice Removal Program

The Snow and Ice Removal Program provides for snow and ice removal from 450 miles of roads comprised of 200 miles of town 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.



Plow and Salt Truck

Snow & Ice Removal Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$1,306,955	\$1,774,000	\$975,000	\$975,000	\$0	0.00%
Total Sources of Funding	\$1,306,955	\$1,774,000	\$975,000	\$975,000	\$0	0.00%

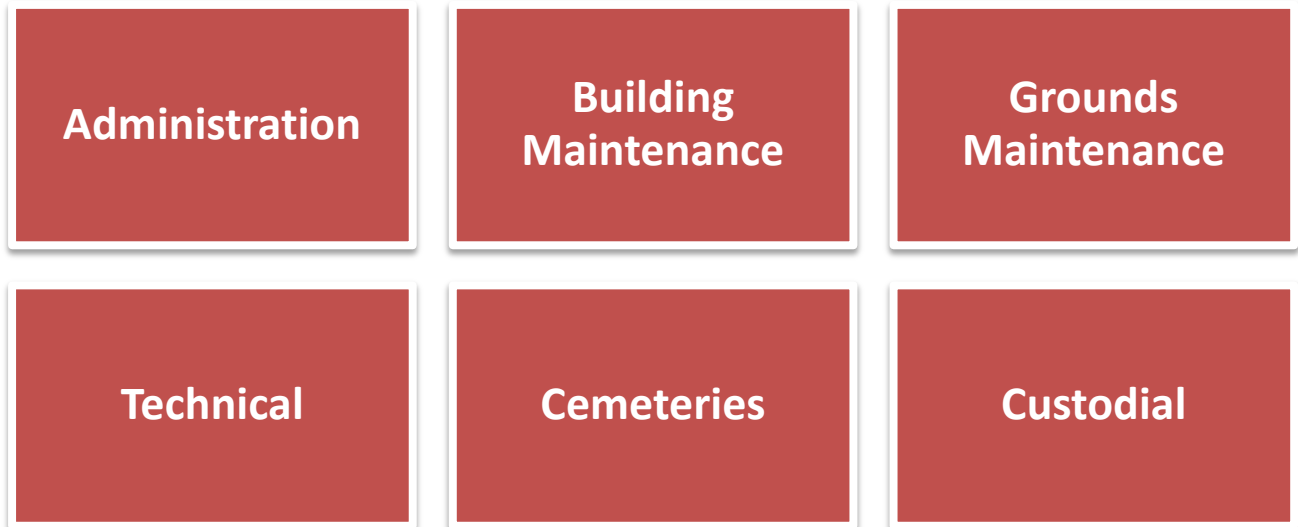
Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$216,449	\$244,000	\$80,000	\$80,000	\$0	0.00%
Operating Expenses	1,090,506	1,530,000	895,000	895,000	-	0.00%
Total Appropriation	\$1,306,955	\$1,774,000	\$975,000	\$975,000	\$0	0.00%

STRUCTURES & GROUNDS DIVISION

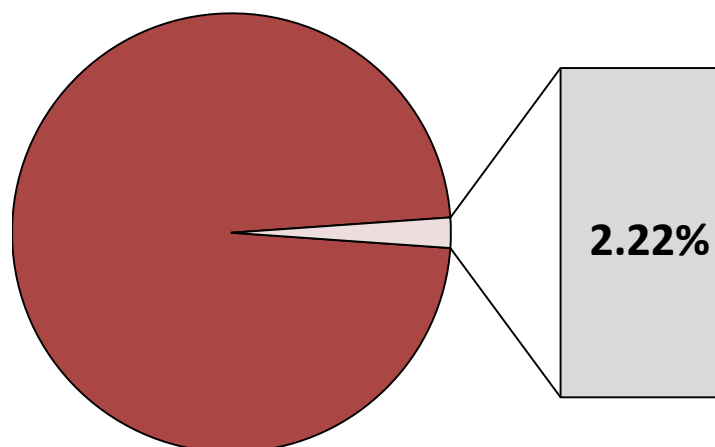
Purpose Statement

The purpose of the Structures & Grounds Division is to protect, enhance, and maintain the Town's buildings, parks, cemeteries, marinas, recreational and community facilities and resources. We strive to accomplish this in a manner that maximizes safety, life, utility, and enhances the Town's unique environmental and aesthetic qualities. Our goal is to construct, renovate, and maintain our facilities in the most responsive, and cost effective manner without diminishing the quality we seek to implement. 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.

Program Areas



% of FY 2023 General Fund Budget



The Structures & Grounds Division comprises 2.22% of the overall General Fund budget.

Structures & Grounds Division Services Provided

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

Structures & Grounds is responsible for the cultivation and care of the landscaping and grounds surrounding town facilities, planting flowers, mows, pulls weeds, repairs structures, and maintains outside of buildings.

Structures & Grounds Division Recent Accomplishments

Grounds Accomplishments

- ✓ Completed hardscape and landscape renovations to the Hyannis plaza and gardens located at the Hyannis Village Green;
- ✓ Completed the CPC funded field renovation and installation at the Barnstable Hollow, project included: new landscape plantings; new irrigation well and underground irrigation system; new flag pole and associated up lighting; installation of 41,000 sq. ft. of sod; and 1,200 sq. ft. of hydro-seeded wild flowers;
- ✓ Completed the removal of existing stone walkway, excavation and installation of new 6' wide brick paver walkway at the RTA plaza;



Armory Building – Grounds Maintenance

- ✓ Completed landscape renovations and improvements at Dowse's Beach, project included: remove and dispose of picket and vinyl fencing; several large tree and stump removals; extensive brush mowing along road and entry way; installation of 360 linear feet of 4"x10" wood beam guardrail; installation of 80 yards of loam; and 7,500 sq. ft. of hydro-seeding;

- ✓ Burgess House Property (CPC) / Completed the last project phase that included foundation repairs, installation of drainage systems, completed irrigation system, installation of new handicap walkway, driveway expansion, landscape and foundation plantings and the installation of an asphalt parking area for handicap access;
- ✓ Completed landscape renovations and improvements at Long Pond Farms Community Gardens, project included: selected tree removals; extensive brush cutting and brush mowing; major corrective pruning to selected ornamentals; remove and dispose of dilapidated fencing;
- ✓ Completed the landscape renovation of new traffic islands at Ocean Ave & Main St., Cotuit. Project included: excavation and removal of existing soil, new 6 yards of loam, new plant materials and mulch, and;
- ✓ Coordinated, scheduled, and supervised the repair and restoration of the brick and bluestone stairway in between the Cotuit Memorial and Library.

Buildings Accomplishments

- ✓ Removed and replaced original trim with custom milled trim, removed a wall, removed and replaced 415 linear feet of wains cote, plastered and painted the ceiling and hallway of the first floor at the Centerville Recreation Building;
- ✓ Completed the stripping and installation of new roof shingles at Marstons Mills Cemetery Hearse House, and;
- ✓ Completed the removal and installation of new gym flooring at the Barnstable Police Department.

Structures & Grounds Division Recent Accomplishments (Continued)

- ✓ Constructed and installed custom award back board for “Wall of Champions” at Craigville Beach lifeguard training room;
- ✓ Replaced and installed 2 new exterior doors, replaced sheetrock and insulation, painted the ceiling in main building; repaired the roof and rafters in the main hanger at the Marstons Mills Airport;
- ✓ Concrete cut, framed and installed new commercial metal door at the Marine Environmental Affairs facility, and;
- ✓ Built new doors for the intake shed at the Water Pollution Control Facility.

Technical Accomplishments

- ✓ Replaced and installed new drive for pump #1 at the Bearse’s Way pump station for Water Pollution Control;
- ✓ Completed the removal and replacement of the desiccant wheel, burner plate and control valves on the Munter’s desiccant dehumidifier unit for the Kennedy Rink at the HYCC;
- ✓ Replaced the controllers and pilots on 3 heating units for the Fleet Maintenance building;
- ✓ Installed new wiring, cat 5, and cable for 7 new TV’s in the training room at the Police Department;
- ✓ Removed and replaced the wiring, lighting, control panel and timer in the salt barn at the Highway Division;
- ✓ Installed dehumidifying unit in the Police Department Training Room;
- Provided technical / electrical support for the WPC treatment plant and remote pump stations;
- Completed comprehensive preventive maintenance program for the HYCC facility, and;
- Provided electrical support for Marina Enterprise operations.



Apartment Tombs- Mosswood Cemetery

Cemeteries Accomplishments

- ✓ Completed Oak Grove Cemetery landscape improvements, project included: relocation of the Oak Grove Memorial Stone, installation of new flag pole and associated up lighting; cobblestone edged bed; and new plant materials;
- ✓ Completed new red cedar roof installation on the Marston’s Mills Cemetery hearse house;
- ✓ Completed the layout and corner boundary installation for the new burial section at Marstons Mills Cemetery;
- ✓ Performed a complete specimen tree inventory and tree hazard analysis of 11 Town cemeteries;
- ✓ Completed the layout and corner boundary installation for the new burial section at Beechwood Cemetery;
- ✓ The Organic Land Care Program continued with weed control, compost tea brewing application, over seeding, and organic fertilization;
- ✓ Stone retaining wall shoring and repair at the Cobbs Hill Cemetery in Barnstable Village, and;
- ✓ Stone restoration projects included preservation and repair of selected monuments at Oak Grove Cemetery in Hyannis.

Structures & Grounds Division Goals and Objectives

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

Short-Term:

1. Complete base line OSHA 10 & OSHA 30 training for all division employees. Continue specialized staff training for equipment and work environments. **(SP: Infrastructure, Public Health and Safety)**
2. Complete upgrading of (SDS) safety data sheets to including electronic access and hard copies for all facilities. **(SP: Infrastructure, Public Health and Safety)**
3. Complete renovation of Cape Cod RTA entrance to include installation of a new walkway, irrigation system, new plantings, and established turf grass **(SP: Public Health and Safety, Education, Communication)**
4. In cooperation with the Town Architect complete renovations to the Osterville Bay Athletic Fields Complex **(SP: Public Health and Safety, Education, Communication)**
5. Develop a sustainable maintenance program and funding for the McBarron Athletic Field in Marstons Mills **(SP: Infrastructure)**
6. Design and construction of a Green Burial Interment Section to include rules and regulations and fee structure **(SP: Infrastructure , Public Health and Safety, Education, Communication)**

Long-Term:

1. Complete a comprehensive facility condition analysis with corresponding 20-year capital replacement program for the Police Department Facility, 200 Main Street Town Offices, and the Barnstable Adult Community Center. **(SP: Infrastructure, Public Health and Safety)**
2. In cooperation with the Community Services Department, continue to implement improved management and maintenance plans for the Hyannis Youth and Community Center. These improvements will include written life safety and evacuation plans, continued preventive maintenance programs for HVAC and refrigeration systems and comprehensive custodial services. **(SP: Infrastructure)**
3. Continue to implement and expand our mechanical preventive maintenance program for all municipal facilities under management. This program will expand scheduled preventive maintenance procedures for HVAC, Electrical and Plumbing equipment throughout all municipal facilities. **(SP: Infrastructure, Finance, Education, Communication)**
4. In cooperation with Recreation Division and School Department secure funding and resources for the development of a comprehensive athletic field's improvement program for approximately 45 facilities. **(SP: Infrastructure, Finance, Education, Communication)**
5. Secure Funding & approval to complete renovations of Bay Lane Athletic complex in Centerville. **(SP: Infrastructure, Finance, Education)**
6. Design, funding, and Construction of the Lothrop Hill Cemetery Expansion Mosswood and Beechwood Cemeteries Columbarium installation and expansion. **(SP: Infrastructure)**

Structures & Grounds Division Budget Comparison

Structures & Grounds Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$3,139,598	\$3,439,484	\$3,780,465	\$4,004,269	\$223,804	5.92%
Fees, Licenses, Permits	148,723	190,055	130,000	132,000	2,000	1.54%
Interest and Other	85,000	85,000	85,000	85,000	-	0.00%
Special Revenue Funds	80,360	79,640	79,640	83,140	3,500	4.39%
Total Sources of Funding	\$3,453,681	\$3,794,179	\$4,075,105	\$4,304,409	\$229,304	5.63%

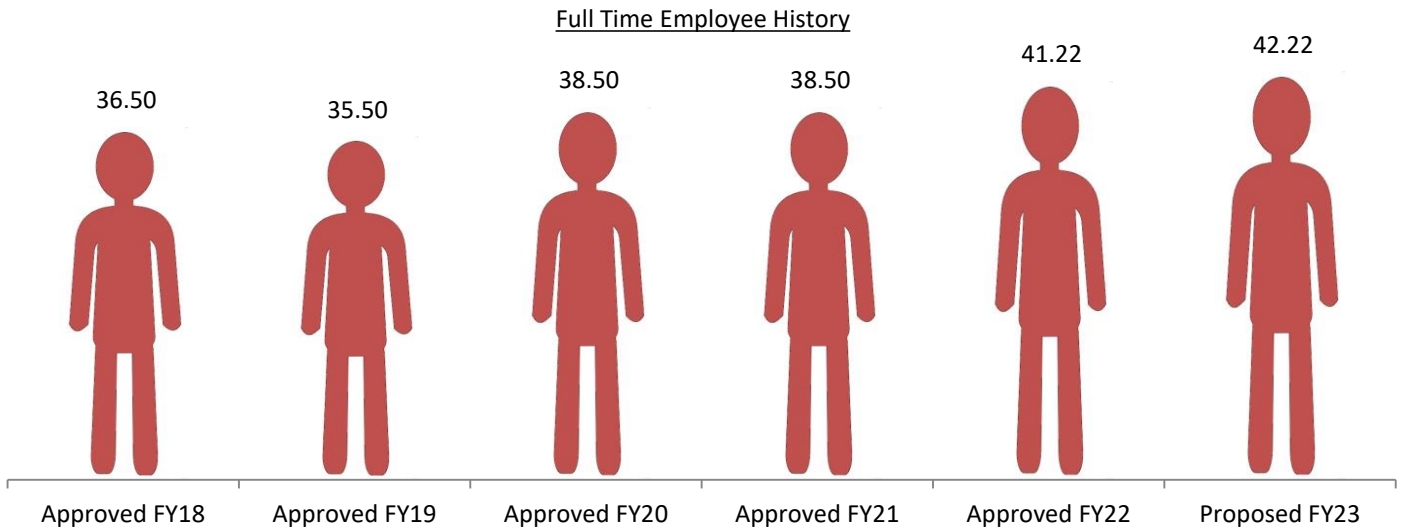
Expenditure Category						
Personnel	\$2,345,597	\$2,647,152	\$2,846,400	\$2,978,704	\$132,304	4.65%
Operating Expenses	1,108,084	1,147,027	1,228,705	1,325,705	97,000	7.89%
Total Appropriation	\$3,453,681	\$3,794,179	\$4,075,105	\$4,304,409	\$229,304	5.63%

Summary of Budget Changes

The Structures & Grounds Division's proposed FY 2023 budget increased by \$229,304, or 5.63% from the approved FY 2022 budget. Personnel budget change includes contractual obligations and 1.00fte position for a custodian. Operating budget change includes funds for the sports field maintenance program, seasonal portable bathrooms, and hazmat disposal costs.

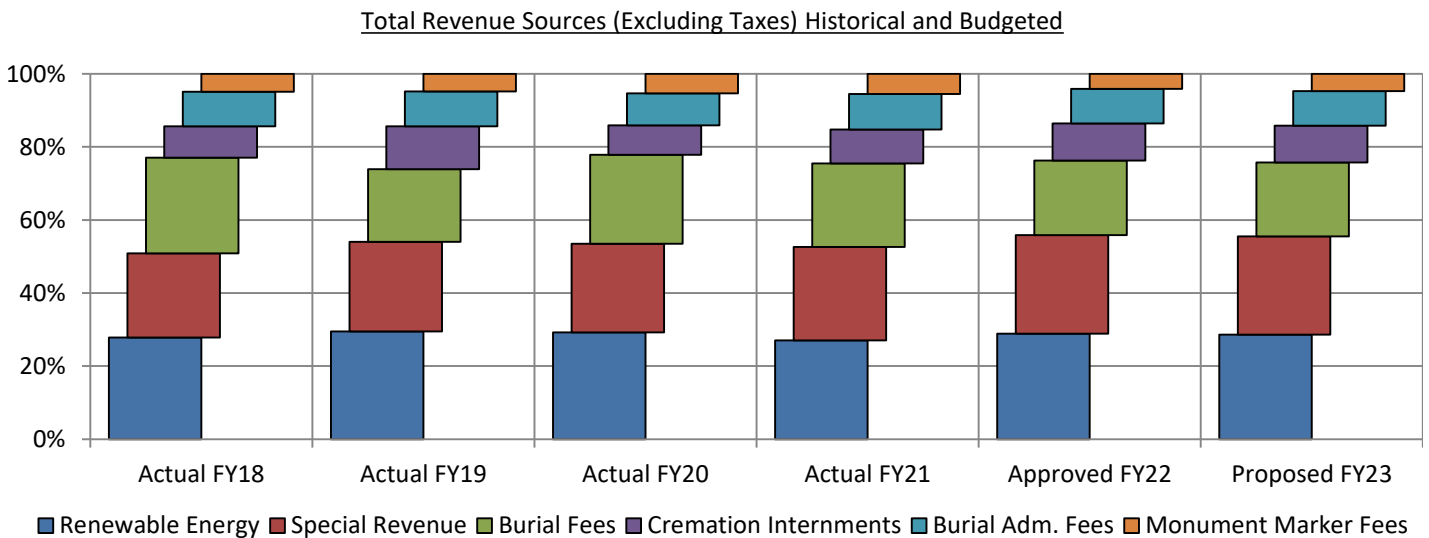
Job Title	FY 2021	FY 2022	FY 2023	Change
Carpenter	2.00	2.00	2.00	-
Cemeteries Foreman	1.00	1.00	1.00	-
Cemetery Services Coordinator	1.00	1.00	1.00	-
Custodian	7.00	8.58	9.58	1.00
Equipment Operator	3.00	3.00	3.00	-
General Foreman	1.00	1.00	1.00	-
Laborer/Craftsperson	7.00	8.00	8.00	-
Maintenance Technician	5.00	4.00	4.00	-
Office Manager	1.00	1.00	1.00	-
Principal Dept/Div Assistant	1.50	1.64	1.64	-
Section Foreman	2.00	2.00	2.00	-
S&G Div. Supervisor	1.00	1.00	1.00	-
Solid Waste Service	-	1.00	1.00	-
Technical Apprentice	2.00	2.00	2.00	-
Working Foreman	4.00	4.00	4.00	-
Full-time Equivalent Employees	38.50	41.22	42.22	1.00

Structures & Grounds Division Factors Affecting FTE's



FY 2019 included the elimination of (1.00) position. FY 2020 added 3.00 positions to support a field maintenance program. FY 2022 includes adding 2.00 for the packer service program as well as a transferred in custodian position. FY 2023 includes 1.00 custodial position.

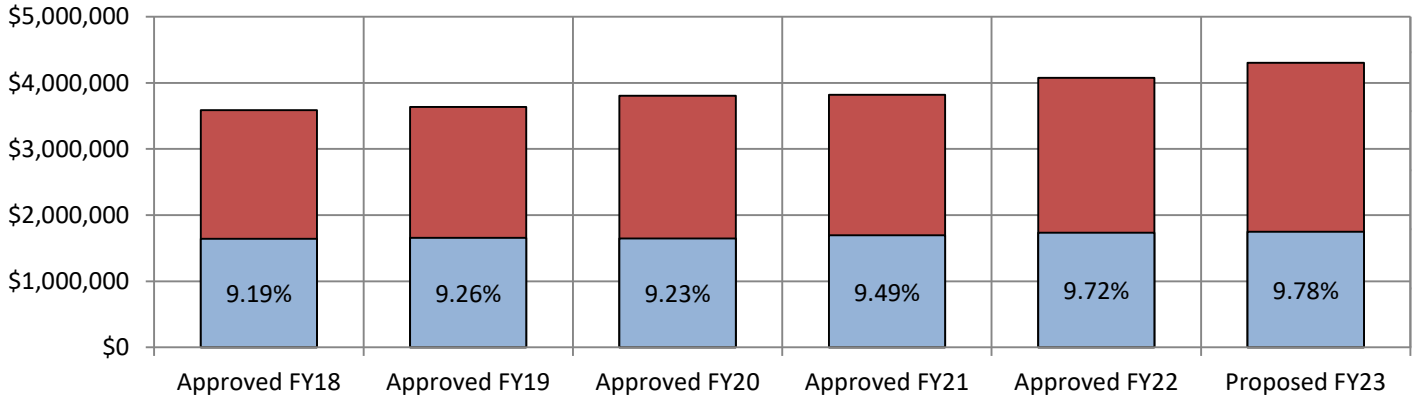
Structures & Grounds Division Factors Affecting Revenues



Taxes provide 93% of total sources of funding for this division's proposed budget. The remaining balance is covered through fees at the town owned cemeteries. These fees include burial fees, cremations, administration fees, and monuments. The availability of burial lots and mortality rates would play a role in the fees generated. This division also receives revenues through shared agreement from renewable energy solar panels across town properties

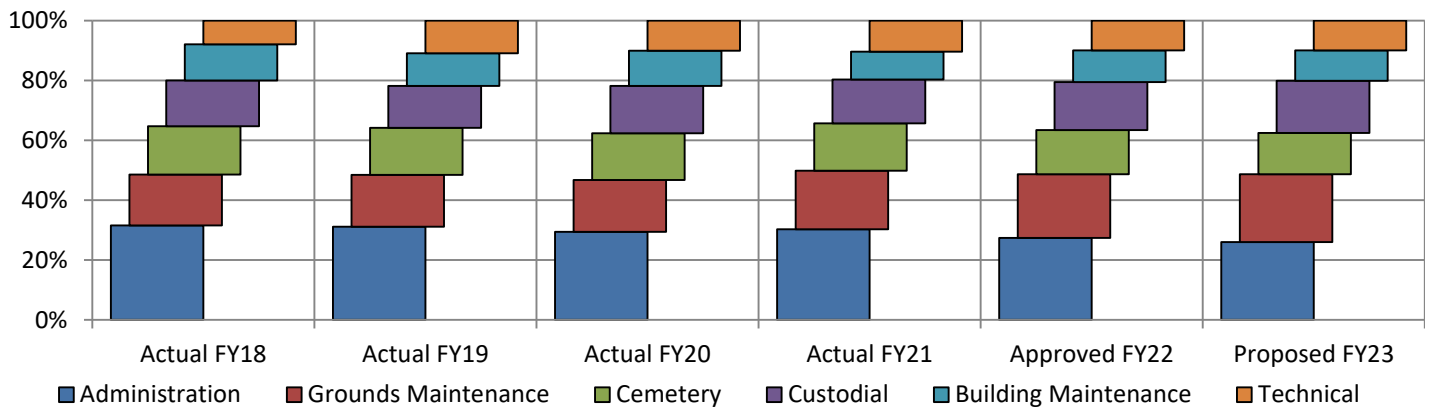
Structures & Grounds Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



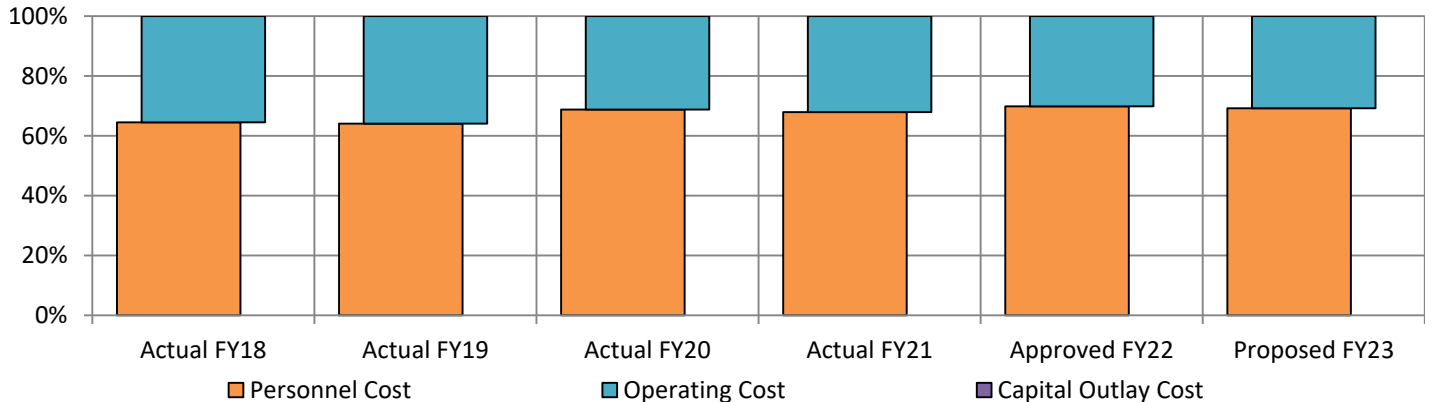
Structures & Ground's budget has increased 3.32% annually on average over a six-year period. This operation has also increased from 9.19% to 9.78% of total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



Administration is the largest program area within the Structures & Grounds division at 27% of proposed budget.

Total Expenditures By Category Historical and Budgeted



Personnel cost account for 70% of the proposed budget followed by 30% in operating cost.

Structures & Grounds 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, telecommunications, and implementing/monitoring energy conservation measures.

Administration Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$961,777	\$967,666	\$1,031,230	\$1,034,229	\$2,999	0.29%
Interest and Other	85,000	85,000	85,000	85,000	-	0.00%
Total Sources of Funding	\$1,046,777	\$1,052,666	\$1,116,230	\$1,119,229	\$2,999	0.27%

Expenditure Category						
Personnel	\$357,728	\$330,555	\$355,435	\$369,734	\$14,299	4.02%
Operating Expenses	689,049	722,111	760,795	749,495	(11,300)	-1.49%
Total Appropriation	\$1,046,777	\$1,052,666	\$1,116,230	\$1,119,229	\$2,999	0.27%

Grounds Maintenance Program

The ground's maintenance program supports a wide variety of landscaping tasks throughout our 60 acres of municipal property. The acreage consist of numerous parks, facilities grounds, memorial sites, athletic fields, playgrounds, traffic islands, ways to water, a dog park, and other town assets. These sites require maintenance of 41 irrigation systems, installation of floral displays, replacement, and maintenance of flagpoles and progressive beautification through cultural practices and an organic fertility program. The sector is also responsible for providing weekly beach raking for 33 acres of town owned beaches and five private beach raking contracts. The program supports maintenance and upkeep of 81 Community Preservation / Land bank properties and administers the Town's Adopt-A-Spot program for 59 locations. They also work with numerous Town departments to help them fulfill their program goals and objectives. This includes assisting the Barnstable Police Department with homeless camp cleanups, the Conservation Department with trail maintenance, markings, and parking-lot maintenance and construction projects. Ground's supports both the Engineering Division as well as the Town Architect with project specifications and site supervision. Additional support includes the Arts & Culture program with projects, maintenance, and events, assisting the Town Clerk with all voting functions, completing tasks and work orders for the Water Supply Division and assisting the Highway Division with snow and ice operations.

Grounds Maintenance Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$596,173	\$727,374	\$789,344	\$891,816	\$102,472	12.98%
Special Revenue Funds	80,360	79,640	79,640	83,140	3,500	4.39%
Total Sources of Funding	\$676,533	\$807,014	\$868,984	\$974,956	\$105,972	12.19%

Expenditure Category						
Personnel	\$541,409	\$687,671	\$739,431	\$751,103	\$11,672	1.58%
Operating Expenses	135,124	119,343	129,553	223,853	94,300	72.79%
Total Appropriation	\$676,533	\$807,014	\$868,984	\$974,956	\$105,972	12.19%

Structures & Grounds Program Services Provided (Continued)

Building Maintenance Program

The Building Maintenance Program is responsible for emergency and scheduled maintenance/repairs to over 56 municipal buildings including the Town Hall Campus, the Police Department, Hyannis Youth & Community Center, Barnstable Adult Community Center, Comfort Stations, Beach Houses, Leased Properties, Community Centers, and all Department/Division facilities. This team is comprised of carpenters, plumbers, painters, and laborers who work together on repair, renovations, and new construction at municipal facilities. This program assists the Recreation Division with the set-up and removal of beach ramps, ticket booths, and lifeguard stations at our 14 beach locations. It is responsible for maintenance, repairs, and replacement of 19 docks and finger floats at four facilities including seasonal installation and removal of the same. Additionally, this team provides support to the Highway Division for snow & ice control and the Town Clerk for all elections.



Lombard Field - Playground

Building Maintenance Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$323,150	\$401,834	\$430,685	\$436,580	\$5,895	1.37%
Total Sources of Funding	\$323,150	\$401,834	\$430,685	\$436,580	\$5,895	1.37%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$238,179	\$306,421	\$329,485	\$335,380	\$5,895	1.79%
Operating Expenses	84,971	95,413	101,200	101,200	-	0.00%
Total Appropriation	\$323,150	\$401,834	\$430,685	\$436,580	\$5,895	1.37%

Custodial Program

The custodial program provides janitorial services for 6 municipal office buildings, 4 comfort stations, 3 community buildings, 1 cemetery office, Hyannis Youth & Community Center and the Barnstable Police Station facility. Cleaning schedules provide daily routine maintenance including floor care, dusting, restroom cleaning, / sanitation, trash removal, recycling, and all associated cleaning activities. The custodial staff is also responsible for purchasing, inventory, and distribution of all cleaning supplies in support of municipal facilities and recreational programs at 14 beach buildings. Additional services include building security, safety inspections, meeting set up, special events support, interior painting, walkway de-icing, and preventive maintenance tasks.

Custodial Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$504,509	\$600,209	\$651,031	\$749,192	\$98,161	15.08%
Total Sources of Funding	\$504,509	\$600,209	\$651,031	\$749,192	\$98,161	15.08%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$450,658	\$548,682	\$589,981	\$688,142	\$98,161	16.64%
Operating Expenses	53,851	51,526	61,050	61,050	-	0.00%
Total Appropriation	\$504,509	\$600,209	\$651,031	\$749,192	\$98,161	15.08%

Structures & Grounds Program Services Provided (Continued)

Technical Program

The Technical Program team consists of a licensed electrician, two apprentices, and an HVAC technician who are responsible for the electrical, heating, air conditioning and ventilating systems throughout the Town. They respond to problem calls, troubleshoot, repair, maintain, and install equipment throughout our facilities. This team is very concerned with safety, energy efficiency, and comfort levels. This program gives support to the Information Technology Division through their data network wiring capabilities. They also provide a colorful display of Christmas Lights at the Hyannis Village Green, Bismore Park and selective other sites.



Structures & Grounds – Grow House

Technical Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$357,111	\$377,140	\$406,305	\$428,297	\$21,992	5.41%
Total Sources of Funding	\$357,111	\$377,140	\$406,305	\$428,297	\$21,992	5.41%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$247,170	\$261,897	\$281,610	\$289,602	\$7,992	2.84%
Operating Expenses	109,941	115,243	124,695	138,695	14,000	11.23%
Total Appropriation	\$357,111	\$377,140	\$406,305	\$428,297	\$21,992	5.41%

Cemeteries Program

The cemetery program provides management, maintenance, beautification, and improvements for 81 acres of municipal cemetery grounds. This program includes full responsibility for the operation, maintenance and care of 14 town cemeteries, office building, and maintenance garage. 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 207 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.

Cemetery Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$396,878	\$365,263	\$471,870	\$464,155	(\$7,715)	-1.63%
Fees, Licenses, Permits	148,723	190,055	130,000	132,000	2,000	1.54%
Total Sources of Funding	\$545,601	\$555,318	\$601,870	\$596,155	(\$5,715)	-0.95%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$510,453	\$511,926	\$550,458	\$544,743	(\$5,715)	-1.04%
Operating Expenses	35,148	43,392	51,412	51,412	-	0.00%
Total Appropriation	\$545,601	\$555,318	\$601,870	\$596,155	(\$5,715)	-0.95%

Public Works Department Workload Indicators

Highway Division

	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Projected
Cleaned Catch Basins	1,694	2,069	1,809	1,950
New Asphalt Road Patches (tons)	595	550	388	410
Maintained Street Signs	1,260	963	609	850
Planted New Trees	25	18	8	10
Mowed (miles)	271	154	356	400
Picked Up Litter (miles)	209	375	375	380
Unscheduled Work Requests	2,803	3,066	2,998	3,000
Swept # of Parking Lots	43	35	25	26
Swept Roads (miles)	272	778	746	750
Repainted Center Lines (miles)	190	382	207	200
Repainted Fog Lines (miles)	182	249	202	250
Repainted Stop Bars and Crosswalks	898	705	805	810
Repaired Catch Basin Drainage Systems	42	51	51	50
Opened West Bay Drawbridge for Boat Traffic	1,738	1,749	1,910	1,850

Structures & Grounds Division

	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Projected
HVAC Related Calls	230	230	162	235
Building and Maintenance Repair Work Orders	407	407	302	415
Grounds Maintenance Related Work Orders	105	105	292	295
HVAC & Electrical Preventive Maintenance Work Orders	323	323	605	750
Electrical Related Service and Repair Work Orders	367	367	251	360
Plumbing Related Service Work Orders	188	188	141	190
Locksmith Related Work Orders	128	128	148	140
Phone Service and Hardware Relocation Work Orders	80	80	77	90
Custodial Services Related Work Orders	270	270	255	270

THIS PAGE INTENTIONALLY LEFT BLANK

INSPECTIONAL SERVICES DEPARTMENT

Department Purpose Statement

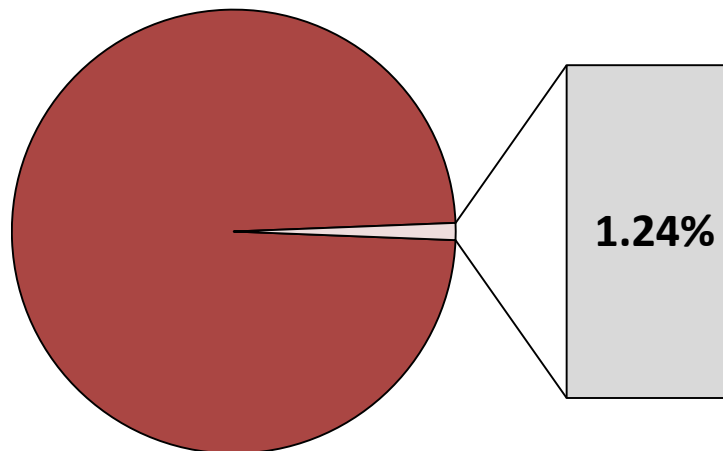
Inspectional Services Department's purpose is developing, implementing, and administering a comprehensive public safety and public health services, policies, and procedures throughout the community. The Inspectional Services Department seeks to develop and implement sound and effective policies and procedures that support the Town's overall mission of protecting our citizen's quality of life while responding to and anticipating the needs of the community.

Division Areas

**Building
Services**

**Public
Health**

% of FY 2023 General Fund Budget



The Inspectional Services Department comprises 1.24% of the overall General Fund budget.

Inspectional Services Department Services Provided

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

Inspectional Services provides a suite of regulatory services to the community involving public safety and public health as they relate to buildings, structures, property use, and businesses.

Inspectional Services Department Budget Comparison

Inspectional Services Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$0	\$0	\$767,418	\$813,193	\$45,775	5.96%
Fines, Forfeitures, Penalties	12,380	10,615	-	-	-	0.00%
Fees, Licenses, Permits	2,394,942	2,347,133	1,586,161	1,587,500	1,339	0.08%
Charges for Services	619	-	-	-	-	0.00%
Total Sources of Funding	\$2,407,941	\$2,357,748	\$2,353,579	\$2,400,693	\$47,114	2.00%

Expenditure Category						
Personnel	\$1,900,721	\$1,990,809	\$2,102,227	\$2,144,697	\$42,470	2.02%
Operating Expenses	132,859	225,135	251,352	255,996	4,644	1.85%
Total Appropriation	\$2,033,580	\$2,215,944	\$2,353,579	\$2,400,693	\$47,114	2.00%

Summary of Budget Changes

The Inspectional Services Department's proposed FY 2023 budget increased by \$47,114, or 2.00% from the approved FY 2022 budget. Personnel budget change includes contractual obligations. Operating budget change includes funds for increased vehicle lease contract cost.

Inspectional Services Department Budget Reconciliation

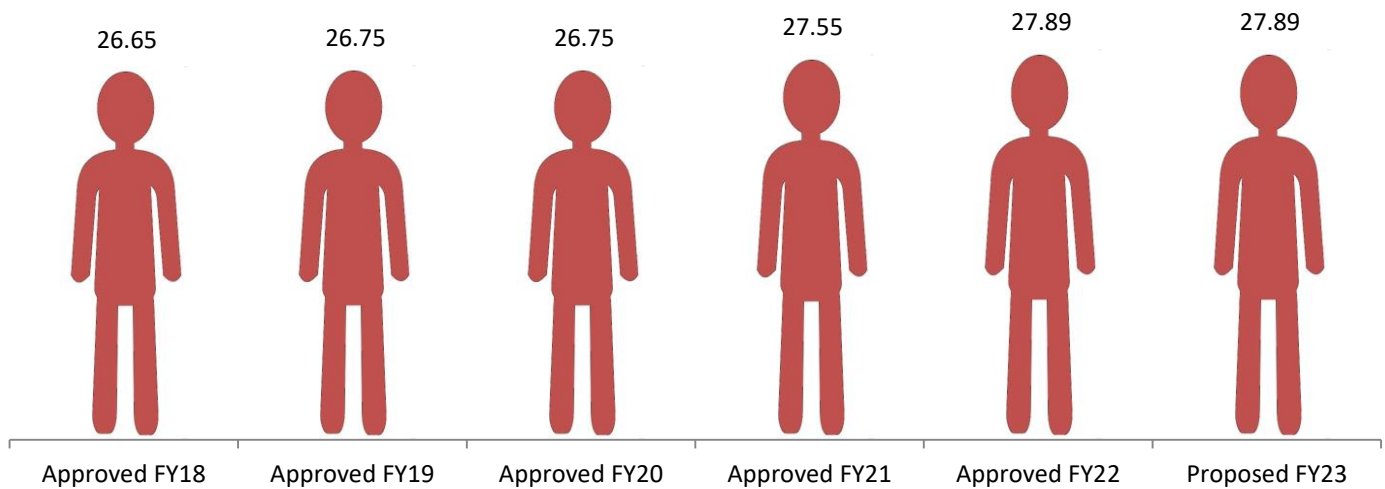
Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2022 Approved Budget				\$2,353,579	
Contractual Obligations Net of Staff Turnover	42,470	-	-	42,470	-
One-Time Charges	-	-	-	-	-
FY 2023 Budget Changes					
1. Leased Vehicles	-	4,644	-	4,644	-
FY 2023 Proposed Budget	\$42,470	\$4,644	\$0	\$2,400,693	-

1. Lease Vehicle - This request is to fund the leasing of a vehicle for daily use by a health inspector. A replacement vehicle is needed for a health inspector who previously utilized a municipal-owned vehicle, a 2005 Ford Taurus, which was recently deemed unsafe due to excessive rust. It did not pass a safety inspection. A local body shop informed us it could not be repaired due to the excessive rust in the floor boards. This vehicle was then taken off the road and sold to a salvage yard as "junk".

A health inspector needs a vehicle to utilize six to eight hours each workday to travel to and from multiple inspection sites, including food establishments and to conduct health complaint investigations.

Inspectional Services Department Factors Affecting FTE's

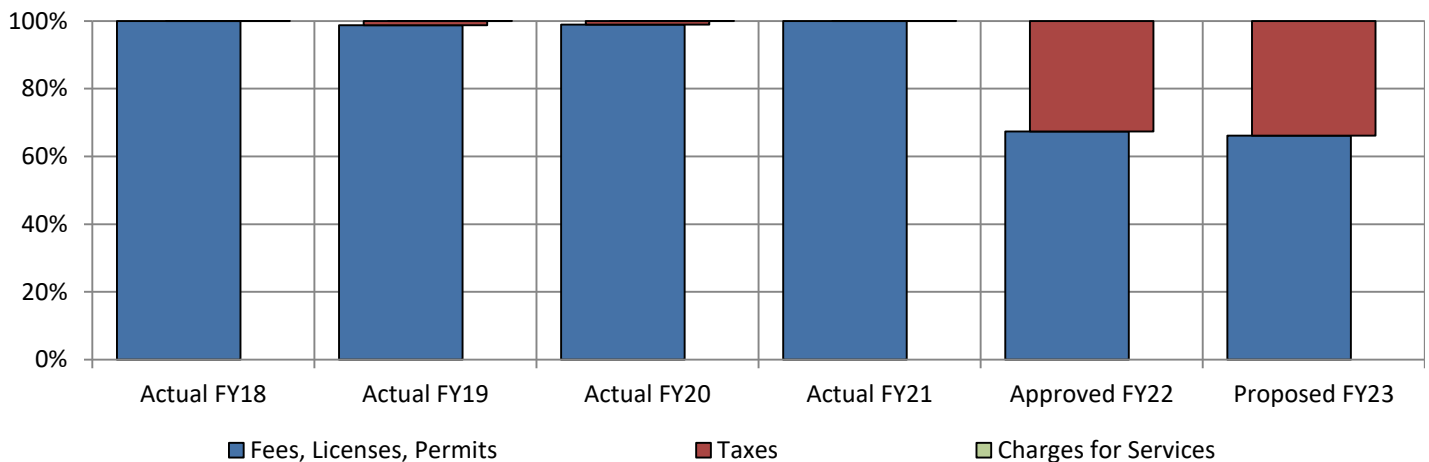
Full Time Employee History



FY 2021 0.80 net fte's was due to adding a Deputy Commissioner position and (0.20)fte reduction for a part time Septic System Info Coordinator. FY 2022 includes (0.15)fte's as a result of a portion of the commissioner salary being allocated to the Weights & Measures Revolving Fund.

Inspectional Services Department Factors Affecting Revenues

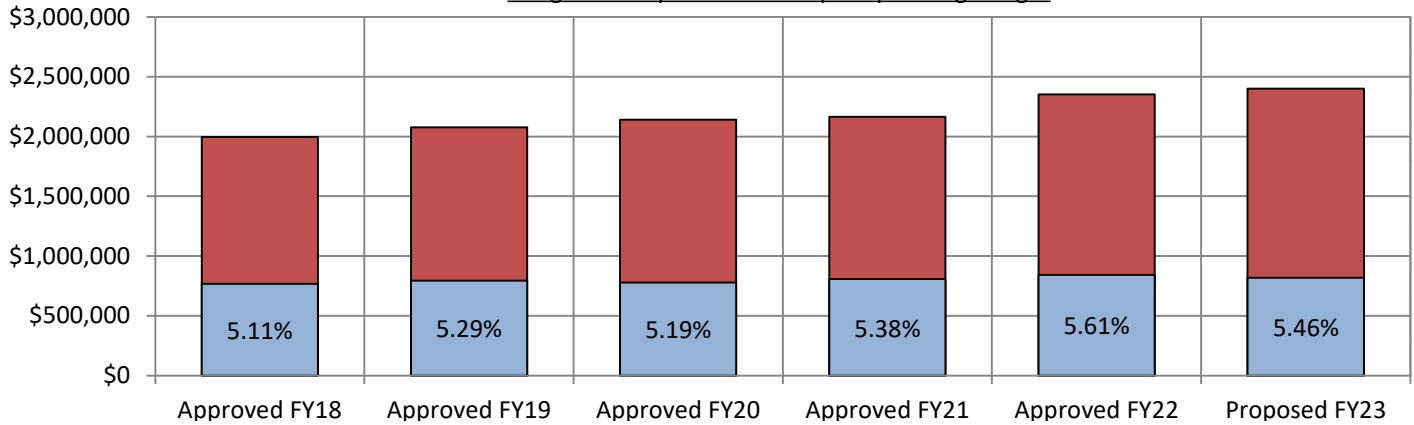
Total Sources of Funding Historical and Budgeted



Fees, Licenses, and Permits accounts for 67% and tax support 33% of total sources of funding for the proposed budget. Building permits account for the majority of sources of funding for this department at roughly 65% of total sources of funding. Other types of permits include filing fees, disposal work, gas, food services, swimming pools, and wiring. Fees charged by this department relate to certificates of inspection, site plan reviews, and hazardous material. This department is 100% covered by the sources of funding it generates based on actuals during the fiscal year.

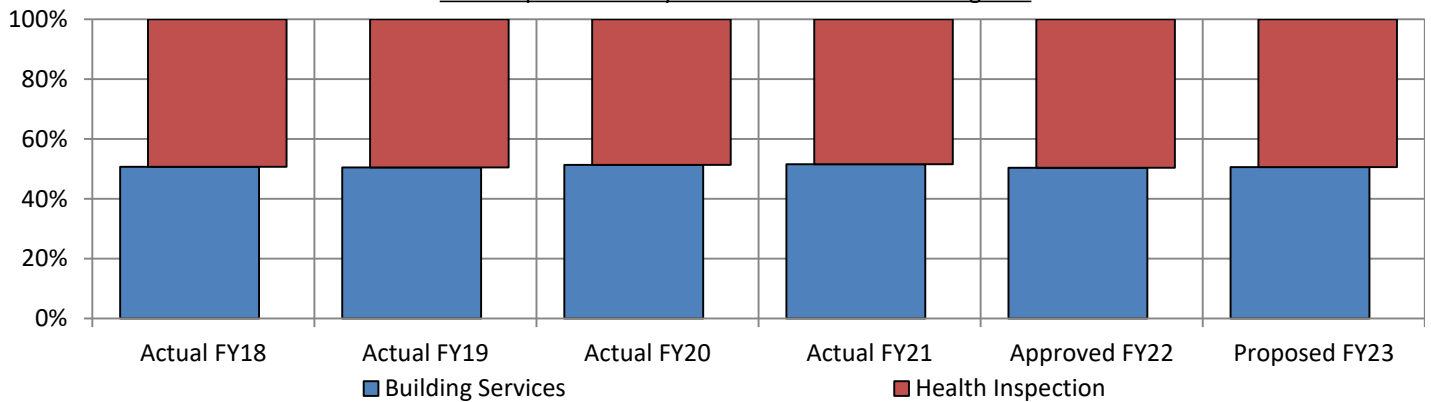
Inspectional Services Department Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



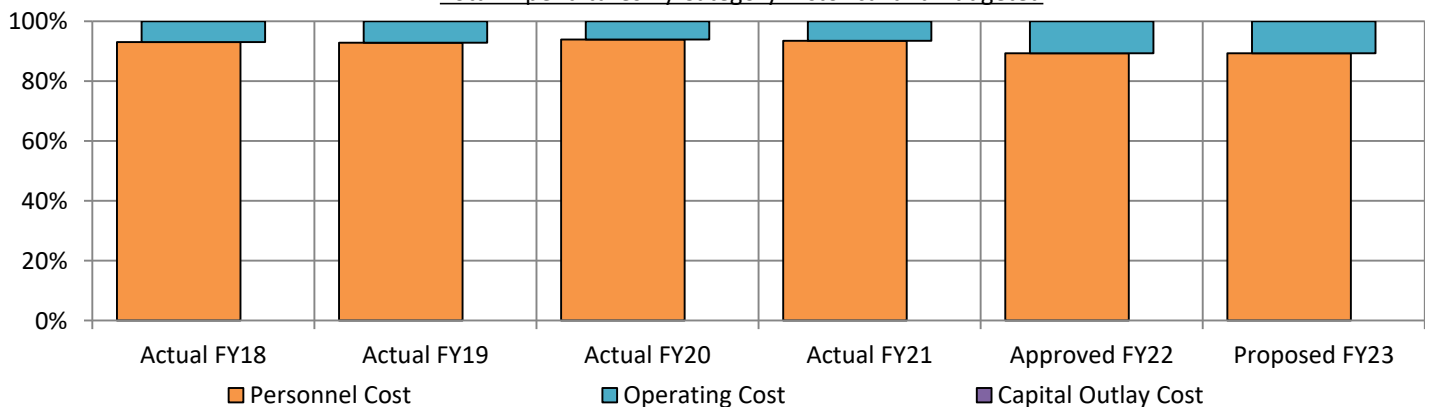
Inspectional Services Department's budget has increased 3.37% annually on average over a six-year period. This budget has also increased from 5.11% to 5.46% of the total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Division Historical and Budgeted



Inspectional Services division's are split 50/50 between Building Services and Health Inspection. This trend has remained consistent through the six-year period.

Total Expenditures By Category Historical and Budgeted



Inspectional Services Department's expenditures proposed budget is allocated 89% personnel cost and 11% operating cost. Actual results allocate this operation 93% to personnel and 7% to operating.

BUILDING SERVICES DIVISION

Purpose Statement

The Building Division role is to further the Inspectional Services Department's purpose and the Town's mission by enacting permitting, inspection and code compliance services that are intended and designed to protect the health and safety of our citizens while being respectful of their rights, their property, and them as individuals.

Our goal is to assist our citizens with code issues in a helpful, meaningful, and a creative manner designed to promote their business and personal property needs.

Program Areas

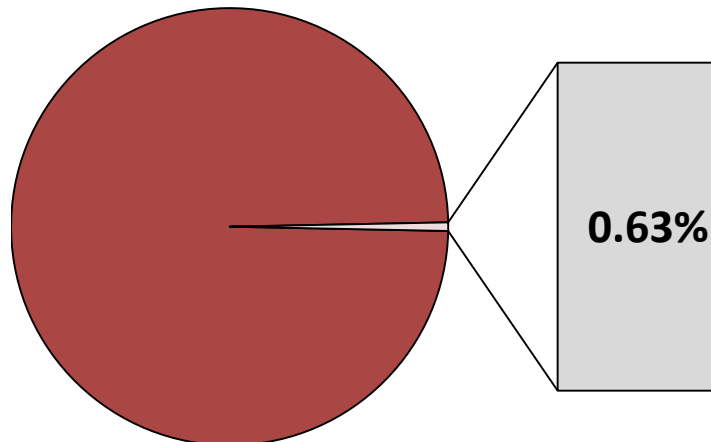


Inspection & Permitting Program



Zoning Enforcement Program

% of FY 2023 General Fund Budget



This Building Services Division comprises 0.63% of the overall General Fund budget.

Building Services Division Services Provided

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

The Building Services Division is responsible for administration and enforcement of the Massachusetts State Building Code, Massachusetts State Plumbing/Gas, and Electrical codes, the Massachusetts Architectural Access Board's accessibility Code, and several Town ordinances including the Barnstable Zoning Ordinance.

Our services include:

- Building permit application review for construction, zoning, and handicap accessibility;
- Permit issuance for the building, plumbing, gas & wiring trades;
- Inspectional services for the building, plumbing, gas & wiring trades, and;
- Sign code administration, enforcement, and site plan review.



Captain Row Apartments

Building Services Division Recent Accomplishments

- ✓ Continued to work with the Manager's office and multiple other departments to ensure continuity of permitting and inspectional services designed to assist our business owners who were negatively impacted by COVID-19 restrictions;
- ✓ New online permitting platform was integrated into the Departments daily work flow for permit submittals, permit reviews, inspection requests and documentation, Request for Service for tracking and documentation and Certificate of Inspection Program;
- ✓ Provided front line assistance to the Health Division to help facilitate COVID 19 vaccination clinics, and;
- ✓ Permitted such projects as the new apartment buildings on "Captain's Row," Home Depot Renovation, Tractor Supply Co., New KAM Appliance building, The Knack, Walgreens at Airport Rotary and Old Falmouth Road Solar Development

Status on performance

- ✓ The Building Division successfully transitioned to a hybrid work model that allowed for the continuity of operations, increased efficiency for permit reviews, ability to maintain prompt inspection services and maintain safe and healthy socially distanced office environment that allowed for uninterrupted essential services.
- ✓ Division staff issued 3,650 building, 3,615 plumbing and gas and 2,801 electric permits, performed 14,304 inspections, performed 184 Certificate of Inspections and investigated 496 Requests for Service for building a zoning compliance with total fee's collected \$1,973,415.

Building Services Division Recent Accomplishments (Continued)

Major projects or initiatives

- ✓ The Division has begun to convert millions of paper files to electronic files to assist in remote property and plan reviews, decrease the footprint required to house Building Division, allow for easier property information access to the public and document preservation.
- ✓ Code Compliance for both Building and Zoning violations remains a top priority and are on the final stages of adopting and implementing a Code Compliance Procedures Manual that will provide guidance to staff, residents and elected officials for the procedures related to the Town of Barnstable Code Enforcement

Building Services Division Goals and Objectives

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

Short-Term:

1. Continue to work with the Town Managers Office and the Legal Department to approve and implement a Code Compliance Procedures Manual to provide clear guidance and accountability with all code compliance matters. **(SP: Regulatory Process and Performance, Education, Communication, Public Health and Safety)**
2. Redesign the Division's web page to better serve the community by providing increased access to public information, permitting procedure and requirements, code compliance procedures and zoning ordinance access. **(SP: Regulatory Process and Performance, Education, Communication, Public Health and Safety)**
3. Continue to increase efforts to move the Division towards a full transition to electronic permitting by completing the conversion of all hardcopy files to electronic files and continue to educate the public on access and use of our existing online permitting program. **(SP: Regulatory Process and Performance, Education, Communication, Public Health and Safety)**
4. Efforts will continue to research and review the zoning ordinances to establish where we can better serve the community and to put forward those ideas to the Town's stakeholders for consideration. **(SP: Education, Communication, Regulatory Process and Performance)**



New KAM Appliance Building

Long-Term:

1. Process will remain ongoing to continuously review the Division's existing policies and the intent of modifying existing practices/procedures or adopt new procedures where necessary to ensure that the division's permitting, inspections and code compliance efforts are in conformance with those guiding principles. Our goal is to ensure that any practices adopted by the division serve the public in an efficient and respectful manner. **(SP: Regulatory Process and Performance, Education, Communication, Public Health and Safety)**
2. Work with the Town Manager's Office and other Divisions within Inspectional Services to continue to plan and execute necessary steps to successfully facilitate a relocation plan from 200 Main Street. **(SP: Regulatory Process and Performance, Education, Communication, Public Health and Safety)**

Building Services Division Budget Comparison

Building Services Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$0	\$0	\$0	\$31,366	\$31,366	0.00%
Fines, Forfeitures, Penalties	12,380	10,615	-	-	-	0.00%
Fees, Licenses, Permits	1,960,416	1,834,770	1,190,000	1,185,000	(5,000)	-0.42%
Charges for Services	619	-	-	-	-	0.00%
Total Sources of Funding	\$1,973,415	\$1,845,385	\$1,190,000	\$1,216,366	\$26,366	2.22%

Expenditure Category						
Personnel	\$992,826	\$1,056,346	\$1,115,466	\$1,141,977	\$26,511	2.38%
Operating Expenses	55,316	62,780	69,745	74,389	4,644	6.66%
Total Appropriation	\$1,048,142	\$1,119,126	\$1,185,211	\$1,216,366	\$31,155	2.63%

Summary of Budget Changes

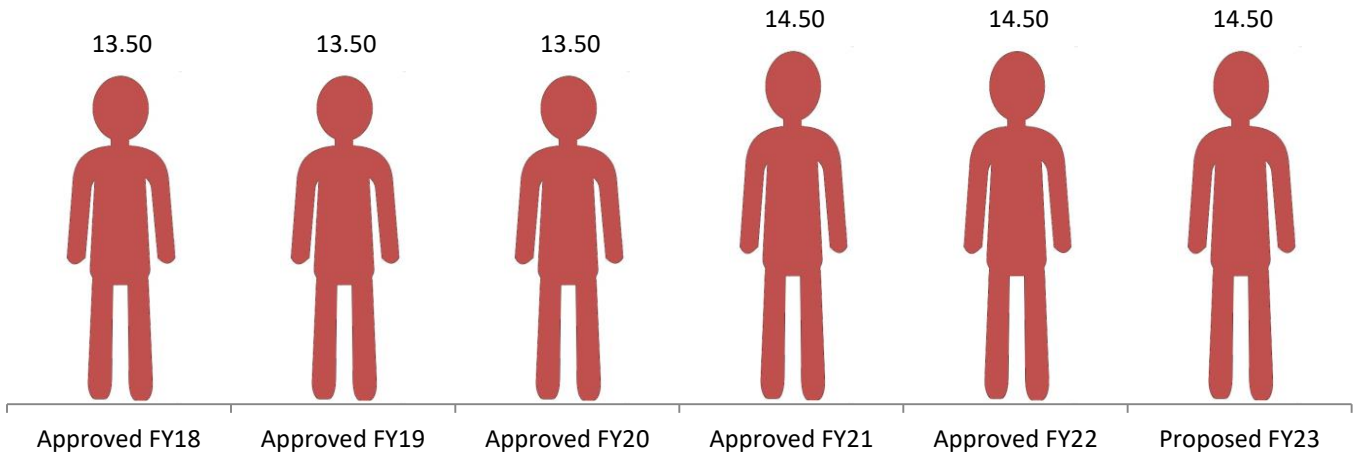
The Building Services Division's proposed FY 2023 budget increased by \$31,155, or 2.63% from the approved FY 2022 budget. Personnel budget change includes contractual obligations. Operating budget change includes increased vehicle lease contract cost.

Job Title	FY 2021
Assistant Zoning Administrator	1.00
Building Commissioner	1.00
Chief Local Inspector	1.00
Chief Zoning Enforcement Officer	1.00
Deputy Commissioner	1.00
Gas & Plumbing Inspector	2.00
Local Inspector	3.00
Officer Manager Building	1.00
Permit Technician	2.00
Wire Inspector	1.50
Full-time Equivalent Employees	14.50

FY 2022	FY 2023	Change
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
2.00	2.00	-
3.00	3.00	-
1.00	1.00	-
2.00	2.00	-
1.50	1.50	-
14.50	14.50	-

Building Services Division Factors Affecting FTE's

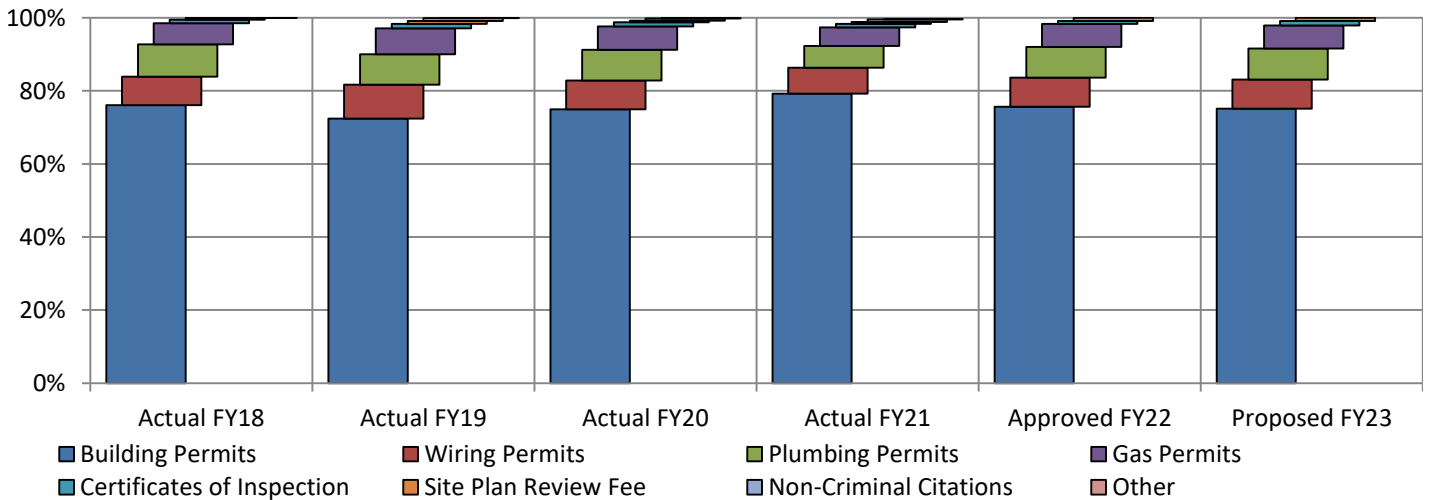
Full Time Employee History



FY 2021 budget includes 1.00fte for the Deputy Commissioner position, which in FY 2022 (0.25)fte of the Deputy Commissioner salary has been allocated to the Weights & Measures Revolving Fund.

Building Services Division Factors Affecting Revenues

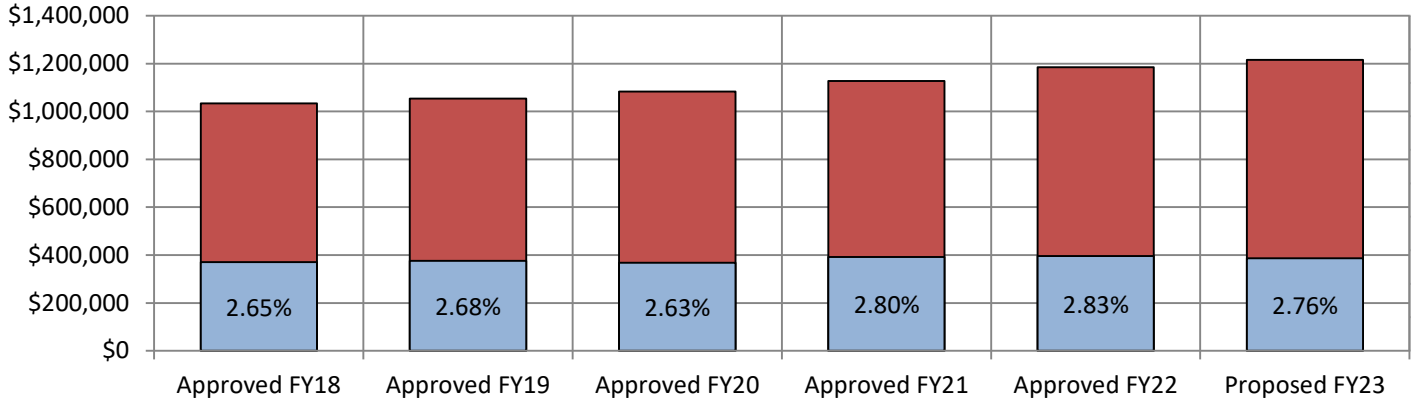
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Fees, Licenses, and permits account for 97% of total sources of funding for the Building Services division. Excluding taxes, building permits accounts for 75% of total revenue sources. Wiring, plumbing, and gas permits accounts for 22% when excluding taxes.

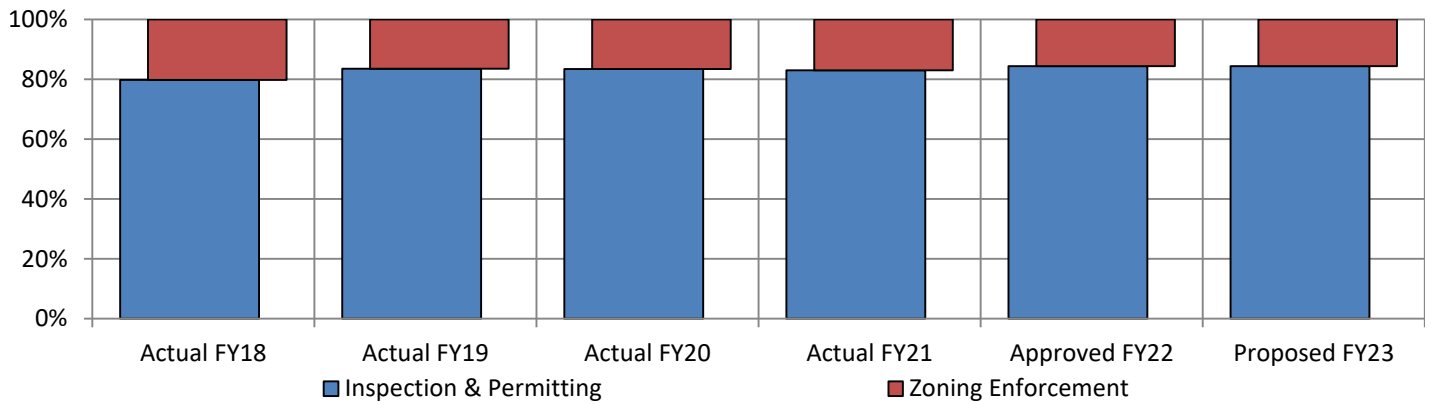
Building Services Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



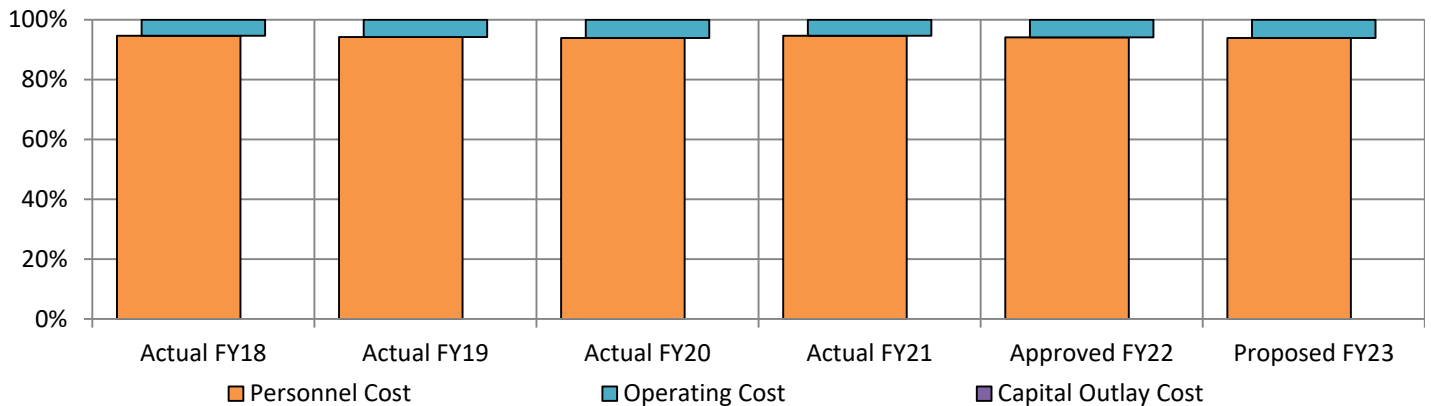
Building Services Division's budget has increased 2.95% annually on average over a six-year period. This budget has also increased from 2.65% to 2.76% of total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



The Inspection & Permitting program comprises 84% and Zoning Enforcement 16% of the division's proposed budget. Actual program allocations have remained consistent over a six-year period.

Total Expenditures By Category Historical and Budgeted



Building Services expenditures are allocated 94% to personnel cost and 6% to operating cost as a percentage of proposed budget. This allocation has remained consistent over a six-year period.

Building Services Program Services Provided

Inspection & Permitting Program

The building code inspection and permitting services for all communities of the Commonwealth of Massachusetts originates in Massachusetts General Law (M.G.L.) Chapter 143. M.G.L. 143 is designed to promote public safety as it relates to buildings. In doing so M.G.L. 143 provides for the promulgation of regulations, which establish the minimum standards for construction to protect the health and safety of the Commonwealth's citizens. That regulation is known as 780 CMR (Code of Massachusetts Regulations) otherwise known as the Massachusetts State Building Code. M.G.L., and also requires that communities appoint building officials for reviewing construction plans, issuing permits, inspecting buildings, and the general enforcement of 780 CMR.

In many communities, including the Town of Barnstable, building departments are tasked with other duties beyond the building code itself. For example, we oversee or regulate the following:

- 248 CMR – Massachusetts State Plumbing / Gas Code;
- 527 CMR – Massachusetts State Electrical Code;
- 521 CMR – Handicap Accessibility Code in Massachusetts is known as the Architectural Access Board (AAB);
- The Town of Barnstable Zoning Ordinance, and;
- The Town of Barnstable Site Plan Review.

The Massachusetts State Building Code is derived from a group of code standards published by a publishing concern known as the International Code Counsel (ICC). They publish what is commonly referred to as the ICC Standards. Massachusetts amends certain sections of the ICC codes that it has adopted to serve the unique needs of the citizens of Massachusetts.

- The Town of Barnstable Sign Code;
- Federal Emergency Management Agencies Flood Insurance Program, and;
- Storm Water Regulations.

The men and women that make up the Barnstable Building Services Division are proud to serve the citizens of Barnstable. We are committed to the constant self-evaluation of our processes and ourselves with the aim of delivering professional service to the community that is ethical, efficient, fair, predictable, consistent, and respectful to the citizens of Barnstable.

Inspection & Permitting Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Fees, Licenses, Permits	\$1,949,916	\$1,819,870	\$1,180,000	\$1,175,000	(\$5,000)	-0.42%
Charges for Services	619	-	-	-	-	0.00%
Total Sources of Funding	\$1,950,535	\$1,819,870	\$1,180,000	\$1,175,000	(\$5,000)	-0.42%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$815,065	\$881,494	\$930,828	\$952,506	\$21,678	2.33%
Operating Expenses	55,316	62,780	69,745	74,389	4,644	6.66%
Total Appropriation	\$870,381	\$944,274	\$1,000,573	\$1,026,895	\$26,322	2.63%

Building Services Program Services Provided (Continued)

Zoning Enforcement Program

The Town of Barnstable is comprised of 76 square miles of land area, fronts on Cape Cod Bay as well as Nantucket Sound and is home to seven quaint villages. Barnstable has the largest commercial area and the most services available on Cape Cod. Local zoning builds on the basic provisions of the State/Zoning Enabling Act (M.G.L. 40A) and is manifest in the Barnstable Zoning Ordinance which shapes the nature and character of a community.

Our duties as they relate to zoning require careful oversight of the 44 zoning and overlay districts in our local ordinances to ensure that the peace, quiet and tranquility of our residential neighborhoods is maintained and to ensure that the promotion of business in our business districts is a priority for all of Barnstable's business partners. A key function of the Building Services Division is to ensure that all construction projects in all zoning districts are completed in compliance with our zoning ordinances in order to protect the health and safety of the Town's citizens.



Atlantic Avenue Renovation

The administration and enforcement of the zoning ordinances is time-intensive and must be interpreted and enforced in a uniform and consistent manner. The process often involves extensive research and repeated fieldwork. The building division staff regularly interacts with other organizational agencies such as Conservation, Planning, Legal, Health, Licensing, the Regulatory Coordinator/Hearing Officer, and others.

The administration and enforcement of the zoning ordinances is time-intensive and must be interpreted and enforced in a uniform and consistent manner. The process often involves extensive research and repeated fieldwork. The building division staff regularly interacts with other organizational agencies such as Conservation, Planning, Legal, Health, Licensing, the Regulatory Coordinator/Hearing Officer, and others.

Zoning Enforcement Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$154,881	\$149,337	\$174,638	\$179,471	\$4,833	2.77%
Fines, Forfeitures, Penalties	12,380	10,615	-	-	-	0.00%
Fees, Licenses, Permits	10,500	14,900	10,000	10,000	-	0.00%
Total Sources of Funding	\$177,761	\$174,852	\$184,638	\$189,471	\$4,833	2.62%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$177,761	\$174,852	\$184,638	\$189,471	\$4,833	2.62%
Total Appropriation	\$177,761	\$174,852	\$184,638	\$189,471	\$4,833	2.62%

PUBLIC HEALTH DIVISION

Purpose Statement

The members of the Public Health Division strive to provide efficient and effective environmental health and public health protection services. We are committed to protecting our public citizens and visitors so that they may enjoy a safe and healthy environment through strict enforcement and proactive public health strategies.

Program Areas

Environmental Health Services



Coastal and Freshwater Resource Protection



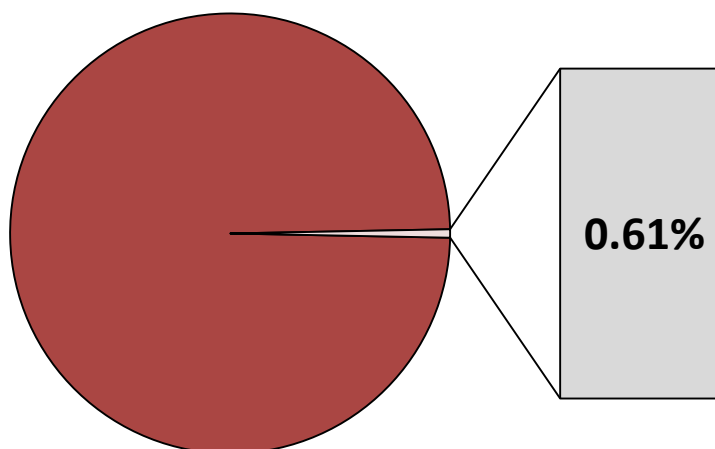
Nursing and Community Health Services



Toxic & Hazardous Contaminants



% of FY 2023 General Fund Budget



The Public Health Division comprises 0.61% of the overall General Fund budget.

Public Health Division Services Provided

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

Public Health Services promotes the welfare of Barnstable residents and visitors, ensures its safety and protects it from the spread of infectious disease and environmental hazards. The Division provides support to the Board of Health on an on-going basis, and issues various licenses and permits. The Public Health Division is comprised of four programs: Environmental Health Services, Coastal and Freshwater Resources Protection, Nursing and Community Health Services, and Toxic and Hazardous Contaminants Management Program.

Public Health Division Recent Accomplishments

- ✓ Public Health Division staff and contract nurses contacted more than 1,376 citizens who tested positive for the COVID-19 virus by telephone to conduct contact tracing. This was done to ensure that affected individuals are isolating properly, and to ensure close contacts are quarantining in accordance with Centers for Diseases Control (CDC) guidelines and MA Department of Public Health (MDPH) requirements.
- ✓ Public Health Division staff responded to 984 health's related complaints. This includes allegations from citizens concerning non-compliance with face covering requirements, social distancing guidelines, food establishment operation complaints, housing, medical waste, sewage, rubbish, and various other public health related issues.
- ✓ Reviewed and approved 2,190 permit applications involving wastewater for the construction of new homes, commercial buildings, sheds, additions, alterations, remodeling work, and demolitions;
- ✓ Issued 4,555 permits and collected \$415,590 in fees during fiscal year 2020, and;
- ✓ Public Health Division provided three influenza vaccination clinics available to all residents at various locations.



Restaurant Kitchen

Public Health Division Goals and Objectives

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

Short-Term:

1. The Public Health Division will continue to provide annual vaccination clinics for influenza and will be ready again to provide multiple COVID-19 vaccination clinics when/as the need arises. **(SP: Regulatory Process and Performance)**
2. The Public Health Division continues to improve customer services emphasizing positive and friendly customer/citizen experiences, efficiency, and predictable regulatory processes. **(SP: Education, Communication)**

Long-Term:

1. The Public Health Division continues to assist the Department of Public Works with the implementation of the Town's Comprehensive Wastewater Management Plan. **(SP: Environment and Natural Resources, Education, Communication)**

Public Health Division Goals and Objectives (Continued)

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

- The Public Health Division continues to enforce State and local regulations designed to protect of our sole source aquifer, bathing beaches, and marine embayment areas, with the goal of reducing nitrogen loading to water bodies. This Division will continue to promote innovative technologies where feasible. **(SP: Environment and Natural Resources)**
- The Public Health Division continues to implement and expand our newest computerized electronic programs for permitting and inspections of various types of projects for the benefit of residents and business operators **(SP: Regulatory Process and Performance)**

Public Health Division Budget Comparison

Public Health Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$550,912	\$584,455	\$772,207	\$781,827	\$9,620	1.25%
Fees, Licenses, Permits	434,526	512,363	396,161	402,500	6,339	1.60%
Total Sources of Funding	\$985,438	\$1,096,818	\$1,168,368	\$1,184,327	\$15,959	1.37%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$907,895	\$934,463	\$986,761	\$1,002,720	\$15,959	1.62%
Operating Expenses	77,543	162,355	181,607	181,607	-	0.00%
Total Appropriation	\$985,438	\$1,096,818	\$1,168,368	\$1,184,327	\$15,959	1.37%

Summary of Budget Changes

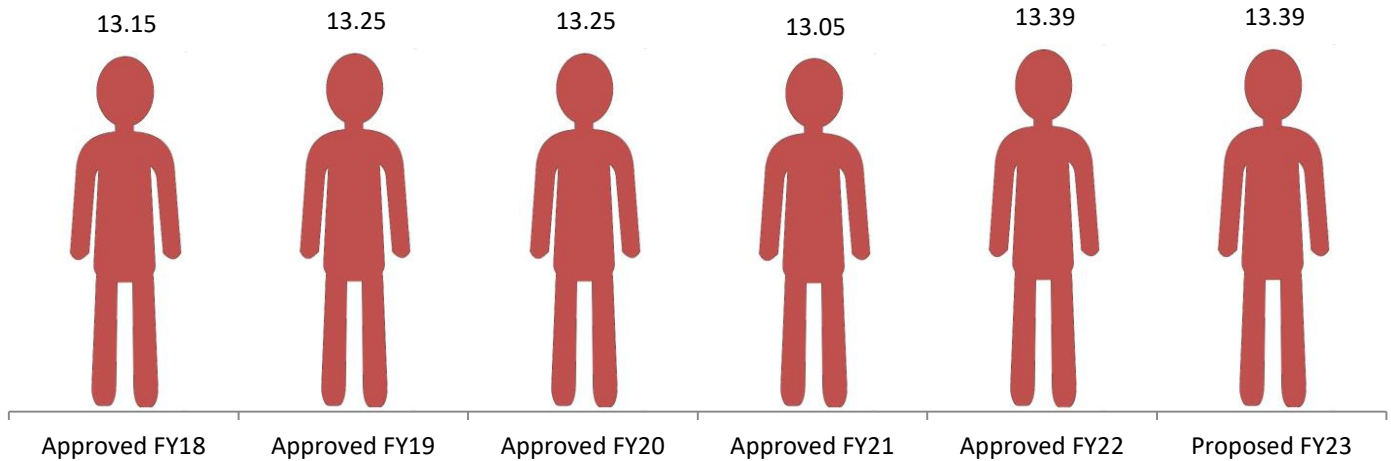
The Public Health Division's proposed FY 2023 budget increased by \$15,959, or 1.37% from the approved FY 2022 budget. Personnel budget change includes contractual obligations. Operating budget change includes increased vehicle lease contract cost.

Job Title	FY 2021
Chief Health Inspector	1.00
Coastal Health Resource Coordinator	0.60
Hazard Materials Health Inspector	1.00
Hazardous Materials Specialist	1.00
Health Inspector	3.75
Permit Technician	3.00
Public Health Director	1.00
Public Health Nurse	0.50
Office Manager	1.00
Seasonal Water Quality Asst.	-
Septic System Info Coordinator	0.20
Full-time Equivalent Employees	13.05

	FY 2022	FY 2023	Change
	1.00	1.00	-
	0.70	0.70	-
	1.00	1.00	-
	1.00	1.00	-
	3.75	3.75	-
	3.00	3.00	-
	1.00	1.00	-
	0.50	0.50	-
	1.00	1.00	-
	0.24	0.24	-
	0.20	0.20	-
	13.39	13.39	-

Public Health Division Factors Affecting FTE's

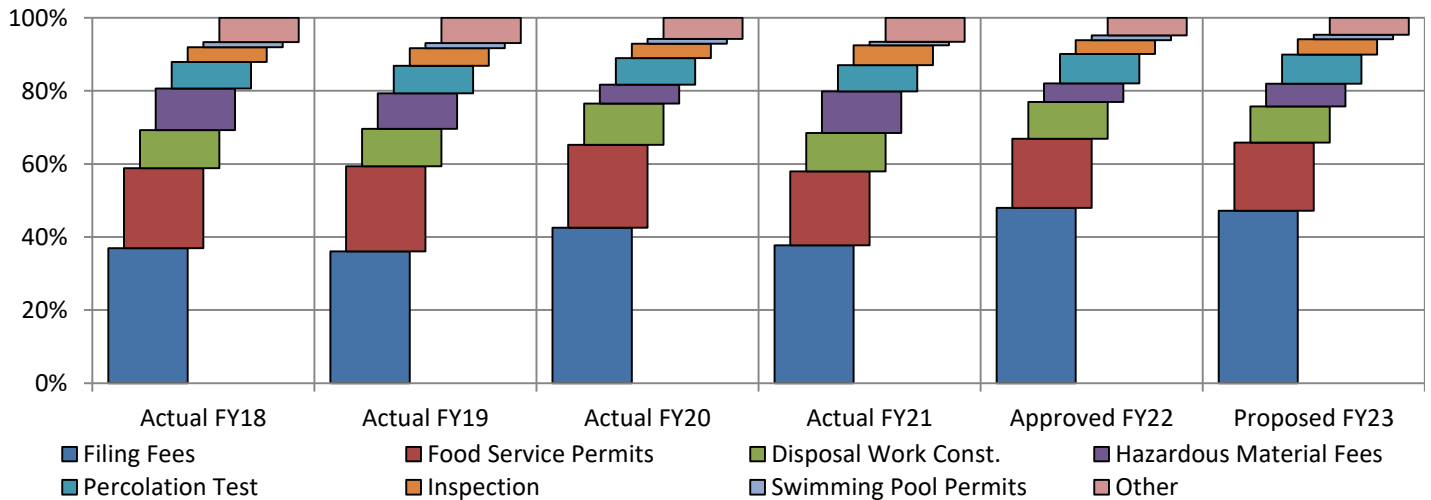
Full Time Employee History



Coastal Resources hours were increased in the FY 2019 budget and again in FY 2022 budget due to an increased need to test our water bodies. The FY 2021 budget reduces the Septic System Coordinator by (0.20)fte.

Public Health Division Factors Affecting Revenues

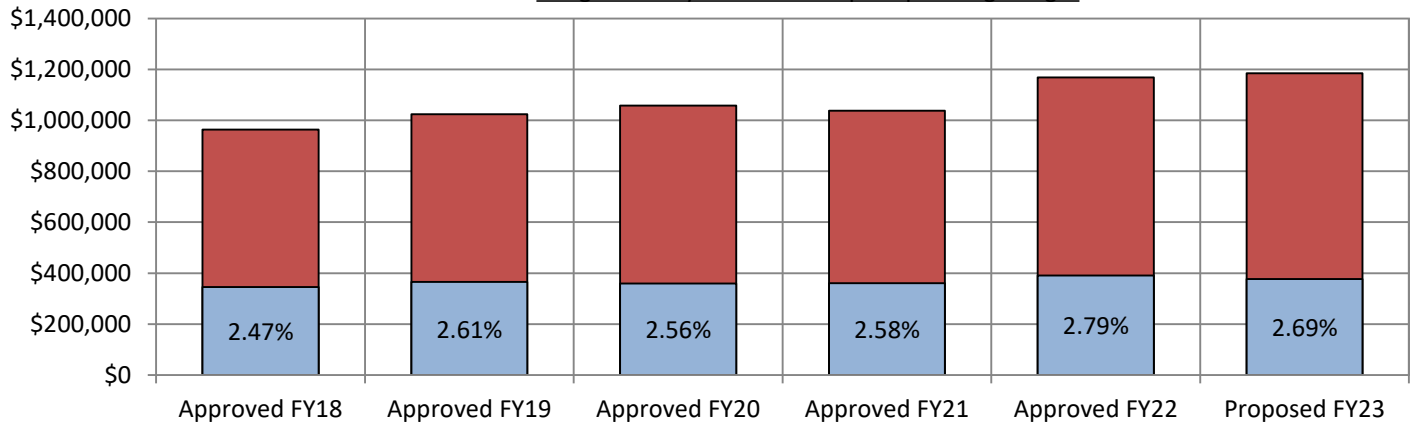
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Tax support provides 66% of total sources of funding to cover the proposed budget. Fees, licenses, and permits make up the difference. Most of the Public Health division revenues generated from operations come from filing fees and food service permits. Excluding taxes filing fees and food service permits account for 66% of total revenue sources.

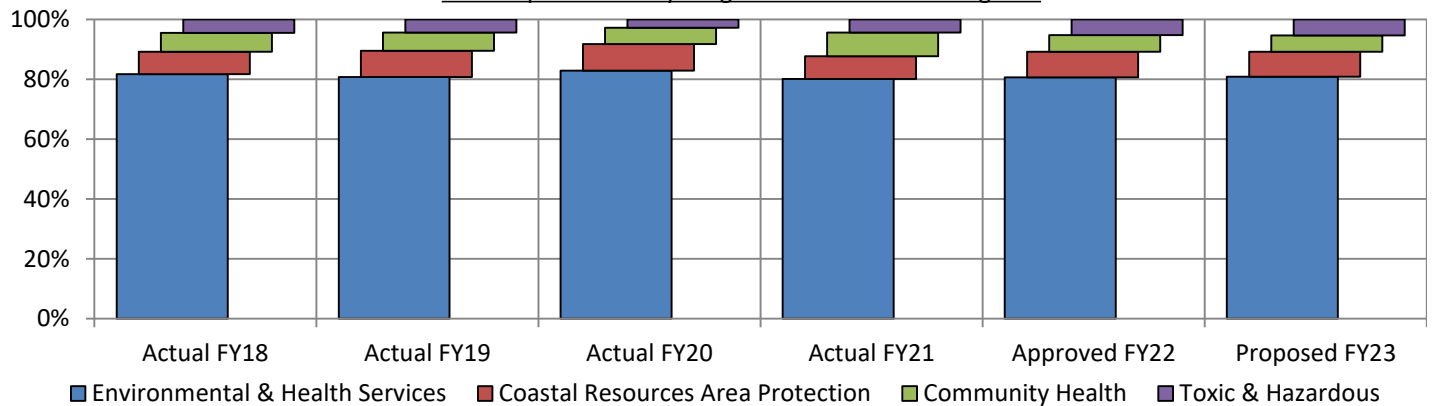
Public Health Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



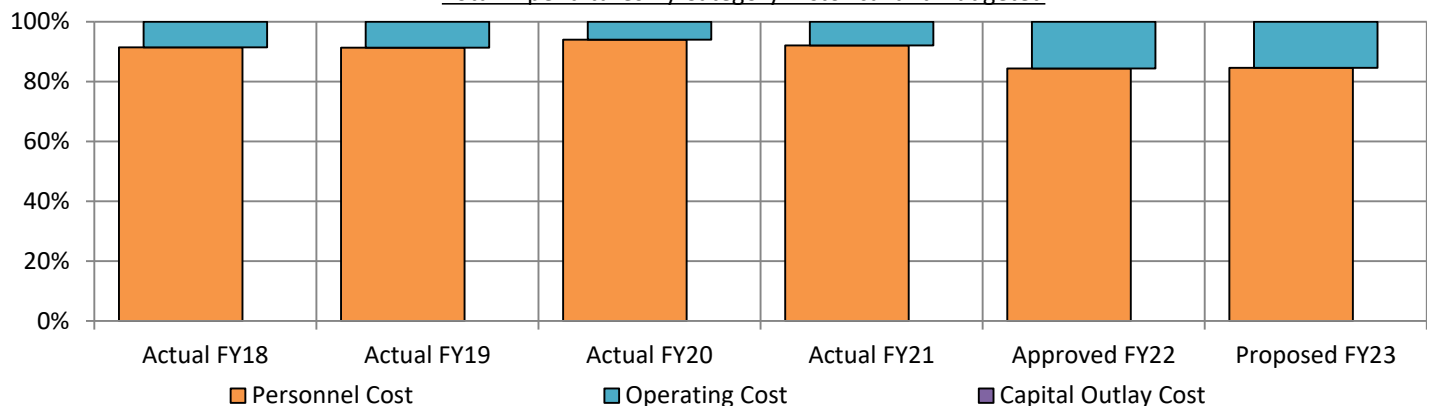
The division's budget has increased 3.82% annually on average over a six-year period. This division budget has also increased from 2.47% to 2.69% of total municipal operations budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



The Environmental Health is the largest program area within the division comprising 81% of the proposed budget. Actual results have this program ranging from 80% to 83%.

Total Expenditures By Category Historical and Budgeted



Public Health expenditures are allocated 84% to personnel cost and 16% to operating cost as a percentage of proposed budget. Actual allocations over a six-year period shows personnel cost at roughly 94%.

Public Health Program Services Provided

Environmental Health Services Program

The mission of the Environmental 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 enforcement of Board of Health Regulations, Town Ordinances, and various State and Federal Codes. This program provides for complaint investigations, housing inspections, groundwater protection, saltwater estuary resource protection, food establishment inspections; swimming pool inspections, septic system inspections, recreational day camp inspections, tanning facility inspections, private well permitting, hotel inspections, horse stable inspections, and other services. A majority of the employees of the Public Health Division are assigned to this Program.

Environ. & Health Services Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$412,542	\$422,145	\$573,905	\$587,354	\$13,449	2.34%
Fees, Licenses, Permits	376,783	467,040	369,161	370,500	1,339	0.36%
Total Sources of Funding	\$789,325	\$889,185	\$943,066	\$957,854	\$14,788	1.57%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$749,715	\$746,370	\$788,142	\$802,930	\$14,788	1.88%
Operating Expenses	39,610	142,814	154,924	154,924	-	0.00%
Total Appropriation	\$789,325	\$889,185	\$943,066	\$957,854	\$14,788	1.57%

Coastal and Freshwater Resources Protection Program

The purpose of the Coastal and Freshwater Resources Protection Program is to protect and preserve bathing beaches and shellfish resource areas, so that visitors, citizens, and anglers may maximize the potential of the coastal resources. One permanent part-time employee and two seasonal part-time water samplers are assigned to this program. The primary focus of this program is to identify pollution sources detrimental to bathing beaches (i.e. lakes, ponds, and coastal beaches), shellfish resource areas, and groundwater resources which contribute to these areas. The part-time Coastal Health Resource Coordinator conducts sanitary surveys, sampling, and conducts testing of all the samples. 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 bathing beaches and shellfish areas open as well as to re-open certain bathing beaches and shellfish resource areas which have been closed.

Coastal Resources Area Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$68,219	\$90,081	\$94,985	\$93,812	(\$1,173)	-1.23%
Fees, Licenses, Permits	6,600	3,150	5,000	5,000	-	0.00%
Total Sources of Funding	\$74,819	\$93,231	\$99,985	\$98,812	(\$1,173)	-1.17%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$70,748	\$91,797	\$96,935	\$95,762	(\$1,173)	-1.21%
Operating Expenses	4,071	1,434	3,050	3,050	-	0.00%
Total Appropriation	\$74,819	\$93,231	\$99,985	\$98,812	(\$1,173)	-1.17%

Public Health Program Services Provided (Continued)

Nursing and Community Health Program

The mission of the Nursing and Community Health Program is to provide nursing services to the citizens of Barnstable so that residents may enjoy and maintain personal physical health. This program consists of one part-time Public Health Nurse and multiple part-time contract nurses. The Public Health Nurse provides a variety of direct health services to individuals, including COVID-19 response, blood pressure clinics; elderly assessments; maternity assessments; influenza and hepatitis vaccinations; and lead (blood-level) screening. In addition, staff receives reports and acts on any involving prematurely born infants. This program also provides tuberculosis screening and investigates tuberculosis cases to control the spread of this disease; and provides various types of immunizations to pre-school aged children and other residents who request immunizations.

Community Health Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$76,741	\$56,712	\$61,987	\$62,786	\$799	1.29%
Fees, Licenses, Permits	1,743	1,638	2,000	2,000	-	0.00%
Total Sources of Funding	\$78,484	\$58,350	\$63,987	\$64,786	\$799	1.25%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$45,966	\$42,240	\$44,604	\$45,403	\$799	1.79%
Operating Expenses	32,518	16,110	19,383	19,383	-	0.00%
Total Appropriation	\$78,484	\$58,350	\$63,987	\$64,786	\$799	1.25%

Toxic & Hazardous Contaminants Program

This program provides education and enforcement in regards to proper handling of toxic materials and disposal of hazardous wastes so that citizens and visitors may enjoy a safer and healthier environment. This Program consists of one employee, a Hazardous Materials Specialist. This program provides immediate onsite response to hazardous waste spills, household and small business hazardous waste disposal, inspections at businesses and agencies that store and/or handle toxic and hazardous materials, clean-up of hazardous releases on town-owned properties, and proper maintenance, testing, and removal of underground fuel storage tanks.

Toxic & Hazardous Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$0	\$15,517	\$41,330	\$37,875	(\$3,455)	-8.36%
Fees, Licenses, Permits	49,400	40,535	20,000	25,000	5,000	25.00%
Total Sources of Funding	\$49,400	\$56,052	\$61,330	\$62,875	\$1,545	2.52%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$41,466	\$54,055	\$57,080	\$58,625	\$1,545	2.71%
Operating Expenses	1,344	1,998	4,250	4,250	-	0.00%
Total Appropriation	\$42,810	\$56,052	\$61,330	\$62,875	\$1,545	2.52%

Inspectional Services Department Workload Indicators

Building Services Division

Workload Indicators	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projection
Number of Permits	11,211	10,440	10,355	11,000
Number of Inspections	42,334	39,845	14,000	15,000
Zoning Complaints Investigated	636	504	498	700
Site Plan Reviews Conducted	62	62	109	75
Front Counter Inquiries	14,900	15,000	250	400
Telephone Inquiries	9,000	9,500	15,000	14,000

Public Health Division

Public Health	Program Outcome Measure			
Activity Name (What)	FY 2021 Budget (Input)	FY 2021 End Product (Output)	FY 2021 Unit Cost or Productivity (Efficiency)	FY 2021 Service Quality (Effectiveness)
To respond, investigate, and take appropriate action in regards to all health related complaints and inquiries received; with the objective of responding to greater than 90% of complaints within twelve (12) business hours within standards and within budget				
Complaint Response	\$108,880	984 Complaints	\$110.65/complaint	99% of complaints were responded to within 12 business hours with quick appropriate action taken

SCHOOL DEPARTMENT

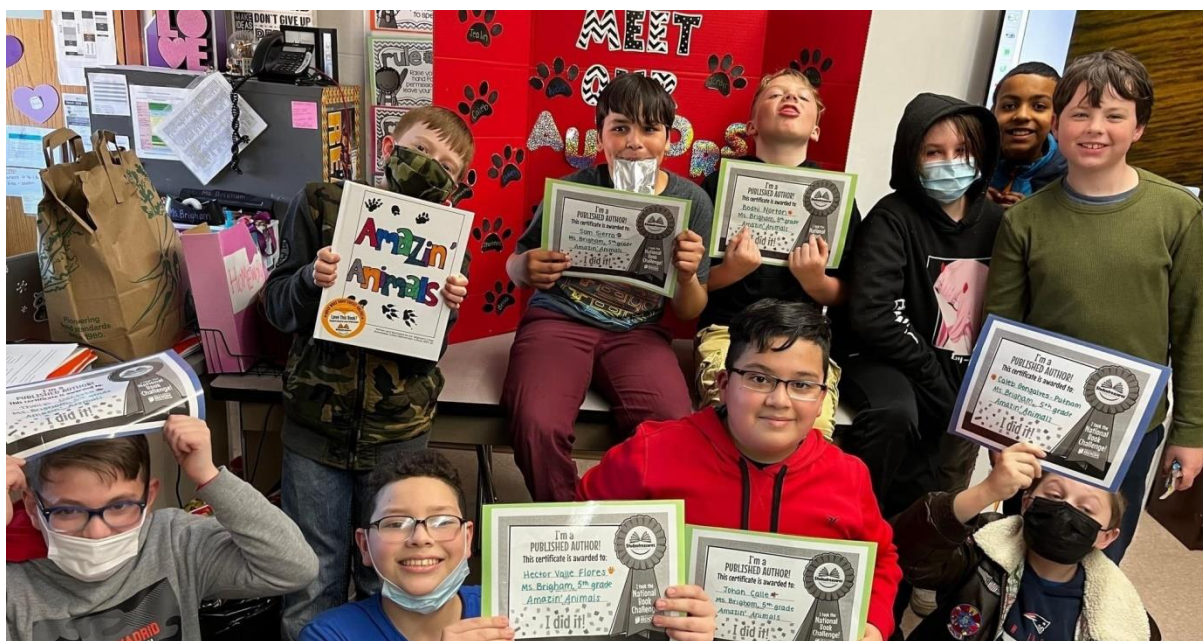
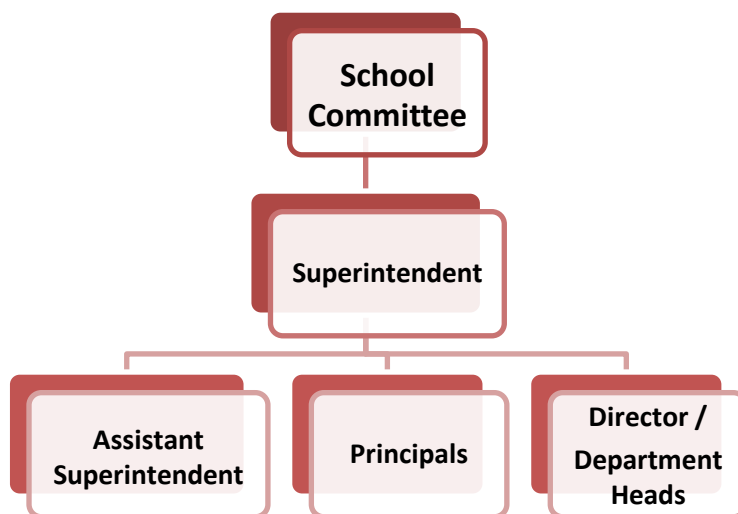
Department Vision Statement

The Barnstable Public Schools educates the whole child by creating a student centered school culture that addresses students' physical, social, emotional, and academic needs by creating a safe and healthy learning environment in which students are challenged, supported, and engaged.



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

- **Commitment:** We are dedicated to the continuous learning and growth of all.
- **Collaboration:** We work together while keeping student needs at the center of all decision making.
- **Community:** We build strong, respectful partnerships that support student success.



Department Services Provided

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

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

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

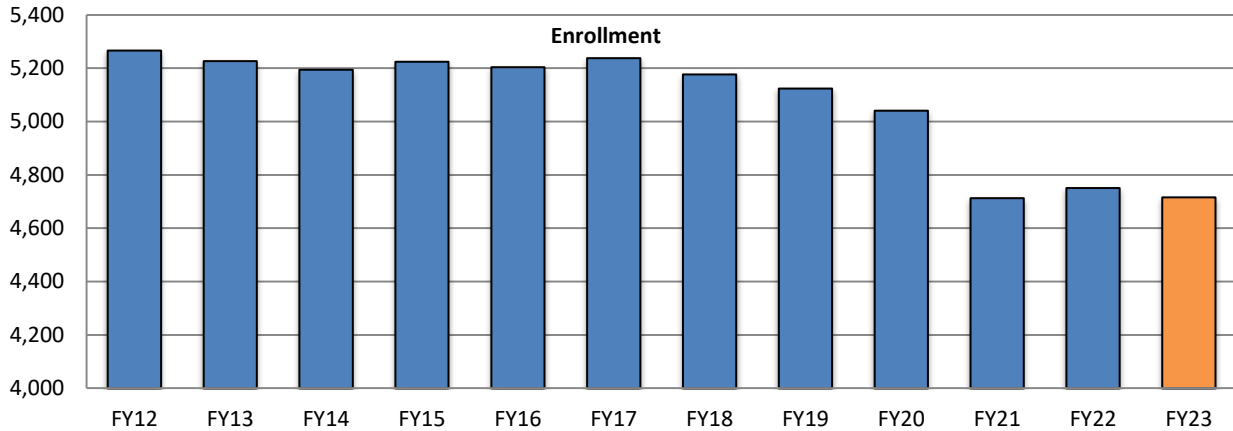


Enrollment

Enrollment increased in FY 2022 as students returned to in-person learning as the public health situation stabilized. Anticipated FY 2023 enrollment is 4716 students a 0.75% decrease over FY 2022 or 35 students. Enrollment forecasts over the next five years projects level enrollment with minor shifts 0.5-.75 +/- year over year.

Source: Student Information Systems, Internal Projections

Source: <http://profiles.doe.mass.edu/profiles/stud>

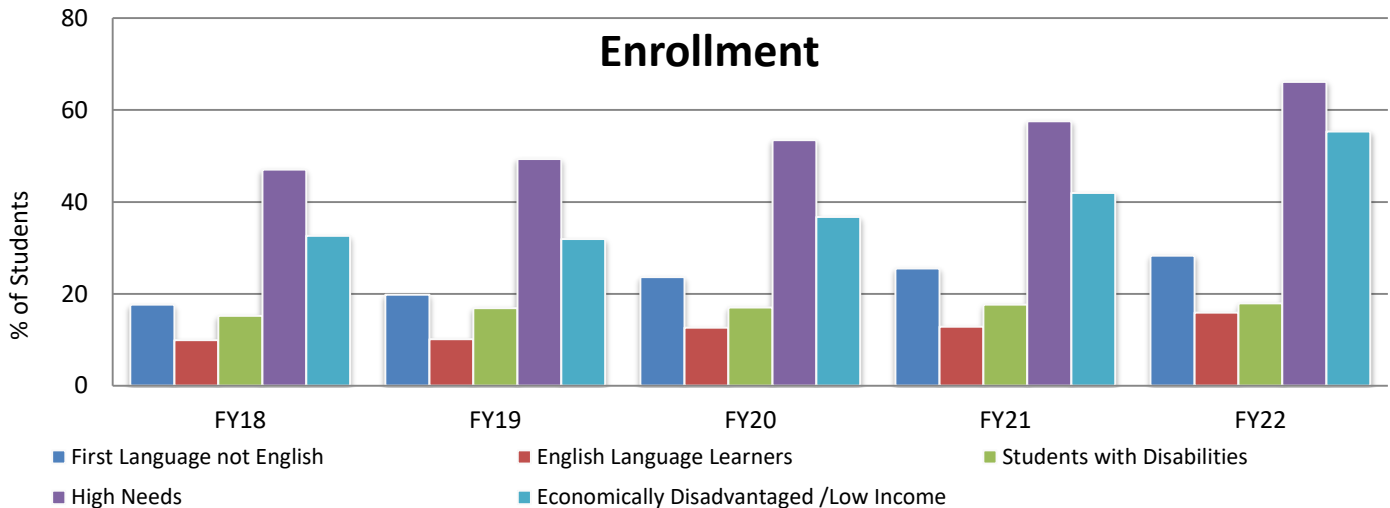


FY 2022 Selected Populations	% of District	% of State
First Language not English	28.3	23.9
English Language Learner	15.9	11.0
Students With Disabilities	17.9	18.9
High Needs	66.1	55.6
Low-Income	55.3	43.8

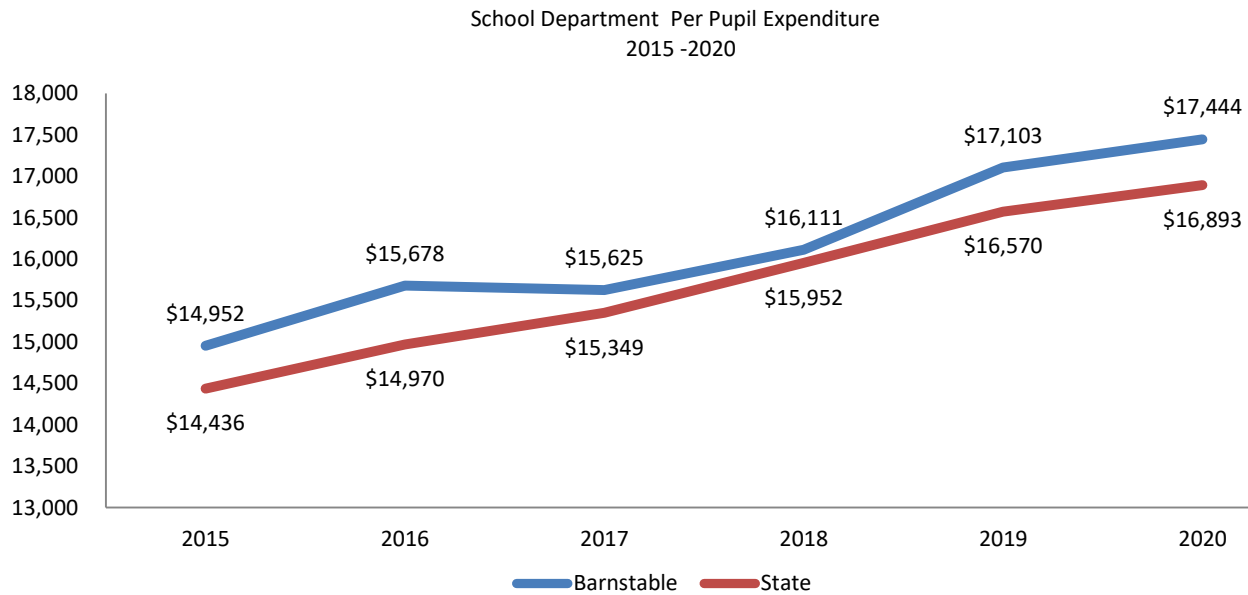
All selected population categories increased in FY22 and four of the five categories exceed State averages. The district continues to adapt to educating English Language Learners with enhanced resource commitment in FY23.

The Department of Elementary and Secondary Education have replaced the Economically Disadvantaged category in

FY22 with Low Income. Low Income is calculated based on a student's participation in one or more of the following state-administered programs: the Supplemental Nutrition Assistance Program (SNAP); the Transitional Assistance for Families with Dependent Children (TAFDC); the Department of Children and Families' (DCF) foster care program; expanded MassHealth (Medicaid) up to 185% of the federal poverty level, as well as students identified by districts as homeless and students the district confirmed had met the low-income criteria through the supplemental process and collected the required supporting documentation.



Per Pupil Expenditure



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

Per pupil spending calculations compare spending which occurs throughout the school year, to the average number of pupils, which normally fluctuates over the school year. The enrollment statistic used is called full-time equivalent average membership or FTE.

Full-time equivalency refers to the percentage of time that students are enrolled during the school year. A pupil who arrives on November 1 and is still enrolled at the end of the year, for example, would be assigned full-time equivalency of somewhere in the range of eight-tenths.

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

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

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

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

Department Goals and Objectives

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

As we have shared in previous years, it should not be surprising for our community to see annual budget increases in the range of 3.0% to 5.0%, if the district is to maintain the current quality of its programs and services and continuously grow and improve.

Schools are not typical businesses, since they have many costs that are essentially fixed, legally-mandated, or otherwise unavoidable. Some common examples include: Special Education, School Bus Transportation, Utilities (gas, electric, water), Operations & Maintenance, and Salaries defined by Collective Bargaining Agreements.

Although many costs are similar from year to year, schools are similar to other industries when dealing with pricing and market volatility. With a fixed budget, market driven price increases decrease our buying power.

After developing our level services budget for FY'23, we looked at our most pressing need areas as brought forth from site Principles and Districtwide Directors, School Councils, teachers and parents; we were able to determine where additional resources are needed.

The themes that emerged demonstrated that additional support is needed at all of our schools in order to be able to provide students with increased intervention opportunities, especially support for English Language Learners and those students demanding increased social/emotional supports. We are seeing an increase in student behavioral needs post-pandemic and our students are requiring explicit support in navigating the expectations and structure of the school day. Along with the need for increased general education intervention opportunities for all students, we have established that there is a need to increase support for our students on 504 plans and IEPs. We will continue to seek stakeholder feedback to determine if needs are being met as we work to provide creative solutions to our high needs areas.



Department Budget Comparison

School Department Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$55,803,292	\$57,125,569	\$59,154,902	\$57,775,416	(\$1,379,486)	-2.33%
Intergovernmental	13,784,440	13,809,573	15,516,818	21,813,605	6,296,787	40.58%
Fees, Licenses, Permits	-	790	200,000	200,000	-	0.00%
Interest and Other	60,310	-	-	-	-	0.00%
School Savings Account	-	950,531	950,531	-	(950,531)	-100.00%
Total Sources of Funding	\$69,648,042	\$71,886,463	\$75,822,251	\$79,789,021	\$3,966,770	5.23%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel*	\$56,627,512	\$57,209,328	\$58,918,606	\$63,038,484	\$4,119,878	6.99%
Operating Expenses*	13,020,530	14,677,135	16,903,645	16,750,537	(153,108)	-0.91%
Total Appropriation	\$69,648,042	\$71,886,463	\$75,822,251	\$79,789,021	\$3,966,770	5.23%

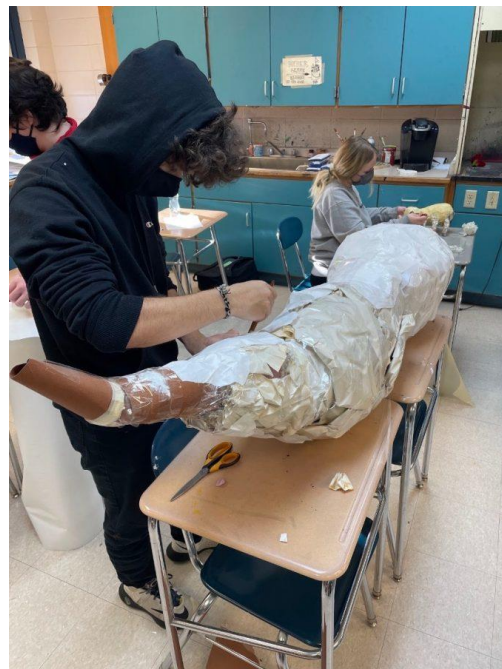
*Includes Special Education and Circuit Breaker

Summary of Budget Changes

FY 2023 School budget proposes a general fund appropriation of \$76,781,611 with growth of 5.80% over the previous year. Additional expenditures totaling \$3,007,409 from school special revenue funds will further support FY 2023 operational needs. No use of the districts allocation of free cash (school savings account) is planned for the fiscal year.

The major changes in the FY 2023 include 19.70 new positions. It is important to note that the positions are largely compliance related to ensure that our schools are meeting instructional requirements for English language learners and students with disabilities. Additionally, 5 of the positions are designated for a new alternative education program at BHS, designed to support our most at risk youth.

Position	FTE
Special Education Teachers	5 FTEs
Special Education Paraprofessionals	4 FTEs
English Language Learner Teachers	6 FTEs
Alternative Education Staff	5 FTEs
Technology/Science Teacher (elementary)	1 FTE
Technology Assistant and Library Assistant (offset)	-1.5 FTEs



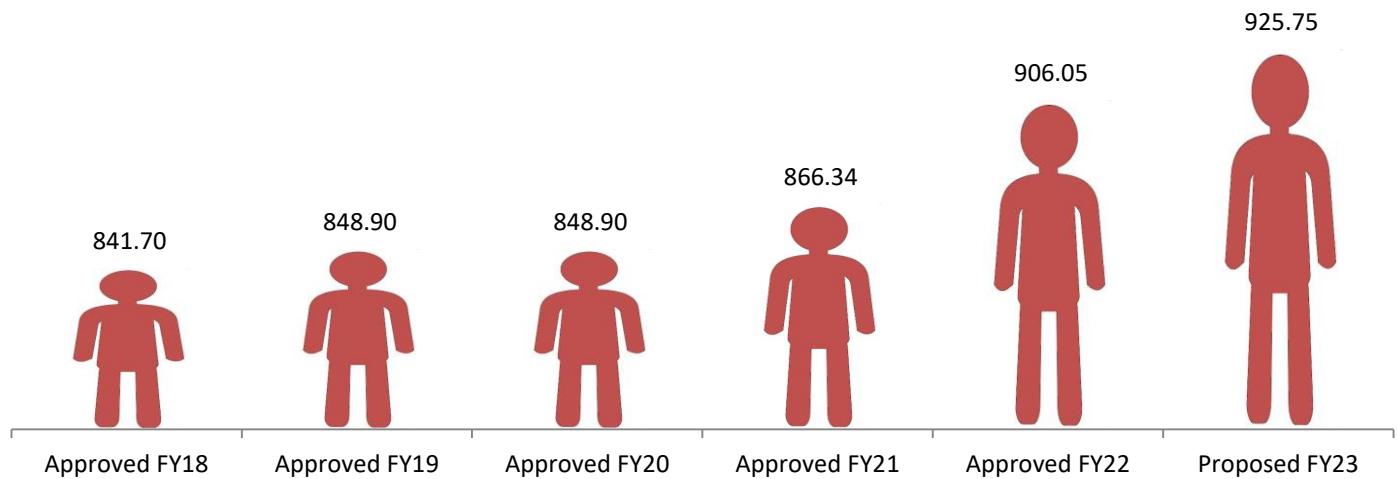
Department Budget Comparison (Continued)

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2022 Approved Budget				\$75,822,251	
Contractual Obligations Net of Staff Turnover	2,753,010			2,753,010	-
One-time Charges	-	(37,100)	-	(37,100)	-
FY 2023 Budget Request					
1. Personal Care Assistants	122,212	-	-	122,212	5.00
2. Special Education Teachers	260,836	-	-	260,836	4.00
3. English Language Learner Teachers	404,682	-	-	404,682	6.00
4. Alternative Learning Program	379,264	-	-	379,264	5.00
5. Technology /Science Elementary Teacher	78,504	-	-	78,504	1.00
6. Library Assistant	(11,901)	-	-	(11,901)	(0.50)
7. Technology Assistant	(34,005)	-	-	(34,005)	(1.00)
8. Parent Liaison (move from grant)	12,460	-	-	12,460	0.20
9. Extended School Year Salary/Wage	23,021	-	-	23,021	-
10. Substitutes	53,291	-	-	53,291	-
11. Intermediate School Extracurricular Stipends	78,504	-	-	78,504	-
12. BCBA Services	-	42,000	-	42,000	-
13. Curriculum / Assessment Software	-	37,000	-	37,000	-
14. Professional Development Reimbursement	-	5,000	-	5,000	-
15. Transportation Contract - Large Bus	-	58,692	-	58,692	-
16. Transportation Contract - Out-of-District	-	40,000	-	40,000	-
18. Technology Equipment - Staff	-	-	30,000	30,000	-
19. Tuition - Out-of- District	-	(328,700)	-	(328,700)	-
FY 2023 Proposed Budget	\$4,119,878	\$(183,108)	\$30,000	\$79,789,021	19.70



School Department Factors Affecting FTE's

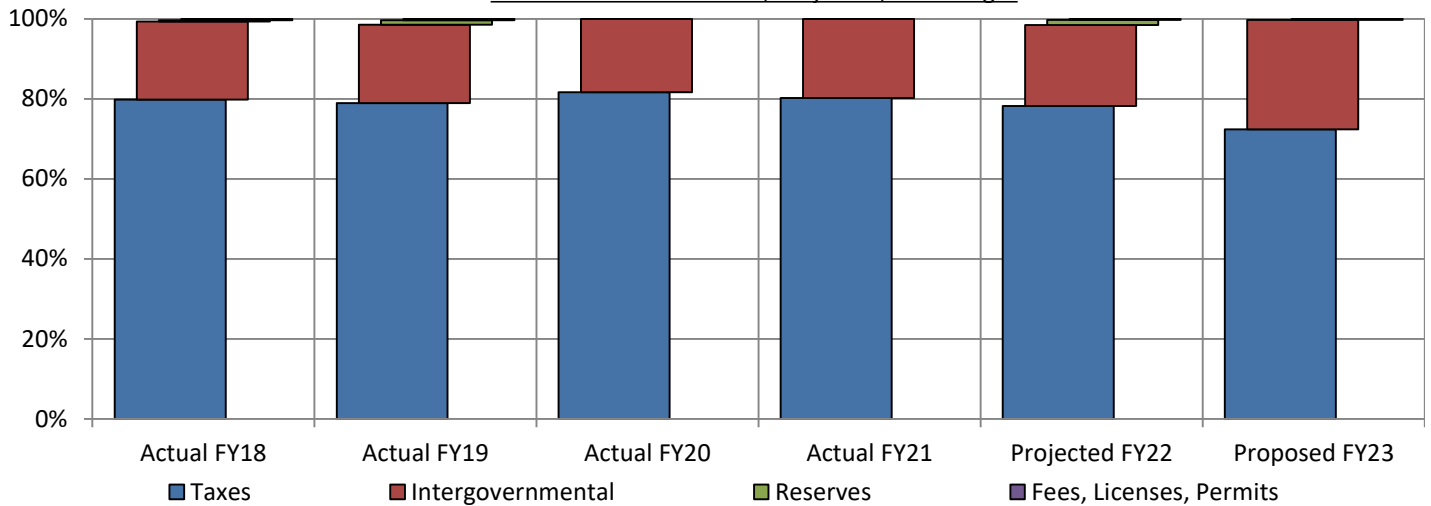
Full Time Employee History



The major changes in the FY 2023 include 19.70 new positions.

School Department Factors Affecting Revenues

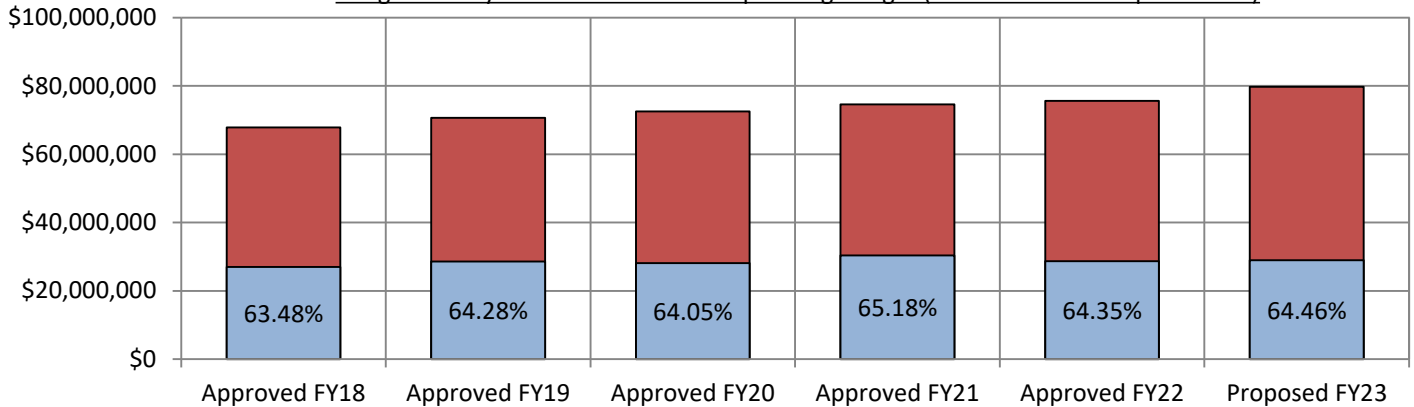
Total Revenues Historical, Projected, and Budget



Taxes provide 72% and intergovernmental aid 27%. Taxes are provided through the General Fund transfer out for local school operations and intergovernmental aid from Chapter 70 state aid. The school savings account has been used in the past to cover both operating and capital needs.

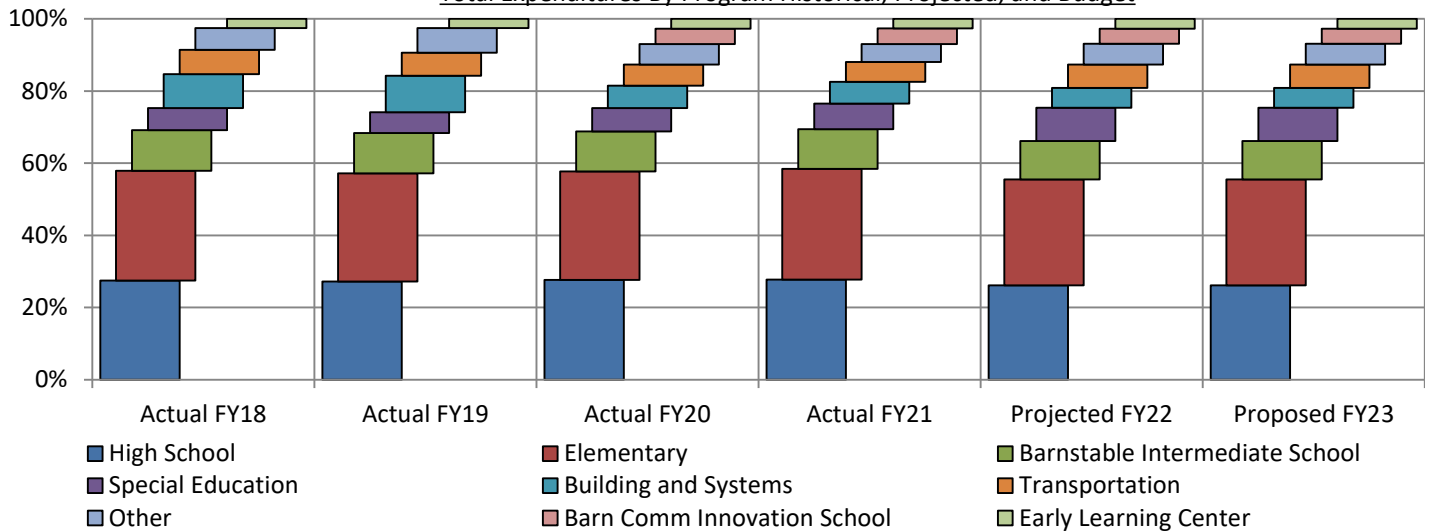
School Department Factors Affecting Expenses

Budget History - % Of General Fund Operating Budget (Excludes Other Requirements)



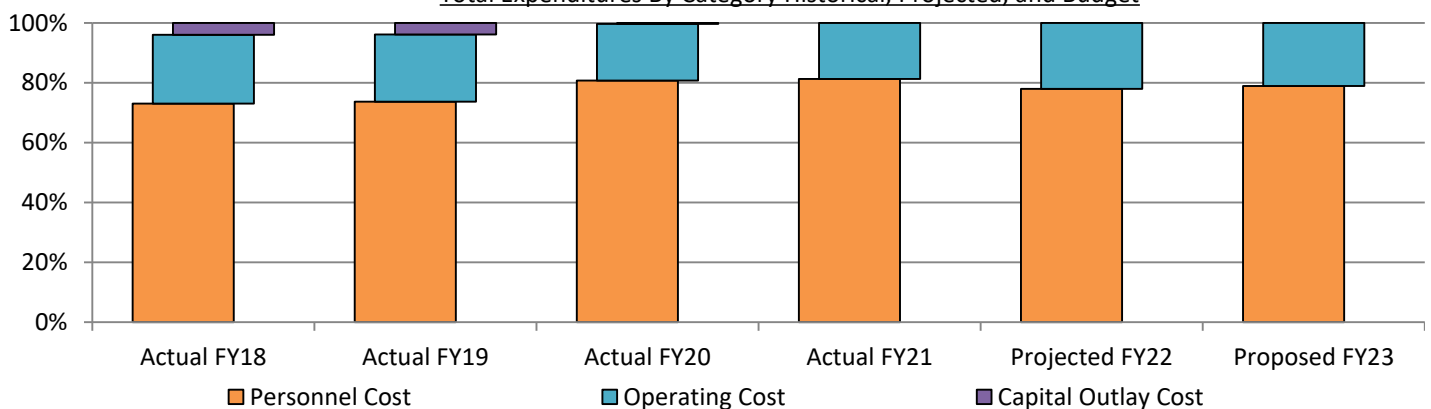
The School Department's budget has increased 2.92% annually on average over a six-year period. The local school budget has ranged 63.48% to 64.46% of General Fund operating budget (excludes other requirements).

Total Expenditures By Program Historical, Projected, and Budget



The elementary school accounts for 30% of the proposed FY2023 budget, High School represents 26%, Barnstable Intermediate School 10%, and Special Education 9%.

Total Expenditures By Category Historical, Projected, and Budget



Personnel cost account for 80% of the FY2023 proposed budget with operating making up the difference.

THIS PAGE INTENTIONALLY LEFT BLANK

OTHER REQUIREMENTS

Description

Within the FY2023 budget, a category of costs called "Other Requirements" has been separated from the departmental budgets. Within this category, the following costs are included: debt service; employee benefits, premiums for liability and casualty insurance; celebrations; Lombard Trust lease payments; grants to the public libraries and for tourism; transfers, and various assessments the town receives from state, county, and other regional agencies and schools.

Employee Benefits

Insurance

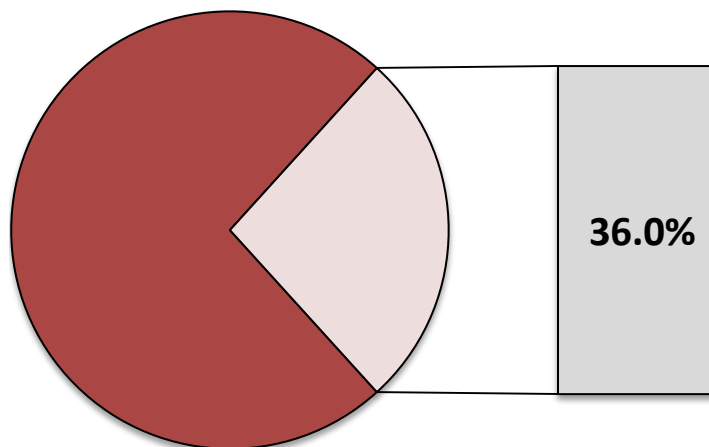
Grants

Assessments, Debt Service & Other

Transfers

Deficits From Prior Year

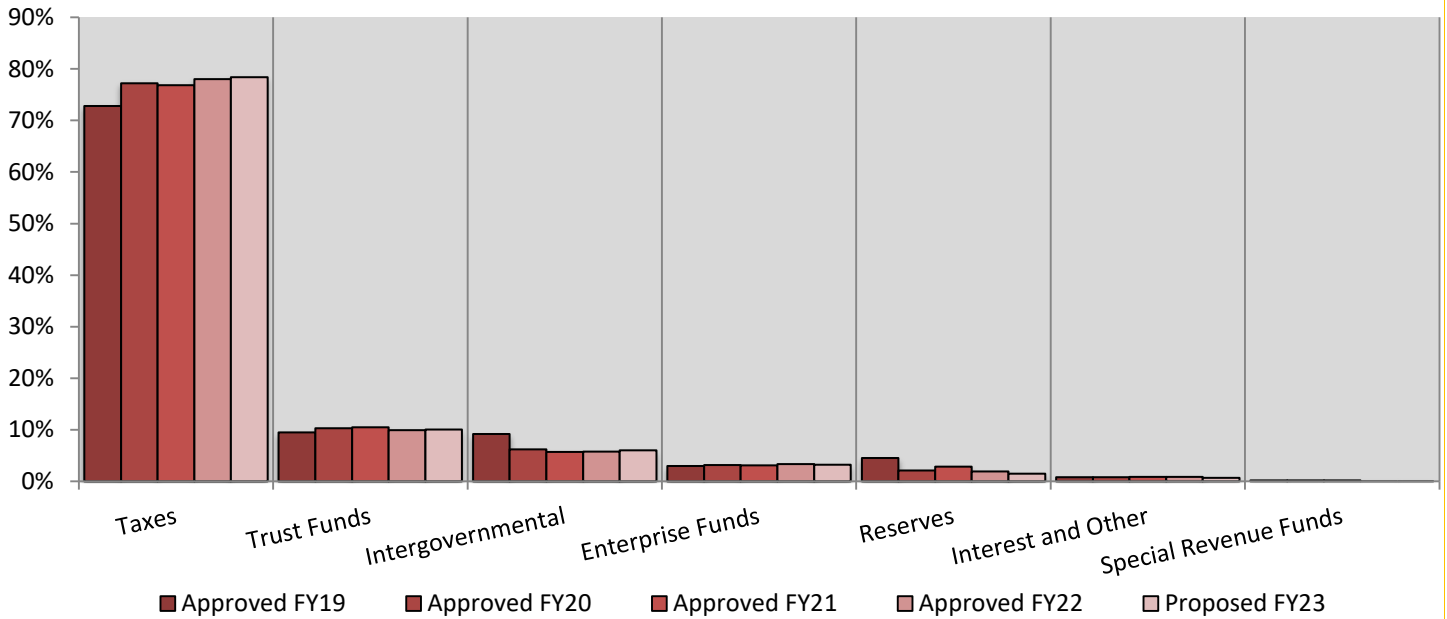
% of FY 2023 General Fund Budget



Total expenditures on Other Requirements represent 36% of the overall General Fund budget.

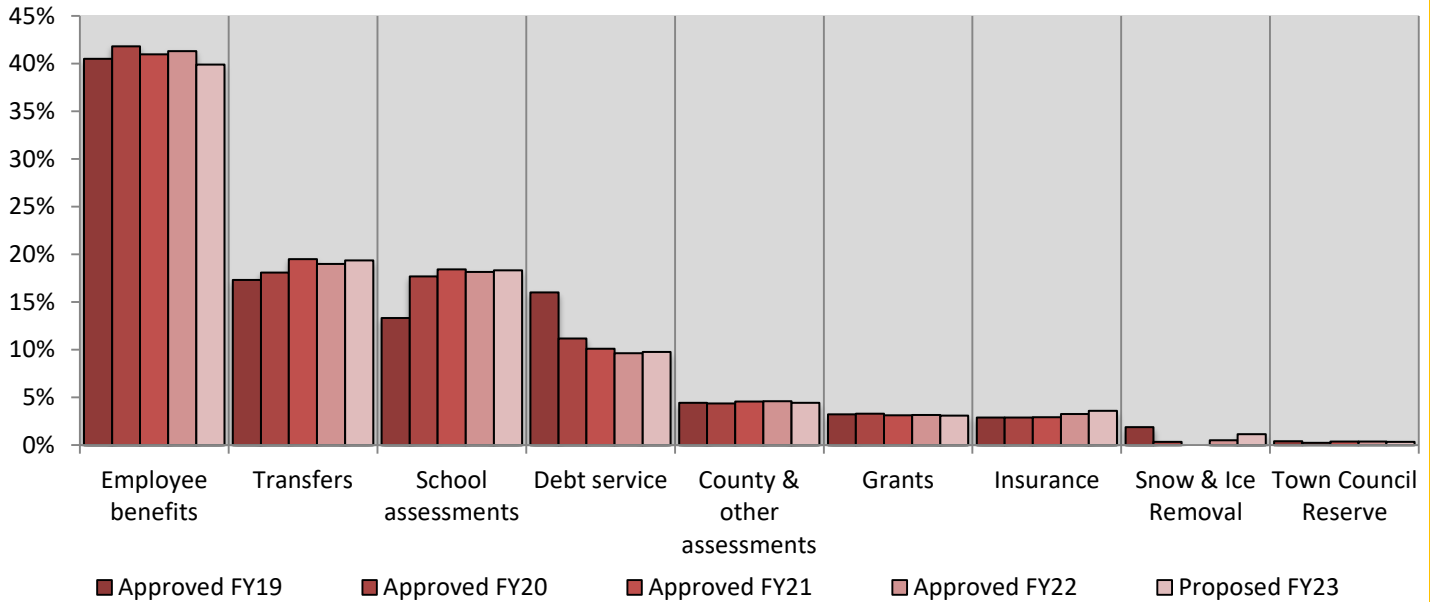
Other Requirements Financial Summary

Other Requirements Source of Funding History



Taxes provide 78% of the funding sources for this area of the budget. This is followed by Trust Funds at 10%. Intergovernmental aid provides 5%, which is mostly derived from unrestricted state aid. A total of \$1,050,000 General Fund reserves will be used to balance this area of the budget.

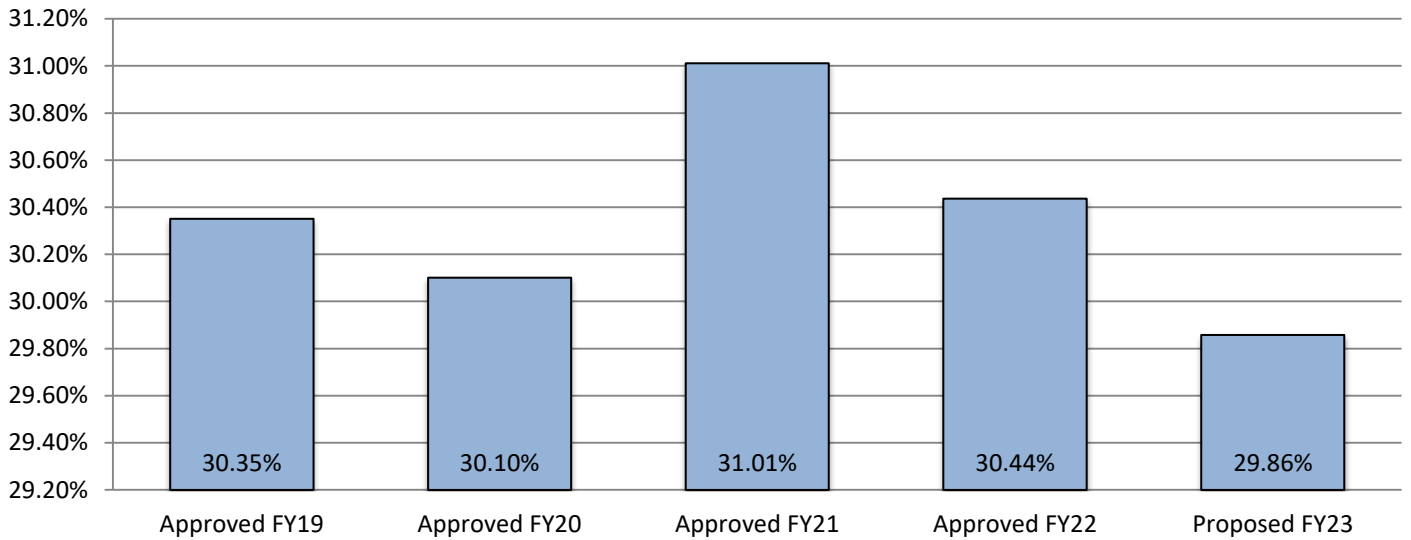
Allocation of Other Requirements Budget History



Employee benefits are the largest section of this budget representing 40% of all expenditures. The second largest area is transfers at 19%, then school assessments at 18%, and debt service at 10%.

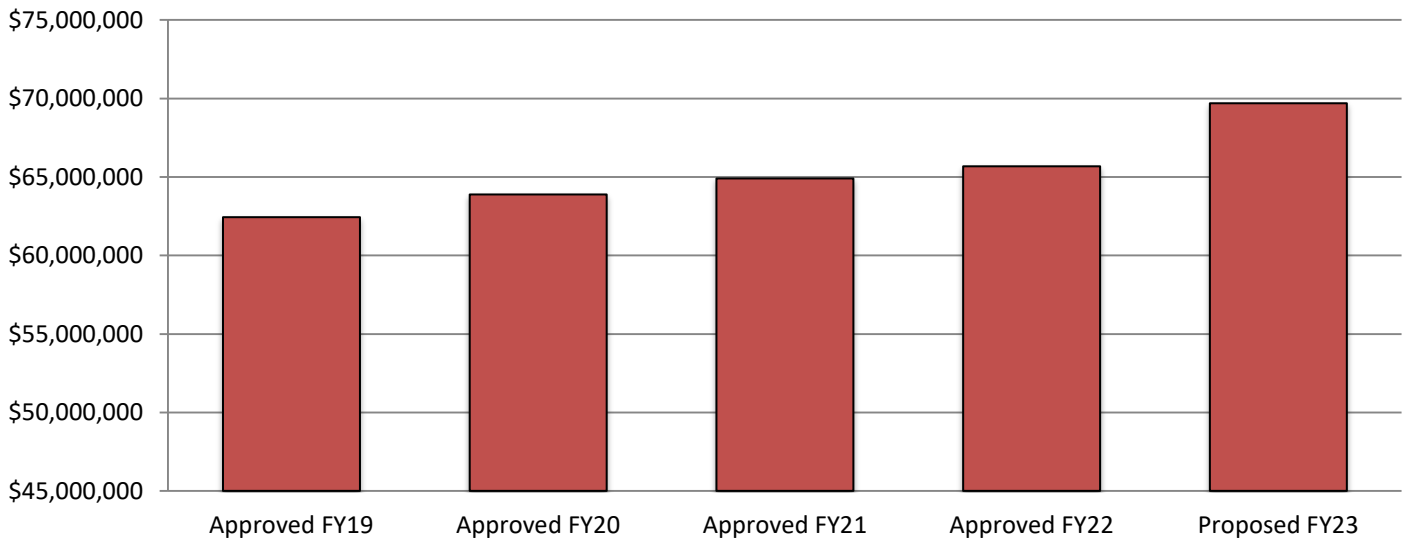
Other Requirements Financial Summary (Continued)

Other Requirements % Of All Appropriated Funds Budget History



Other requirement as a percentage of all appropriated funds has remained within the 30% range over the past five fiscal years. This category has increased on average 2.49% annually over the five-year period compared to 2.86% for all appropriated funds. The spike in FY 2021 is due to COVID budget reductions because of the pandemic uncertainty, which made the all appropriated funds denominator lower in the fiscal year.

Other Requirements Budget History



The volatility in fixed cost is threefold: debt service payments change with capital projects or refunding of bonds, the availability to transfer additional funds to the Capital Trust Fund, and snow & ice removal deficits. Employee benefits and school assessments contribute the most to the growth in this budget.

Other Requirements Budget Comparison

Other Requirements Funding Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$51,482,990	\$53,218,375	\$51,255,256	\$54,621,829	\$3,366,573	6.57%
Intergovernmental	3,576,609	3,971,873	3,771,873	4,190,714	418,841	11.10%
Interest and Other	468,633	478,006	570,000	470,000	(100,000)	-17.54%
Special Revenue Funds	97,540	86,400	86,400	83,200	(3,200)	-3.70%
Enterprise Funds	2,020,320	2,185,775	2,185,775	2,258,809	73,034	3.34%
Trust Funds	6,797,324	6,515,178	6,515,178	7,008,286	493,108	7.57%
Reserves	-	1,276,592	1,276,592	1,050,000	(226,592)	-17.75%
Total Sources of Funding	\$64,443,416	\$67,732,199	\$65,661,074	\$69,682,838	\$4,021,764	6.13%
Expenditure Category						
Retirement Assessments	\$10,602,208	\$10,835,369	\$10,835,369	\$11,287,644	\$452,275	4.17%
OPEB Contribution	600,000	650,000	650,000	700,000	50,000	7.69%
Health Insurance for Active Employees	7,203,844	7,775,000	8,000,000	8,000,000	-	0.00%
Retiree Health & Sick Benefits	4,729,362	5,025,000	5,166,485	5,297,932	131,447	2.54%
Workers' Compensation & Unemployment	1,454,029	1,100,000	1,200,000	1,200,000	-	0.00%
Medicare & Life Insurance	1,224,437	1,270,000	1,276,450	1,320,706	44,256	3.47%
Total Employee Benefits	\$25,813,880	\$26,655,369	\$27,128,304	\$27,806,282	\$677,978	2.50%
Debt Service, Grants, Assessments & Other						
Debt Service	\$6,488,897	\$6,320,128	\$6,320,128	\$6,798,286	\$478,158	7.57%
Library Grants	1,899,691	1,948,000	1,948,000	2,035,660	87,660	4.50%
Tourism Grant	51,078	127,000	127,000	127,000	-	0.00%
Property & Liability Insurance	2,097,430	2,300,000	2,150,000	2,500,000	350,000	16.28%
Interest on Tax Refunds	5,954	-	-	-	-	0.00%
Celebrations	11,354	120,000	120,000	134,000	14,000	11.67%
Lombard Trust Rent	52,000	52,000	52,000	52,000	-	0.00%
Veterans' District Assessment & Benefit Payments	357,494	420,000	425,000	430,000	5,000	1.18%
Old Kings Highway	10,450	9,950	9,950	10,000	50	0.50%
Greenhead Fly Control District	5,820	5,820	5,820	5,820	-	0.00%
County Tax & Cape Cod Commission Assessments	1,215,102	1,230,279	1,230,279	1,261,036	30,757	2.50%
Mosquito Control	458,801	464,627	464,627	476,263	11,636	2.50%
Air Pollution Control Districts	22,201	21,953	21,953	23,143	1,190	5.42%
Regional School District Assessment	5,753,760	5,106,410	5,106,410	5,229,756	123,346	2.42%
Commonwealth Charter School Assessment	4,455,087	5,384,510	5,384,510	6,025,534	641,024	11.90%
School Choice Assessment	1,484,768	1,410,264	1,410,264	1,511,358	101,094	7.17%
RMV Non-renewal Surcharge	66,040	66,040	66,040	71,580	5,540	8.39%
Cape Cod Regional Transit Authority	608,332	623,542	623,542	639,133	15,591	2.50%
Special Education Assessment	11,333	11,786	11,786	5,561	(6,225)	-52.82%
Snow & Ice Deficit	-	341,107	341,107	800,000	458,893	134.53%
Town Council Reserve Fund	-	250,000	250,000	250,000	-	0.00%
Total Debt Service, Grants, Assessments & Other	\$25,055,592	\$26,213,416	\$26,068,416	\$28,386,130	\$2,317,714	8.89%
Subtotal Before Transfers	\$50,869,472	\$52,868,785	\$53,196,720	\$56,192,412	\$2,995,692	5.63%
Transfer to Capital Trust Fund	\$10,442,825	\$11,042,896	\$11,042,896	\$12,068,968	\$1,026,072	9.29%
Transfer to Capital Projects Funds	781,279	2,399,060	-	-	-	0.00%
Transfers to Enterprise Funds	2,349,840	1,421,458	1,421,458	1,421,458	-	0.00%
Total Transfers	\$13,573,944	\$14,863,414	\$12,464,354	\$13,490,426	\$1,026,072	8.23%
Grand Total Other Requirements	\$64,443,416	\$67,732,199	\$65,661,074	\$69,682,838	\$4,021,764	6.13%

Other Requirements Budget Comparison (Continued)

Summary of Budget Changes

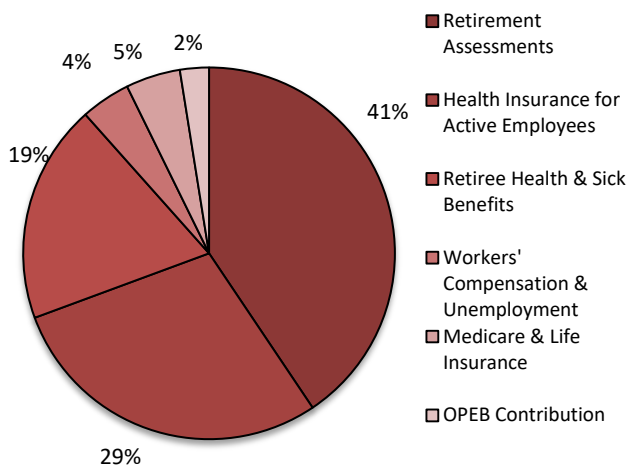
The Other Requirements proposed FY 2023 budget increased by \$4,021,764 from the approved FY 2022 budget. Employee benefits category increased by \$677,978, or 2.50% mostly due to the pension assessment. Debt service, grants, and assessments increased by \$2,317,714, or 8.89% from the approved FY 2022 budget. The proposed FY 2023 budget includes a snow & ice deficit of \$800,000. Transfers increased by \$1,026,072, which is directly related to the Capital Trust Fund contribution.

Description of Other Requirements

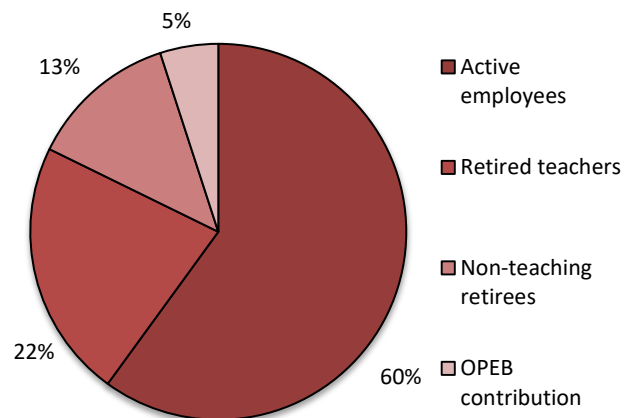
Employee Benefits

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

Distribution of FY 2023 Employee Benefits Budget



Distribution of FY 2023 Health Insurance Expenditures



Health insurance for active and retired employees is the largest expenditure in this area of the budget. Collectively, they represent 48% of all employee benefits spending. Health insurance for active employees comprises 60% of all health insurance expenses while retirees make up 35%. This area of the budget also includes the contribution to the Town's trust fund for Other-Post Employment Benefits (OPEB), which is budgeted at \$700,000 for FY 2023. The Town's Annual Required Contribution (ARC), as calculated by actuaries, for fully funding its OPEB obligation is approximately \$8 million per year. This level of funding cannot be achieved immediately without significant cuts to services or additional increases in the tax levy. The county retirement assessment is the largest expenditure in this category representing 41% of the total budget.

Health Insurance

The Town belongs to the Cape Cod Municipal Health Group (CCMHG); a self-insured risk pool with 50 other entities for its health insurance. This is the second largest health insurance purchasing pool in the Commonwealth after the state managed Group Insurance Commission (GIC). The Town 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 GIC and the Town is responsible for contributing 85% to 90% towards their health insurance costs. The state deducts this cost from the Town's monthly state aid distribution. Factors affecting costs in this category are the number of retirees, co-pay levels, deductibles, and health insurance premium changes. Plan design changes to health insurance plans were implemented in FY 2013 and FY 2018, which resulted in some premium savings. In FY 2018, the CCMHG introduced a new Health Savings Account (HSA) plan that carries a lower annual premium and a high deductible. The town contributes \$2,000 to the HSA account for a family plan and \$1,000 for a single plan. There are cost savings to the town and employee in the form of lower premiums. For FY 2022, premiums are increasing by 3%. The health group approved a one-month premium holiday in FY 2022. This savings should offset the additional cost from the 3% rate increase resulting in a level funded budget for active employee health insurance. The CCMHG has experienced favorable claims over the past year due to the pandemic as elective surgeries have been postponed as well as an increase telemedicine.

Pension Assessments

The Town belongs to the Barnstable County Retirement Association (BCRA). Each year, the County Retirement Board notifies each member town with the amount of its share of the county retirement pension expense. This assessment includes the normal costs for current retirees, an amount for the amortization of the unfunded liability of the system, and the expense of running the system. Pension assessments are expected to continue to rise in the neighborhood of 5% to 8% per year depending upon the investment performance of the system's assets. The county pension system conducts an actuarial calculation every other year of the unfunded liability for the system, which will readjust the assessment levels. The assessment has increased more than \$4 million over the past 10 years, or 6% annually.

Unemployment

The Town self-insures for unemployment costs. The state bills the Town on a monthly basis for unemployment collected by former employees. The Town has been able to maintain its workforce throughout the pandemic minimizing reductions in force and unemployment costs. Unemployment costs are level funded for FY 2022.

Worker's Compensation

The Town began self-insuring for worker's compensation in FY 2012. This expense covers all active Town employees including those working for the School Department and Enterprise Funds. Annual costs have ranged from \$750,000 to \$1,000,000 since the Town started self-insuring this employee benefit. The Trust Fund for Worker's Compensation has accumulated a reserve balance of \$4.4 million. The Town continues to monitor the market for stop-loss insurance for this area but the market has not been favorable. The Town converted to a self-insured program as dollar one premiums became cost prohibitive due to the severity in workplace claims and fewer carriers interested in the large payroll exposure of the Town.

Despite these financial challenges, the Town's objective is to strive to create a safe workplace through appropriate supervision and safety education. Loss control measures and training programs to limit potential losses have been implemented, and the Town actively engages in developing a climate of safety for all Town and School employees. The Human Resources budget includes \$16,000 for workplace safety training and the Town Manager's budget includes a Town Safety Officer on staff.

Insurance

The Town procures premium based liability, property, casualty, automobile, specialty and fire insurance on all its land, building, and equipment. The total listed value of the town's "fixed asset" holdings exceeds \$400 million. In addition, specialty coverage including Public Officials Liability, School Board Legal Liability, Aviation Liability, limited pollution coverage, police accident and health insurance are secured each year to protect the activities and employees of the town, school, and enterprise operations. Many of these coverage's extend over to the boards and commissions, and the many volunteers who annually participate in local municipal operations.

Each year, the actual renewal premium amounts fluctuate based on past experience and coverage needs. These factors affect the cost of insurance and include claims history, insurance market conditions, deductible levels, and insured values. In addition to the incremental rise in the insured value of our existing property and buildings, new buildings have been added to the policy in recent years (Bismore Visitor Center, the Hyannis Youth & Community Center, and Airport Terminal and Air Traffic Control Tower). This escalating value directly affects premiums as it broadens the Town's coverage. Additionally, an increase nationwide in weather related events affects the Town's premium costs. The total cost of insurance has grown from \$1.4 million in FY 2014 to \$2.5 million in FY 2023.

Grants

Included in this category is the funding provided to the Town's seven village libraries and funding for a tourism promotion contract to enhance the Town's economy. Each library has its own Board of Trustees and the Town exercises no control over their daily operations. The Town is a major source of funding for the village libraries. The tourism grant is funded from the local portion of the Hotel/Motel tax collected by the Town. The FY2023 proposed budget for the Library Grants is increasing \$87,660 to \$2,035,660 and the Tourism Grant is level funded at \$127,000.

Assessments and Other

The Town participates in four regional entities; the Cape Cod Technical Regional High School (CCTRHS), a regional Veteran's District, the Old King's Highway Historic District, and the Cape Cod Greenhead Fly Control District. These assessments are based on the Town's share of the cost of running these operations.

The largest assessment is the CCTRHS. Members appointed by the Town Manager represent the Town on the Regional School Committee. The FY 2023 assessment for the CCTRHS is increasing by \$123,346, or 2.42%. The assessment is impacted by the overall increase in the school's budget, the amount of state aid provided to the school and the student enrollment levels of each participating community. The remaining portion of the school's budget that is not covered by state aid is allocated to communities based on a percentage of student enrollments. Barnstable's student enrollment increased while other participating community have stayed the same or decreased. This resulted in the budget increase in FY 2023. Included in the assessment is the Town's share of the debt service costs associated with the construction of the school's new facility, which opened in the Fall of 2020. In 2018, the voters in Barnstable approved to exclude this debt payment from the property tax limitations under Proposition 2 ½ and allow the town to raise the tax level by a corresponding amount every year to cover the debt payment. This will continue for 25 years until the constructions bonds are paid off.

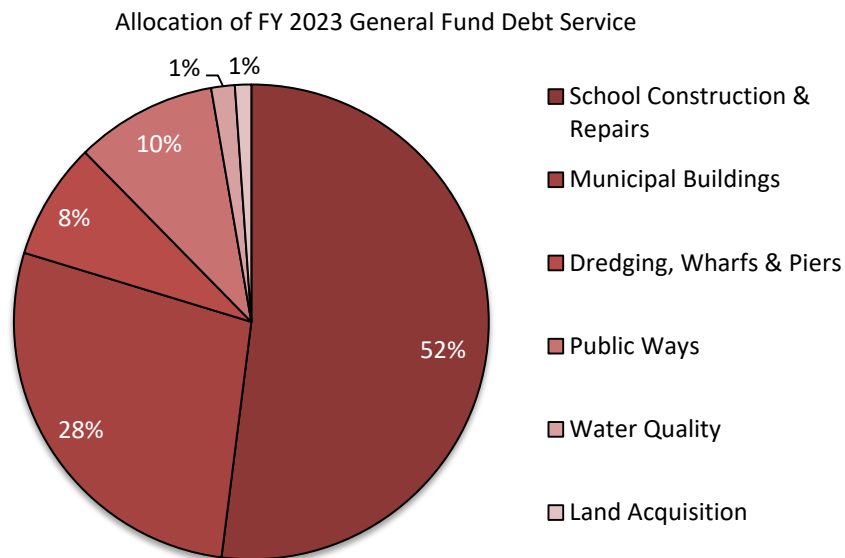
The Veteran's District administers to our Veterans' needs and this appropriation represents our share of the administrative cost and direct benefits paid to veterans. The budget increase of \$5,000 is necessary to provide for an increase in activity.

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

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

Debt Service

Major capital improvements within the Capital Improvement Program will be funded through the issuance of notes and bonds and the repayment of the loans are included in the debt service appropriation. This budget does not include debt associated with Enterprise Fund operations. Debt service for Enterprise Fund operations is included in each respective Enterprise Fund. Additionally, this budget does not include debt service on land acquisitions made by the Community Preservation Fund (CPF). The CPF, a special revenue fund, pays for its own debt service out of surtaxes added to the Town’s real estate tax bills. Debt associated with school construction and improvements comprise 52% in this category of spending followed by 28% for municipal facilities.



Transfers

Included in this category are all budgeted transfers to other Town funds from the General Fund. This includes \$12 million to the Capital Trust Fund (CTF), \$1.4 million for HYCC, and \$30,000 Marina Enterprise Fund. The Town has committed \$12 million of tax support to its annual capital program. This amount is transferred to the CTF. In return, the CTF will transfer \$6.7 million 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 \$5.2 million.

Appropriation Deficits

The Town has the authority under Massachusetts General Law to expend amounts in excess of appropriations for snow and ice removal, overlay deficits and any court ordered judgments. Any such expenditure in the prior year must be raised on the subsequent year's tax levy. The Town's snow & ice deficit in the proposed FY 2023 budget is \$800,000.

Snow & Ice Removal Program

The Snow & Ice Removal Program provides for snow and ice removal from 490 miles of roads comprised of 271 miles of Town roads, 29 miles of state roads, 190 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.

Snow & Ice Removal Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$1,306,955	\$1,774,000	\$975,000	\$975,000	\$0	0.00%
Total Sources of Funding	\$1,306,955	\$1,774,000	\$975,000	\$975,000	\$0	0.00%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$216,449	\$244,000	\$80,000	\$80,000	\$0	0.00%
Operating Expenses	1,090,506	1,530,000	895,000	895,000	-	0.00%
Total Appropriation	\$1,306,955	\$1,774,000	\$975,000	\$975,000	\$0	0.00%

The budget for snow and ice removal of \$975,000 is included in the Department of Public Works budget. The deficit of \$800,000 is included in this area of the budget. This is the difference between the Approved FY 2022 budget \$975,000 and the projected expenditures in FY 2022 \$1,774,000.

/

THIS PAGE INTENTIONALLY LEFT BLANK

MARINE & ENVIRONMENTAL AFFAIRS DEPARTMENT

Department Purpose Statement

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

Enterprise Funds



Marinas



**Sandy Neck
Beach Park**

MARINA ENTERPRISE FUND

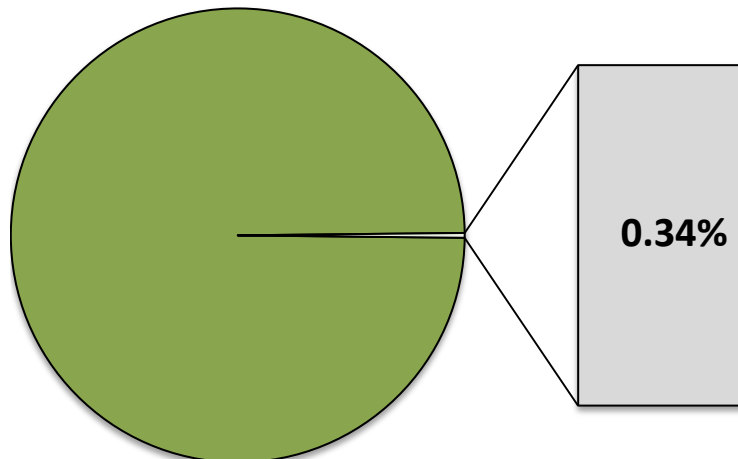
Purpose Statement

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

Town Operated Marinas



% of FY 2023 All Appropriated Funds



Marina Enterprise Fund comprises 0.34% of all appropriated funds.

Marina Enterprise Fund Services Provided

The Marina Enterprise Fund was established as part of the FY2006 budget. With extensive study by the Comprehensive Financial Advisory Committee (CFAC) and the Waterways Committee as directed by the Town Council, the Marina Enterprise Fund requires that all marina related expenses are recovered by the revenues of the users of the marinas and that no funds are required from the General Fund. As the fund grows, future upgrades to all the marinas will be possible.

The Marina Enterprise Fund encompasses the four Town owned marina facilities: Barnstable Harbor Marina, Bismore Park Marina, Gateway Marina, and The Marina at Prince Cove. With 188 boat slips available.



Prince Cove Slips

The Marina Enterprise Fund was established to:

- Maintain order on the Marina grounds;
- Monitor slip and marina use;
- Oversee, review, and promulgation of regulations (subject to approval of the Town Manager);
- Enforcement of marina regulations;
- Review and management of applications received for slip contracts;
- Filled vacancies from established waiting lists and slips;
- Conduct dock/hardware improvements at all Town Marinas;
- Collect fees for use of recreational transient dockage, commercial transient dockage;
- Collect fees for parking;



Bismore Park Docks

- Cleanup of Marina grounds;
- Provide pump out service at Barnstable Harbor Marina, Bismore Park Marina;
- Prepare for and responsible for payment of supplies and utilities including trash removal, lighting, electrical service, restroom supplies, vending, etc, and;
- Cover all expenses with revenues generated by the fees assessed to the users of the marina facilities.

Marina Enterprise Fund Recent Accomplishments

- ✓ Continued dock hardware improvements at all Town Marinas, replaced 4 floating docks at Barnstable Harbor,
- ✓ Removed dead trees providing addition parking and updated signage at Prince Cove Marina;
- ✓ Filled vacancies from established waiting lists, filled 3 slips;
- ✓ Install Wifi for transient dockage and slip holders at Prince Cove Marina and Barnstable Harbor Marina;
- ✓ Worked with Department of Public Works to apply for Seaport Economic Development Grant and received \$465,600 for design and permitting;
- ✓ Replaced pilings at Bismore Park commercial offload zone;
- ✓ Created a burgee for Barnstable Harbor, sold to public;
- ✓ Created clothing merchandise for Prince Cove Marina and Barnstable Harbor, sold to public;
- ✓ Purchase and installed fire extinguishers and holders outside on outside buildings at Prince Cove Marina and Barnstable Harbor, and;
- ✓ Conducted structural repairs to Bismore Park commercial fixed piers.

Marina Enterprise Fund Goals and Objectives

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

Short-Term:

1. Continue to fill vacancies from established waitlists of all Town-owned marinas. **(SP: Regulatory Process and Performance, Economic Development, Communication).**
2. Continue with float replacement program and float improvements at Barnstable Harbor Marina. **(SP: Infrastructure, Economic Development)**
3. Continue to implement plans for bulkhead repair and upgrades at Bismore Park Bulkhead. **(SP: Infrastructure).**
4. Update Marina Regulations **(SP: Regulatory Process and Performance).**

Long-Term:

1. Replace the Bismore Park Marina Bulkhead. **(SP: Public Health and Safety, Communication, Economic Development)**
2. Survey the west side of Barnstable Harbor Marina riprap stone for repair. **(SP: Public Health and Safety, Economic Development)**
3. Continue with float plan upgrades to all four Town owned marinas. **(SP: Public Health and Safety, Infrastructure, Economic Development)**



Barnstable Harbor Marina

Marina Enterprise Fund Budget Comparison

Marina Enterprise Fund						
	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2021	FY 2022	FY 2022	FY 2023	FY22 - 23	Change
Fees, Licenses, Permits	\$780,334	\$808,948	\$687,250	\$696,500	9,250	1.35%
Charges for Services	22,175	20,302	15,000	14,000	(1,000)	-6.67%
Interest and Other	10,140	21,071	10,000	11,000	1,000	10.00%
Special Revenue	30,000	-	-	-	-	0.00%
Capital Trust Fund Reserves	54,031	46,981	46,981	45,400	(1,581)	-3.37%
Transfer In	27,465	30,000	30,000	30,000	-	0.00%
Total Operating Sources	\$924,145	\$927,302	\$789,231	\$796,900	\$7,669	0.97%
Borrowing Authorizations	-	-	375,000	-	(375,000)	-100.00%
Total Capital Sources	\$0	\$0	\$375,000	\$0	(\$375,000)	-100.00%
Total Source of Funding	\$924,145	\$927,302	\$1,164,231	\$796,900	(\$367,331)	-31.55%
Direct Operating Expenses						
Personnel	\$215,339	\$240,253	\$249,416	\$275,592	\$26,176	10.49%
Benefits	10,084	11,792	11,599	14,018	2,419	20.86%
Operating Expenses	78,740	97,168	103,145	112,145	9,000	8.73%
Capital Outlay	47,469	54,500	55,000	50,000	(5,000)	-9.09%
Debt Service	341,544	295,426	295,426	333,688	38,262	12.95%
Transfers Out	-	27,465	27,465	-	(27,465)	-100.00%
Total Direct Operating Expenses	\$693,176	\$726,604	\$742,051	\$785,442	\$43,392	5.85%
Indirect Operating Costs						
General Fund Staff	\$32,280	\$28,373	\$28,373	\$38,253	\$9,880	34.82%
Pensions	25,343	20,292	20,292	26,253	5,961	29.37%
Audit & Software Costs	4,644	4,989	4,989	6,008	1,019	20.43%
Property, Casualty, Liability Insur.	8,695	4,416	4,416	5,625	1,209	27.38%
Total Indirect Operating Expenses	\$70,962	\$58,069	\$58,069	\$76,138	\$18,069	31.12%
Total Operating Expenses	\$764,138	\$784,673	\$800,120	\$861,581	\$61,461	7.68%
Capital Improvement Program	9,797	-	375,000	-	(375,000)	-100.00%
Total Capital Expenses	\$9,797	\$0	\$375,000	\$0	(\$375,000)	-100.00%
Total Expenses	\$773,935	\$784,673	\$1,175,120	\$861,581	(\$313,539)	-26.68%
Excess (Deficiency) cash basis	\$150,210	\$142,629	(\$10,889)	(\$64,681)	(\$53,792)	
Beginning Certified Free Cash	\$995,460		\$1,145,670	\$1,134,781		
FY22 Projected Excess (Deficiency)				142,629		
Ending Proj. Certified Free Cash	\$1,145,670		\$1,134,781	\$1,212,729		

Summary of Budget Changes

The direct operating Marina Enterprise Fund's proposed FY 2023 budget increased by \$43,392, or 5.85% from the approved FY 2022 budget. Personnel budget change includes contractual obligations, 0.10fte for the Assistant Harbormaster position, and seasonal pay increases. Operating budget change includes increases to various line items. Capital outlay includes the annual dock replacement program.

Marina Enterprise Fund Budget Reconciliation

Job Title	FY 2021
Administrative Assistant	0.20
Assistant Harbormaster Pumpout Boat Ops.	-
Assistant Harbormaster	-
Director Marine & Environmental Affairs	0.15
Supervisor Harbor Master	0.75
Office Manager	0.10
Full-time Equivalent Employees	1.20

FY 2022	FY 2023	Change
0.20	0.20	-
0.10	0.10	-
-	0.10	0.10
0.15	0.15	-
0.75	0.75	-
0.10	0.10	-
1.30	1.40	0.10

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2022 Approved Budget				\$800,120	
Contractual Obligations Net of Staff Turnover	11,069	-	-	11,069	-
Change in Indirect Costs	5,961	12,109	-	18,069	
One-Time Charges	-	(27,465)	-	(27,465)	-
Debt Service	-	38,262	-	38,262	-
FY 2023 Budget Changes					
1. Seasonal Pay Increases	11,440	-	-	11,440	-
2. Assistant Harbormaster	6,086	-	-	6,086	0.10
3. Various Line Item Increases	-	9,000	-	9,000	-
4. Dock Repair & Replacement	-	-	(5,000)	(5,000)	-
FY 2023 Proposed Budget	\$34,556	\$31,905	(\$5,000)	\$861,581	0.10

1. Seasonal Pay Increases - Proposal is to fund the increase in the hourly pay rate of all Seasonal Marina Staff Positions by \$.75 cents an hour. This proposal is also a request to increase rate of pay for existing positions based on job descriptions.

2. Assistant Harbormaster Position - Requesting funding for a new Assistant Harbormaster position. Over the last two years, the Harbormaster Division has added two new programs: Small Vessel Decal Program and the Transient Mooring Program. These programs continue to expand and thus creating a need for additional oversight. Recreational boating activity also continues to be at an all-time high. This growth has created an increase in calls for service, which requires staff assistance 24/7.

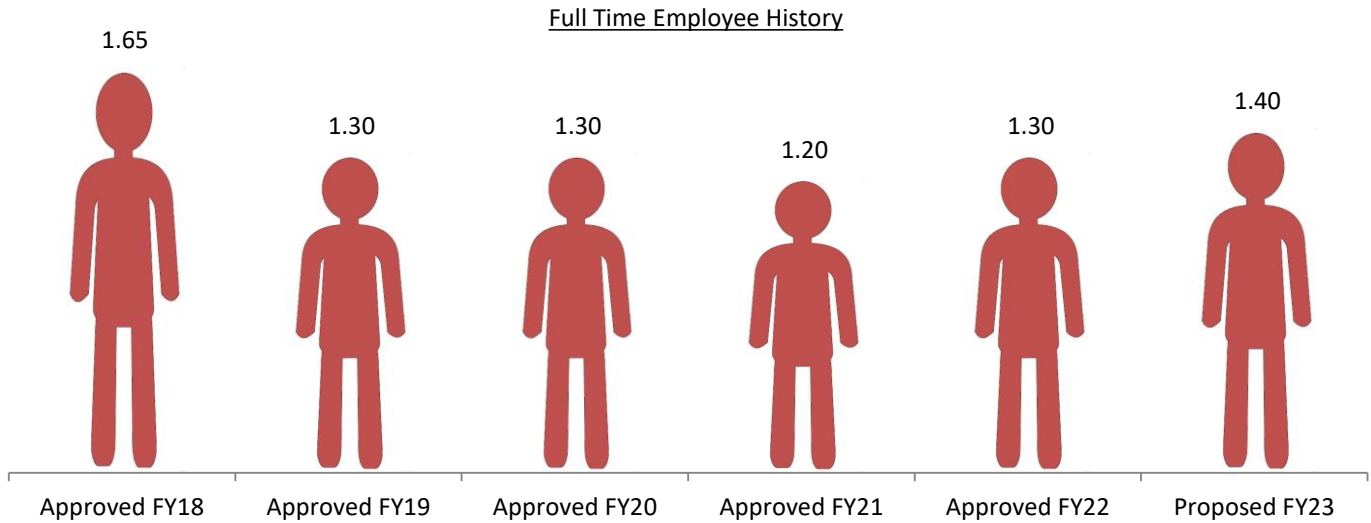
3. Operations Line Items Increase - Due to the increase in cost of services/utilities the Marina Enterprise Program is requesting additional funding for Water, Electricity, Postage, Internet Access, Cell Phone Services, and Solid Waste. In addition, in 2021, the Marina Enterprise Program created clothing and nautical merchandise for resale. Due to its popularity, funding is requested to expand this new line of business.

4. Dock Replacement and Maintenance - Continuation of capital funds for the replacement/maintenance of marina docks, floats, hardware, and gangways. Due to outdoor elements and use, the docks/floats and gangways have become safety hazards for the public use. Ongoing replacement and maintenance is mandatory for use of the marina facilities in a safe manner.



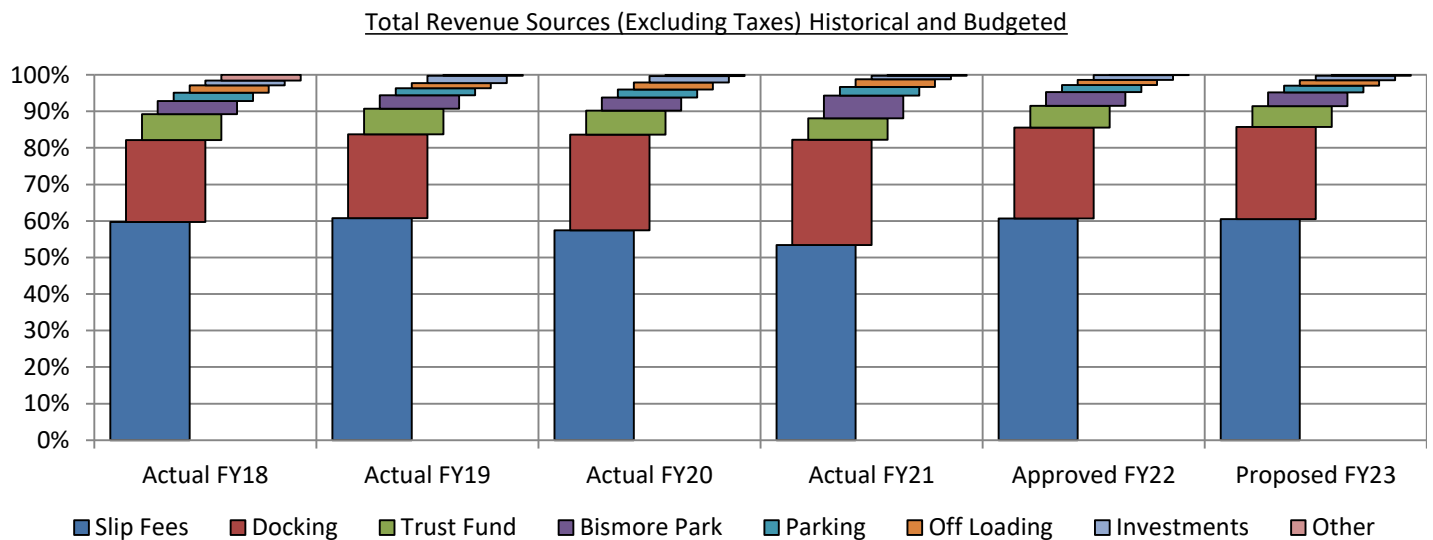
Prince Cove Staff Shed

Marina Enterprise Fund Factors Affecting FTE's



Any change before FY 2023 is the result of a reallocation of permanent salary to the General Fund. FY 2023 includes 0.10fte for the Assistant Harbormaster position.

Marina Enterprise Fund Factors Affecting Revenues

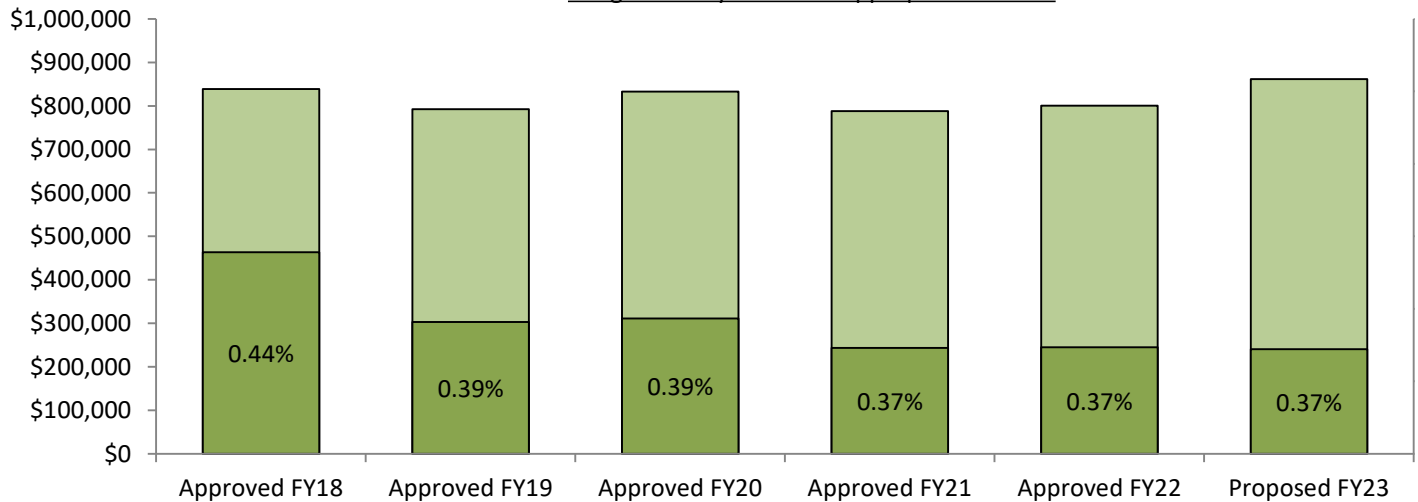


Fees, Licenses, Permits account for 87% of all Marina Enterprise Fund revenues, which includes docking and slip fees.

The rates are set in accordance with the necessary revenue required to run the marina operations including all capital improvements. The possibility of expanding the number of slips would allow for additional revenue sources in this area. The marinas have a waiting list for slip space, so vacancy rates are not a significant factor in calculating revenues. Barnstable Harbor accounts for the majority of slip fee revenue for the fund followed by Prince Cove and Bismore. The Enterprise Fund also receives trust fund support to cover debt service for a marina bulkhead project. The fund also receives funds to cover electrical costs associated with the Bismore Park harbormaster building.

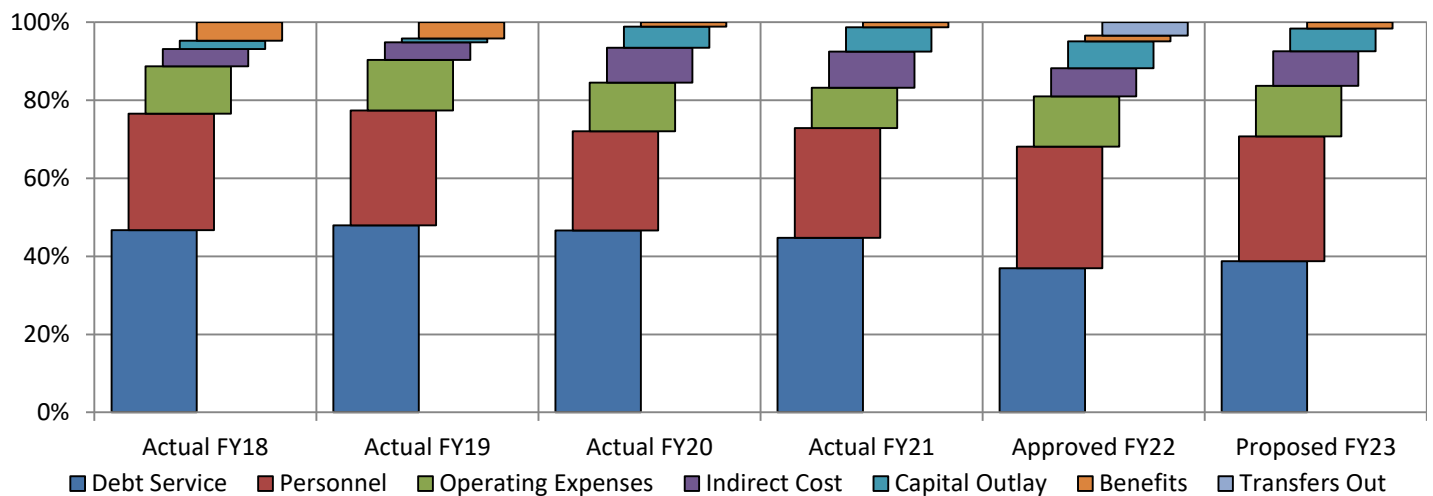
Marina Enterprise Fund Factors Affecting Expenses

Budget History - % Of All Appropriated Funds



This budget has remained flat over a six-year period. The budget has ranged 0.44% to 0.37% of all appropriated funds. One-time capital outlay requests account for the budget spikes.

Total Expenditures By Category Historical and Budgeted



Debt service represents the largest expense category within the Marina operations at 38%. The purchase of the Prince Cove Marina in FY 2003 was financed with the issuance of a bond. The new revenue sources derived from taking over the operations of the marina covers the annual loan payments for the acquisition. Additionally, a loan of \$1,250,000 was issued to replace the Barnstable Harbor Bulkhead. The General Fund will repay \$725,000 of the loan and the Marina Enterprise Fund will repay the remaining \$525,000. The FY 2016 and FY 2017 capital programs authorized another \$1.5 million in dredging and bulkhead improvement projects. The annual debt payments for this operation have increased significantly as a result. Furthermore, a new request includes the design and construction for a new bulkhead at Bismore Marina.

SANDY NECK BEACH PARK ENTERPRISE FUND

Purpose Statement

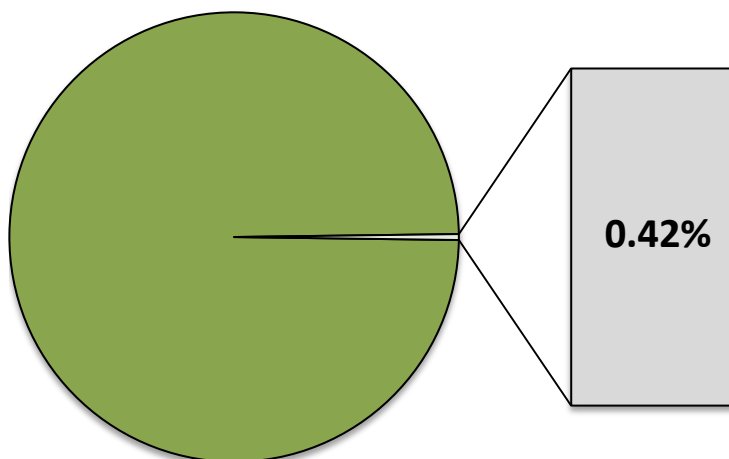
The objective of the Sandy Neck Beach Park is to provide access and recreational opportunities to our Town's citizens and visitors while protecting the natural, cultural, and historic resources on Sandy Neck so that a long-term, sustainable balance between use and conservation of these resources is achieved.

4,700 Acres of Dunes

Maritime Forests and Marshes

Recreational Opportunities

% of FY 2023 All Appropriated Funds



Sandy Neck Park Enterprise Fund comprises 0.42% of all appropriated funds.

Sandy Neck Beach Park Enterprise Fund Services Provided

The purpose of the Sandy Neck Program is to provide recreational opportunities and access to our Town's citizens and visitors while protecting the natural, cultural, and historic resources on Sandy Neck so that a long term, sustainable balance between use and conservation of these resources is achieved.

The Sandy Neck Program is responsible for the protection and enhancement of Sandy Neck Beach Park. Some of the specific services include:

Gatehouse Operations: (the hub of all beach activities):

- Processing vehicles, collecting fees, database and record keeping, scheduling cottage owner escorts and issuing trail passes;
- Providing the public with beach information and written materials (maps, regulations, policies, tide charts, etc.);
- Issuing Special Permits for large events such as weddings, charitable functions and organized campfire gatherings;
- Merchandise sales (clothing, firewood and Sandy Neck memorabilia), and;
- Liaison for all communication including emergencies.

Natural Resource Management and Enhancement:

- Monitoring/GPS/recording of piping plover, least tern and diamond back terrapin nests;
- Erecting enclosures and fencing around protected species nesting habitat;
- Mandatory data collection and reporting of endangered species populations to state agencies;
- Injured wildlife rescue, including marine mammals and cold stunned sea turtles, and;
- Overseeing Sandy Neck hunting activities.



Sandy Neck Coyote

Off Road Vehicle (ORV) Operations:

- Educating ORV beach patrons regarding expectations for safety and natural resource protection;
- Patrolling the ORV beach to ensure regulatory compliance (curfew, campfires, speed, tire pressure requirements, etc.), and;
- Cottage owner escorts, Beach Point patrols, tent camping program and shellfishing compliance;

Enforcement and Emergency Response:

- Issuing verbal and written warnings, non-criminal citations, and permit suspensions;
- Court hearings and resulting appeals, and;
- First responder duties for Sandy Neck medical emergencies over a wide variety of incidents.

Educational Program:

- Junior Ranger Programs;
- Diamondback terrapin headstart and outreach programs; and
- Halfway House environmental and educational events.

Sandy Neck Beach Park Enterprise Fund Recent Accomplishments

- ✓ Continued to adapt to the revolving guidelines surrounding the Covid-19 pandemic while allowing as many recreational opportunities as possible to the public and ensuring both staff and patron safety;
- ✓ Implemented the use of a town-wide online permitting, incident tracking, and a reservation system for campers on the Off Road Vehicle (ORV) beach;
- ✓ Executed additional deterrent measures covered in the updated Habitat Conservation Plan (HCP) to the state NHESP allowing greater recreational access for patrons while still protecting our endangered species;
- ✓ Created an educational video to inform ORV permit holders how to access the beach safely;
- ✓ Ramped-up our Sandy Neck merchandise program which resulted in a record breaking year for sales;
- ✓ Executed educational outreach about our HCP program so that the public had a better understanding of plover protections and actions taken by the town to improve ORV beach access;
- ✓ Updated Sandy Neck Beach Park Regulations to address new issues and enhance public safety, and;
- ✓ Provided the public with self-guided nature tours so that environmental education could continue during the pandemic.

Sandy Neck Beach Park Enterprise Fund Goals and Objectives

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

Short-Term:

1. Improve and streamline Endangered Species monitoring through the implementation of a new digital data recording system **(SP: Recreation, Environmental and Natural Resources)**.
2. Continue to adjust and respond to the on-going Covid-19 pandemic to ensure both staff/patron safety while adhering to state guidelines and providing recreational opportunities at Sandy Neck **(SP: Public Health and Safety, Recreation)**.



Sandy Neck Lighthouse

3. Streamline Gatehouse procedures to improve staff efficacy and reduce customer wait-times **(SP: Recreation)**.
4. Update our formal staff orientation training procedures and create monthly in-service training **(SP: Public Health and Safety, Recreation)**.
5. Convert our tenting and special permit reservations to our online format **(SP: Recreation)**.

Long-Term:

1. Implement coastal resiliency strategies to the bathhouse/parking area thereby protecting Sandy Neck Infrastructure. **(SP: Environment and Natural Resources, Infrastructure, Recreation)**
2. Construct a Coastal Interpretive Center that will provide the public, as well as school groups, with interactive educational materials about Sandy Neck; its cultural history, ecology and geology. **(SP: Infrastructure, Education, Environment and Natural Resources, Recreation)**

Sandy Neck Beach Park Enterprise Fund Budget Comparison

Sandy Neck Enterprise Fund						
	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2021	FY 2022	FY 2022	FY 2023	FY22 - 23	Change
Fees, Licenses, Permits	\$735,147	\$629,936	\$491,000	\$625,000	\$134,000	27.29%
Charges for Services	331,021	242,407	250,957	258,256	7,299	2.91%
Interest and Other	100,651	142,269	95,000	105,000	10,000	10.53%
Transfer In	108,000	-	-	-	-	0.00%
Total Operating Sources	\$1,274,819	\$1,014,612	\$836,957	\$988,256	\$151,299	18.08%
Gift/Contributions & Donations	781	-	-	-	-	0.00%
Total Capital Sources	\$781	\$0	\$0	\$0	\$0	0.00%
Total Source of Funding	\$1,275,600	\$1,014,612	\$836,957	\$988,256	\$151,299	18.08%
Direct Operating Expenses						
Personnel	\$480,822	\$506,026	\$524,984	\$573,151	\$48,167	9.17%
Benefits	28,958	26,366	35,845	49,367	13,522	37.72%
Operating Expenses	150,004	207,085	216,900	224,900	8,000	3.69%
Capital Outlay	80,488	13,916	15,000	45,500	30,500	203.33%
Debt Service	90,181	84,083	84,083	80,285	(3,798)	-4.52%
Transfers Out	-	108,000	108,000	-	(108,000)	-100.00%
Total Direct Operating Expenses	\$830,453	\$945,476	\$984,812	\$973,203	(\$11,609)	-1.18%
Indirect Operating Costs						
General Fund Staff	\$44,632	\$35,250	\$35,250	\$42,470	\$7,220	20.48%
Pensions	59,376	59,621	59,621	63,963	4,342	7.28%
Audit & Software Costs	5,369	5,670	5,670	6,638	968	17.07%
Property, Casualty, Liability Insur.	7,230	8,028	8,028	9,000	971	12.10%
Total Indirect Operating Expenses	\$116,607	\$108,570	\$108,570	\$122,071	\$13,501	12.44%
Total Operating Expenses	\$947,060	\$1,054,045	\$1,093,381	\$1,095,273	\$1,892	0.17%
Capital Improvement Program	786	-	225,000	-	(225,000)	-100.00%
Total Capital Expenses	\$786	\$0	\$225,000	\$0	(\$225,000)	-100.00%
Total Expenses	\$947,846	\$1,054,045	\$1,318,381	\$1,095,273	(\$223,108)	-16.92%
Excess (Deficiency) cash basis	\$327,753	(\$39,433)	(\$481,424)	(\$107,017)	\$374,407	
Beginning Certified Free Cash	\$1,083,229		\$1,410,982	\$929,558		
FY22 Projected Excess (Deficiency)				(39,433)		
Ending Proj. Certified Free Cash	\$1,410,982		\$929,558	\$783,108		

Summary of Budget Changes

The direct operating Sandy Neck Enterprise Fund's proposed FY 2023 budget decreased by (\$11,609), or (1.18%) from the approved FY 2022 budget. Personnel budget change includes contractual obligations, 1.50fte's for an Assistant Park Manager and Facility Maintenance Laborer, and seasonal pay increases. Operating budget change includes well water testing and rapid response vessel equipment. Capital outlay includes a one-time vehicle and rapid response vessel purchases.

Sandy Neck Beach Park Enterprise Fund Budget Reconciliation

Job Title	FY 2021
Administrative Assistant	0.10
Asst. Sandy Neck Park Manager	-
Director Marine & Environmental Affairs	0.15
Facility Maintenance Laborer	-
Natural Resource Officer	2.00
NRO-Aquaculture Specialist	-
Operations Supervisor	1.00
Office Manager	0.10
Dir. NR/SN Park Manager	0.50
Full-time Equivalent Employees	3.85

FY 2022	FY 2023	Change
0.10	0.10	-
-	1.00	1.00
0.15	0.15	-
-	0.50	0.50
1.10	1.10	-
0.15	0.15	-
1.00	1.00	-
0.10	0.10	-
0.50	0.50	-
3.10	4.60	1.50

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2022 Approved Budget				\$1,093,381	
Contractual Obligations Net of Staff Turnover	(30,381)	-	-	(30,381)	-
Change in Indirect Costs	4,342	9,159	-	13,501	
One-Time Charges	-	-	(123,000)	(123,000)	-
Debt Service	-	(3,798)	-	(3,798)	-
FY 2023 Budget Changes					
1. Asst. Sandy Neck Park Manager	70,983	3,000	-	73,983	1.00
2. Facility Maintenance Laborer	11,087	-	-	11,087	0.50
3. Seasonal Pay Increases	10,000	-	-	10,000	-
4. Well Water Testing	-	2,000	-	2,000	-
5. Rapid Rescue/Response Vessel	-	3,000	22,000	25,000	-
6. Vehicle Replacement	-	-	23,500	23,500	-
FY 2023 Proposed Budget	\$66,031	\$13,361	\$(77,500)	\$1,095,273	1.50



Double Rainbow at Sandy Neck Beach Park

1. New Assistant Park Manager Position - The Assistant Park Manager is needed for to fill the supervisory and management role when the Park Manager is not available. With increases in responsibilities and expectations the Park Manager/Director of Natural Resources is often pulled away from Sandy Neck in order to address a myriad of other natural resources issues. This leaves daily oversight of the park lax especially as recreational activities continue to increase.

2. New Permanent Part-Time Facilities Maintenance Laborer Position - This proposal is for a permanent part-time position: Facilities Maintenance Laborer starting hourly rate of pay would be \$25.08 (comparable to a Grade 7). Tasks include running the 4X4 beach portable toilet program, maintaining Sandy Neck facilities, grounds and

custodial duties for the comfort station. By moving this position to permanent part-time, from a seasonal position it is hoped to ensure staffing during a changing workforce on Cape Cod.

3. Seasonal Employee Pay Increase (\$0.75 per hour) - Proposal is to fund the mandated increase in the hourly pay rate of all Seasonal Marina Staff Positions by \$.75 cents an hour. This proposal is also a request to increase rate of pay for existing positions based on job descriptions. Positions include Seasonal Dock Master/Assistant Harbormaster(s), Seasonal Security Officer/Assistant Harbormaster, and Seasonal Marina Facilities Maintenance Laborer.

Sandy Neck Beach Park Enterprise Fund Budget Reconciliation (Continued)

- 4. Well Water Testing** - Sandy Neck Beach Park is considered a public drinking water supply due to the number of people visiting the park and using the well water. As such, Sandy Neck Park is held to MassDEP regulatory monitoring standards that have recently changed to include PFAS sampling. This additional sampling is outside the current scope of work with our contractor and it is anticipated that monitoring costs will increase in order to stay in compliance with MassDEP.
- 5. Rapid Rescue/Response Vessel** - The Sandy Neck Program proposes to enhance the town's ability to safely and effectively conduct marine rescue operations from the beach by purchasing and operating a rescue/response vessel. The vessel will serve the Town of Barnstable on Sandy Neck Beach, providing coverage for over 7 miles of coastline, from the Barnstable town line all the way to Beach Point and around if necessary. In addition, the vessel will be able to provide for a higher level of visibility on the waterways and aid in response to any incidents related to the duties carried out by Natural Resource Officers. We propose the purchase of an appropriate response vessel and launch trailer, along with the necessary communications and rescue/safety equipment.
- 6. Vehicle Replacement** - Requesting to purchase a used patrol vehicle (possible from the Natural Resources General Fund) to replace an aging Sandy Neck Beach patrol vehicle. Rotating the oldest vehicles out and replacing with newer ones is needed in order to have a working fleet for our staff.



*Snowy Owl release Donna Bragg Sandy Neck
Operations Supervisor*

Sandy Neck Beach Park Enterprise Fund Factors Affecting FTE's

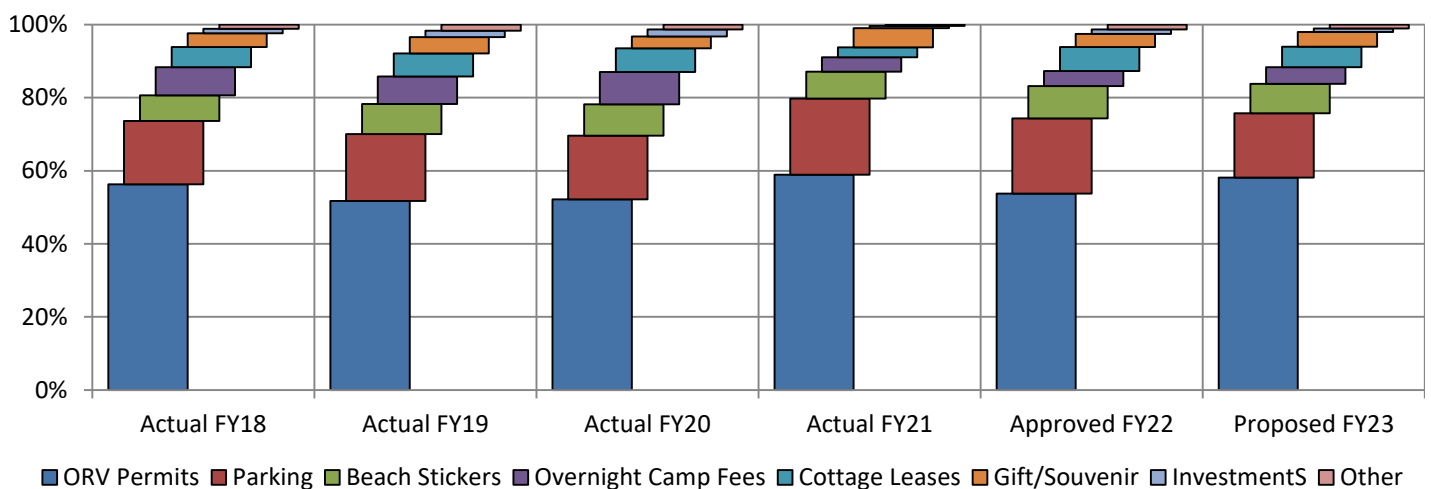
Full Time Employee History



Full-time employees have remained level through the fiscal years. Any change attributes to reallocations of salary between General and Enterprise Fund with the exception of the Assistant Park Manager and Facility Maintenance Laborer positions added in FY 2023.

Sandy Neck Beach Park Enterprise Fund Factors Affecting Revenues

Total Revenue Sources (Excluding Taxes) Historical and Budgeted



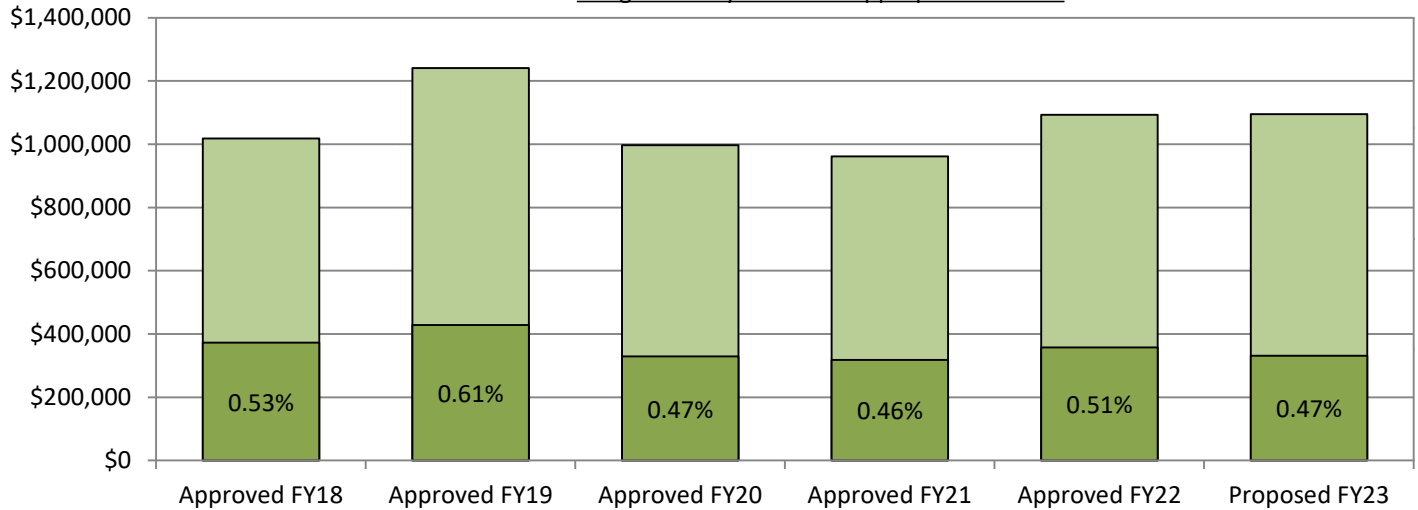
Fees, Licenses, Permits represent the largest funding source at 59%, which includes off-road vehicle (ORV) stickers.

Major sources of revenue for this operation include beach sticker sales, daily parking revenue, and off-road vehicle sticker sales. Weather plays a significant role in the revenue generated at this park as approximately 20% to 25% of revenue is derived from daily parking fees. Other factors that can affect revenue are nesting endangered shorebirds and turtles. This can affect activity levels at the off-road portion of the beach and corresponding sticker sales. Staff continues to work with state officials to mitigate the impacts while protecting these species.

ORV Permits account for 58% of total revenues generated at Sandy Neck Park. Parking provides 17% and Beach Stickers 8%.

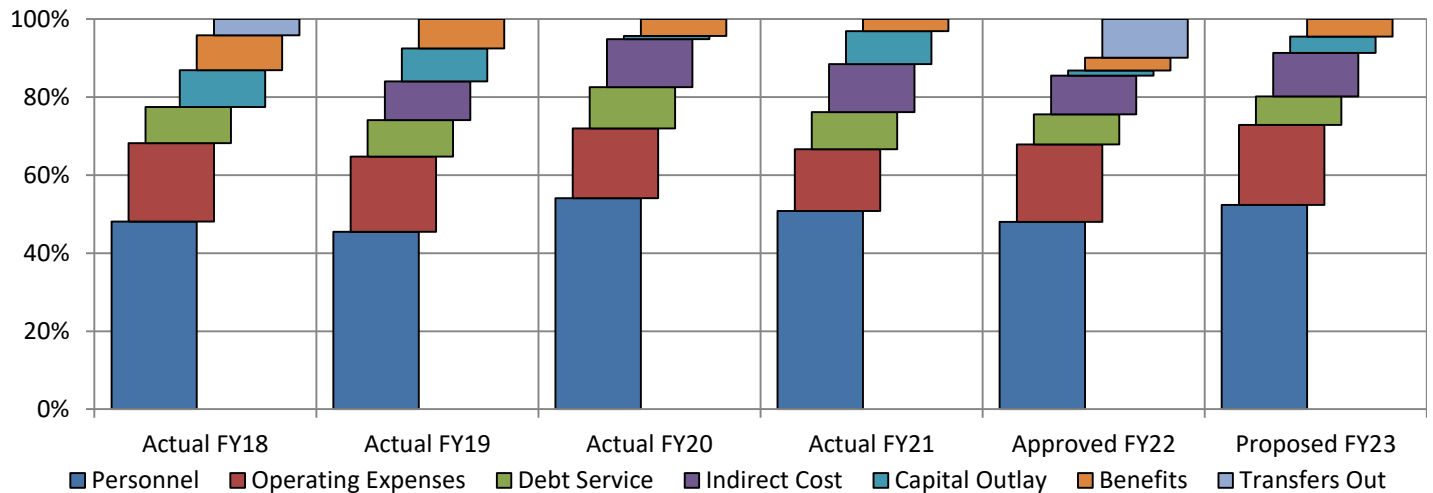
Sandy Neck Beach Park Enterprise Fund Factors Affecting Expenses

Budget History - % Of All Appropriated Funds



This budget has increased 1.26% annually on average over a six-year period. This budget has also remained in the 0.50% range of all appropriated funds.

Total Expenditures By Category Historical and Budgeted



The state's mandatory minimum wage increases and sand nourishment have had the greatest effect on expenses. Sand nourishment required is directly related to winter storms. Any significant storm that causes shoreline erosion will cost the operations in terms of sand replenishment and dune repairs.

Future cost considerations include the embankment in front of the main parking lot by the bathhouse beach area, which continues to be an area of major concern for this operation. Storms out of the Northeast can cause severe erosion to this embankment. A capital improvement plan for a long-term solution is being evaluated and will most likely impact fees charged by this operation in order to finance it.

Sandy Neck Beach Park Enterprise Fund Workload Indicators

Workload Indicator	FY 2019 Actual	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Projected
Sandy Neck Beach Park ORV Permits Issued (represented in calendar year)	3,979	3,217	4,584	4,500
Total Revenue	\$929,935	\$847,991	\$1,291,620	\$1,000,000
Educational Hikes/Talks (represented in calendar year)	32	0	3 self-guided	0
Overnight Camping (represented in calendar year)	5,451	2,976	4,001	4,000
Merchandise Sales	\$41,102	\$27,941	\$60,774	\$50,000

Description	Historical Trends				Benchmark
	FY 2018 Actual	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Projected
Actual Revenue	\$1,017,161	\$929,935	\$847,991	\$1,291,620	\$1,000,000
Estimated Revenue	\$968,462	\$1,065,249	\$957,055	\$680,500	\$836,957
Exceeds Expectations >100%	105%	87%	89%	190%	119%

Due to endangered shorebird nest locations, the off road beach (ORV) availability has become limited and revenue was negatively affected in FY2019 and FY2020. Our goal for FY2023 and beyond is to continue to bring our revenue projections back in line with our actual revenue. This will be achieved by setting conservative revenue projections and by increasing our beach accessibility to the public during crucial times of the busy summer season. During the winter of 2020, we received a new State of Massachusetts Habitat Conservation Permit (HCP). In the summer of 2021, using our HCP, we were able to keep the ORV beach open for the full season. In July 2021, beach availability was reduced to 0.4 miles but we were fully opened again in August. This was more beach availability than the other Cape Cod ORV beaches and, although patrons were not fully satisfied, we consider the season to be a success. We will continue to prioritize our efforts to improved beach access so that patron satisfaction is achieved and so that we continue to experience robust ORV permit sales.



Sandy Neck Park Manager Nina with Logger

THIS PAGE INTENTIONALLY LEFT BLANK

COMMUNITY SERVICES DEPARTMENT

Department Purpose Statement

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

Enterprise Funds



**Olde Barnstable
Fairgrounds & Hyannis
Golf Courses**



**Hyannis Youth &
Community Center**

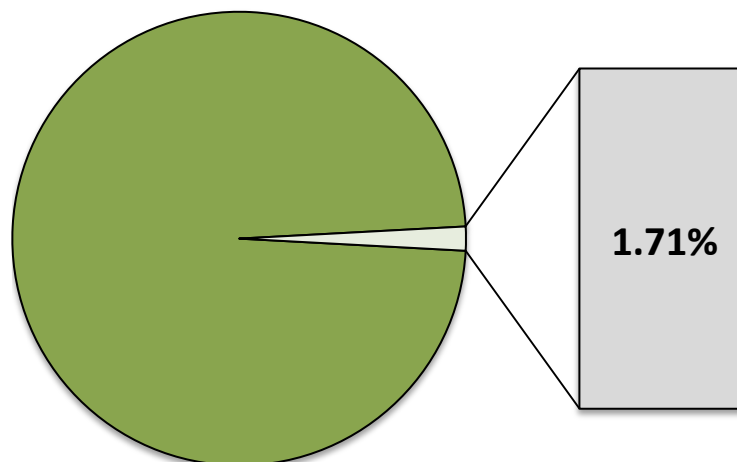
GOLF COURSE ENTERPRISE FUND

Department Purpose Statement

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



% of FY 2023 All Appropriated Funds



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

Golf Enterprise Fund Services Provided

<https://www.barnstable.golf/>

Barnstable Golf consists of two 18-Hole Championship golf courses open to the public: Olde Barnstable Fairgrounds and Hyannis Golf Course. Each course offers a uniquely different layout with varying degrees of difficulty for golfers of all playing abilities and age groups. Each golf course features a fully stocked pro shop, full service practice facility, and restaurant. Hyannis Golf Course also features a large function/banquet facility that can accommodate groups of up to 150 guests. The management staff has put together a comprehensive plan for the successful operation of both golf courses with the emphasis on being self-supportive. The focus of the Golf Division is to provide affordable golfing opportunities to residents and guests alike by offering highly conditioned golf courses and exceptional customer service. The Maintenance program strives to keep both courses in



Olde Barnstable 9th Green

great playing condition with the goal of exceeding customer expectations. The Operations program does an outstanding job of balancing the needs of both members and guests alike in an effort to provide a memorable golfing experience. A strong membership and repeat clientele is the cornerstone of our revenue producing capabilities. An aggressive marketing plan has been implemented that is aimed at making the Town of Barnstable a true golfing destination featuring the courses of Barnstable Golf.

Administration Activity

Administration is the financial management arm of the Golf Division. Administration oversees the collection of cash receipts and the pay-overs to the Town. As an enterprise fund, it is vital that Administration closely monitor the revenues and expenses, as we cannot spend more than we are budgeted. One of the most important jobs of Administration is the development and implementation of the annual fiscal operating budget. Through the setting of fees and rates, forecasting of revenues, and adhering to tight expense controls, Administration strives to keep Barnstable Golf in the black. As facility managers for the Town's two golf properties Administration develops both long and short range comprehensive capital improvement plans to ensure protection and enhancement of the assets. Administration works hard to balance the yearly operational needs of the division, the debt service, and financial obligations owed to the Town, and funding needed for capital improvements with the revenues generated. Administration is also responsible for developing and implementing a progressive marketing plan that includes TV, radio, internet, social media, print and web based advertising campaigns with a focus on promoting the Town of Barnstable as a true golfing destination. Golf is good for our community.



Hyannis Golf Course – Clubhouse Deck

Operations Activity

The Operations activity is responsible for management of the two golf shops, practice facilities, golf carts and all golfer related activities. Each operation is managed by a highly trained PGA Golf Professional that is supported by a staff of customer service experts. The golf shops, our retail stores for everything golf, offer a wide variety of the latest styles of seasonal clothing, golf clubs, equipment and accessories for our customers to choose. The golf shops are the central point of all activity. Greens fees, cart fees, annual pass fees, range fees, and merchandise sales are all collected at the front desk. Operations staff answers hundreds of phone calls daily providing a wide variety of information to customers.

Golf Enterprise Fund Services Provided (Continued)

Operations Activity (Continued)

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. Operations staff handles over 80,000 rounds played by members and guests each year. Customer relations and education are major objectives for Operations. Taking reservations, managing the tee sheet, running and scoring tournaments, and monitoring pace of play for hundreds of golfers daily is all part of a day's work for the Operations staff at each golf course. Operations staff is responsible for keeping a combined 152 golf carts clean, fueled, and stored daily.



Gimmy's Tavern Hyannis Golf Course

Maintenance Activity

The purpose of the Maintenance Activity is to provide highly conditioned, top quality golf courses for members and guests to enjoy while being good stewards to the open space lands. Daily grooming of the golf courses consists of mowing greens, tees, collars, approaches, fairways, roughs, and raking bunkers. Course set-up (changing flag pin locations, moving tee markers, and emptying trash receptacles) also occurs daily in peak season. The Maintenance Activity manages and protects over 280 acres of open space land including over 150 acres of golf turf between the two courses. Maintenance staff is responsible for performing all necessary cultural practices in the spring and fall such as aeration, topdressing, over seeding of greens, tees, and fairway turf. The licensed, professional turf management staff in Maintenance are responsible for the safe, timely, and accurate applications of plant protectants to combat infestations of weeds, insects, and diseases that occur throughout the properties. Top consideration is always given to using the most environmentally safe products at the lowest rates possible. The Golf Division Management staff made a conscious decision in 2019 to start the transition away from traditional turf management practices in favor of a more environmentally sustainable approach with regards to the applications of nitrogen based fertilizers and pesticides on the golf courses. We have incorporated biological, microbial, carbon based and organic products into our turf management programs in lieu of traditional chemicals and synthetic fertilizers. Golf management understands the importance of safely coexisting with the natural environment surrounding the golf courses as well as the water that runs beneath them. The focus of the Maintenance activity is on sustainability, where less is more.



Hyannis Golf Course- 16th Hole

Golf Enterprise Fund Recent Accomplishments

- ✓ Secured a Food & Beverage provider at Hyannis Golf Course – The Massachusetts Military Support Foundation, doing business as “Jimmy’s Tavern”, has provided a much needed “facelift” to our food and beverage operation.
- ✓ Extended / amended cart fleet lease at Hyannis Golf Course, allowing for \$12K in savings and alignment of cart fleet leases at both facilities moving forward.
- ✓ Booked a MassGolf regional qualifier event (Senior Amateur Championship). This state sanctioned event will bring some of the best senior golfers in the state to OBFGC to compete for a chance to play for the state championship.



Olde Barnstable Clubhouse

- ✓ Appointed a new Director of Golf – Jesse Schechtman, PGA. This followed the retirement of Bruce McIntyre.
- ✓ Appointed a new Head Golf Professional for Hyannis Golf Course – Thomas Rourke, PGA.
- ✓ Worked closely with Eversource to allow for the successful completion of the Barnstable Reliability Project.
- ✓ Hosted a record number of rounds, by far, at over 83,500 between the two courses. Annual passholder numbers are also at an all-time high with over 1,300.
- ✓ Saw continued growth and success in the Monday Quota League. The league’s 300+ members played over 3,100 rounds and generated over \$65,000 in revenue.
- ✓ Continued the environmentally sustainable golf course management plan, forgoing the use of traditional chemicals and fertilizers in favor of alternative, environmentally friendly practices and protocols.

Golf Enterprise Fund Goals and Objectives

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

Short-Term:

1. Secure a Food & Beverage vendor at Olde Barnstable Fairgrounds Golf Course. The current lessee (“Tavern on the Green”) is on the final year of their contract. **(SP: Infrastructure & Assets, Public Health and Safety, Economic Development)**
2. Continue development and implementation of environmentally sustainable management plan for the maintenance and upkeep of the Town’s golf facilities. The goal is to use alternative methods and products in an effort to significantly reduce or eliminate inputs of pesticides and fertilizer into the environment. **(SP: Public Health & Safety, Education, Environment and Natural Resources)**
3. Secure a dual-facility cart fleet lease for the 2023 – 2027 golf seasons. Going out to bid for both facilities at once gives us tremendous buying power and should come with significant savings. **(SP: Infrastructure & Assets, Economic Development)**

Golf Enterprise Fund Goals and Objectives (Continued)

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

4. Complete the OBF Turf Maintenance Equipment replacement project. Getting the equipment delivered has been a challenge. **(SP: Infrastructure & Assets, Environment & Natural Resources)**
5. Phase 2 of 2 remote well pulling projects. We will remove, inspect, repair or replace necessary components of well #2 at OBFGC. The well is 30 years old and is responsible for supplying water for irrigating the golf course. **(SP: Infrastructure & Assets)**
6. Replacement and/or repair of existing cart paths at Hyannis Golf Course. The existing paths are uncomfortable and in some cases unsafe. This project will not only mitigate those issues, but will create for healthier turf in previously high traffic areas. **(SP: Infrastructure & Assets, Public Health & Safety)**



Hyannis Golf Course Clubhouse

7. Host an educational session for passholders and customers on a variety of topics, including but not limited to upcoming facility projects/initiatives, usage of the online Chelsea tee time reservation system, the GHIN handicap system, and the USGA Rule of Golf. **(SP: Education, Communications)**

Long-Term:

1. To continue with the development and implementation of our multi-year CIP plan for both golf course facilities. As an enterprise fund, it is essential that we continue to increase revenues in order to support future upgrades and asset management. **(SP: Finance, Infrastructure)**
2. Continue to edge, reshape, and replenish sand in bunkers at both courses. The bunkers at both courses are showing the signs of deterioration after many years of use and are in need of complete rehabilitation. The condition of the bunkers is the #1 complaint we receive. **(SP: Infrastructure, Economic Development, Public Health and Safety)**
3. Pruning branches and limbs of trees throughout the golf course properties for areas 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. **(SP: Finance, Infrastructure)**
4. Complete Turf Maintenance Equipment replacement project at Hyannis Golf Course. The plan is to replace numerous pieces of 10+ year old maintenance equipment and acquire much needed new equipment necessary for the environmentally sustainable management plan. **(SP: Infrastructure & Assets, Environment & Natural Resources)**
5. Development of a Master Plan for sand bunker renovation, irrigation system upgrades and cart path repaving at OBF. Addressing these issues in a timely manner will ensure our reputation remains intact, will save a significant amount of money and set the facility up to be successful for years to come. **(SP: Finance, Infrastructure & Assets, Economic Development, Public Health and safety, Education)**

Golf Enterprise Fund Budget Comparison

Golf Course Enterprise Fund						
	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2021	FY 2022	FY 2022	FY 2023	FY22 - 23	Change
Taxes (General Fund Support)	\$822,917	\$0	\$0	\$0	\$0	0.00%
Charges for Services	3,979,899	3,559,227	3,423,861	3,505,661	81,800	2.39%
Interest and Other	12,285	14,592	10,000	10,000	-	0.00%
Special Revenue Funds	289,600	286,500	286,500	288,200	1,700	0.59%
Total Operating Sources	\$5,104,701	\$3,860,319	\$3,720,361	\$3,803,861	\$83,500	2.24%
Borrowing Authorizations	\$-	\$-	\$545,179	\$-	(\$545,179)	-100.00%
Total Capital Sources	\$0	\$0	\$545,179	\$0	(\$545,179)	-100.00%
Total Source of Funding	\$5,104,701	\$3,860,319	\$4,265,540	\$3,803,861	(\$461,679)	-10.82%
Direct Operating Expenses						
Personnel	\$1,452,366	\$1,561,123	\$1,607,412	\$1,650,544	\$43,132	2.68%
Benefits	156,712	118,892	171,167	167,589	(3,578)	-2.09%
Operating Expenses	979,268	1,070,997	1,119,135	1,147,490	28,355	2.53%
Capital Outlay	-	28,000	30,000	-	(30,000)	-100.00%
Debt Service	441,588	440,668	440,668	503,875	63,207	14.34%
Total Direct Operating Expenses	\$3,029,934	\$3,219,680	\$3,368,382	\$3,469,498	\$101,116	3.00%
Indirect Operating Costs						
General Fund Staff	\$154,793	\$128,105	\$128,105	\$156,708	\$28,602	22.33%
Pensions	276,346	262,707	262,707	268,845	6,138	2.34%
Audit & Software Costs	22,832	22,787	22,787	25,558	2,771	12.16%
Property, Casualty, Liability Insur.	20,089	22,225	22,225	24,815	2,590	11.65%
Workers' Compensation Insurance	1,004	5,354	5,354	7,667	2,313	43.20%
Retirees Health Insurance	2,178	2,223	2,223	2,247	24	1.08%
Total Indirect Operating Expenses	\$477,242	\$443,401	\$443,401	\$485,840	\$42,439	9.57%
Total Operating Expenses	\$3,507,176	\$3,663,081	\$3,811,784	\$3,955,338	\$143,555	3.77%
Capital Improvement Program	\$50,558	\$-	\$545,179	\$-	(\$545,179)	-100.00%
Total Capital Expenses	\$50,558	\$0	\$545,179	\$0	(\$545,179)	-100.00%
Total Expenses	\$3,557,734	\$3,663,081	\$4,356,963	\$3,955,338	(\$401,624)	-9.22%
Excess (Deficiency) Cash Basis	\$1,546,967	\$197,238	(\$91,423)	(\$151,477)	(\$60,055)	
Beginning Certified Free Cash	\$446,400		\$1,993,367	\$1,901,944		
FY22 Projected Excess (Deficiency)				197,238		
Ending Proj. Certified Free Cash	\$1,993,367		\$1,901,944	\$1,947,705		

Summary of Budget Changes

The direct operating Golf Enterprise Fund's proposed FY 2023 budget increased by \$101,116, or 3.00% from the approved FY 2022 budget. Personnel budget change includes contractual obligations, minimum wage increases, elimination of the Admin/Marketing Coordinator (1.00)fte, and partial salary from the new Assist Director of Community Services 0.10fte position. Operating budget change includes upgrade the phone systems and restaurant deck awning furniture.

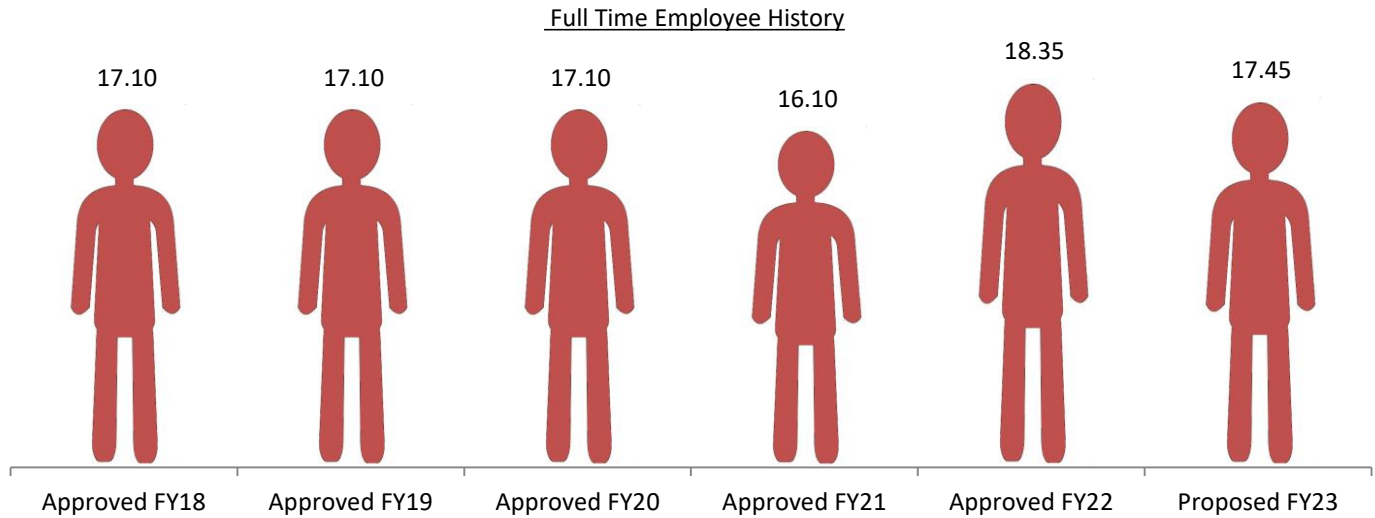
Golf Enterprise Fund Budget Reconciliation

Job Title	FY 2021		FY 2022	FY 2023	Change
Admin Assist./Marketing Coordinator	1.00		1.00	-	(1.00)
Assistant Dir. of Community Services	-		-	0.10	0.10
Assistant Golf Course Supervisor	2.00		2.00	2.00	-
Budget/Financial Manager	-		0.25	0.25	-
Director of Community Services	0.10		0.10	0.10	-
Director of Golf Maintenance	1.00		1.00	1.00	-
Director of Golf Operations	1.00		1.00	1.00	-
Financial Supervisor	1.00		1.00	1.00	-
Golf Course Facility Technician	2.00		2.00	2.00	-
Golf Head Professional	2.00		2.00	2.00	-
Golf Superintendent	-		1.00	1.00	-
Laborer/Greens Person	2.00		2.00	2.00	-
Principal Dept/Div Assistant	2.00		3.00	3.00	-
Working Foreman Irrigation Technician	2.00		2.00	2.00	-
Full-time Equivalent Employees	16.10		18.35	17.45	(0.90)

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

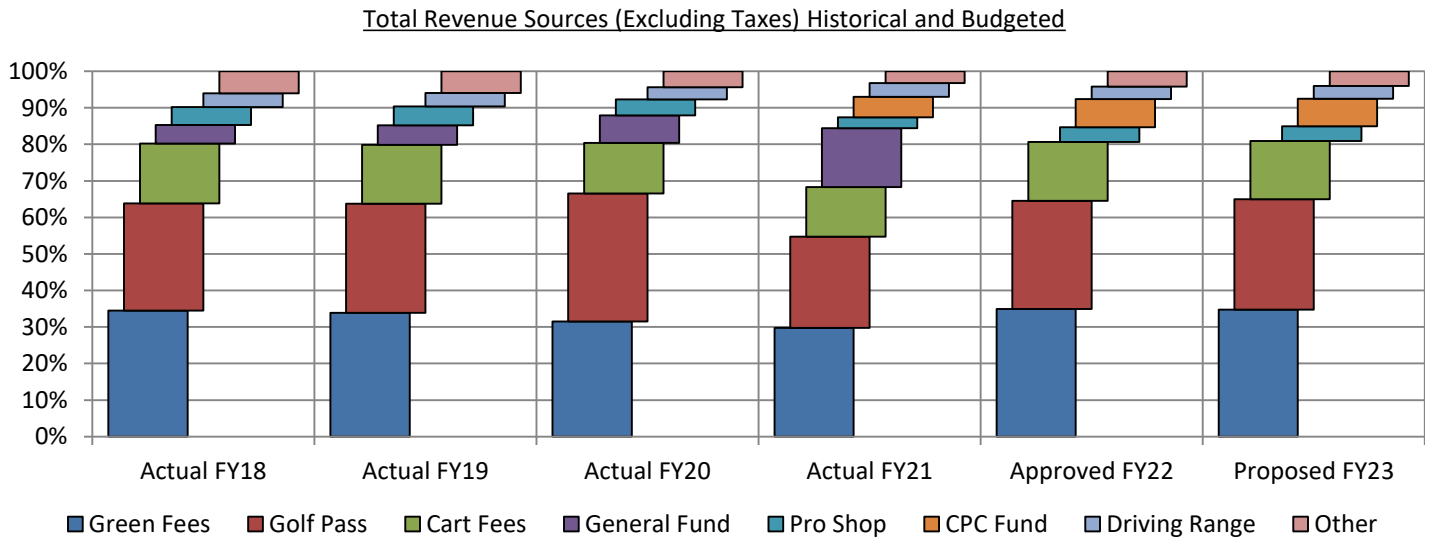
- 1. Eliminate Admin Assist/Marketing Coordinator-** This position is being eliminated.
- 2. Assistant Director of Community Services** - This position will support the Director of Community Services and the department operations.
- 3. Seasonal Pay Increases** - The Massachusetts Minimum Wage Act gradually increases the minimum wage in Massachusetts from \$11/hour to \$15/hour over five years, culminating in 2023. It will increase to \$12/hour on January 1, 2019, and will then go up by \$0.75/hour every year until it hits \$15/hour on January 1, 2023.
- 4. Upgrade Phone System** - Upgrade of the phone system (hardware included) at both golf course facilities. The ability to quickly transfer calls to alternate locations / departments is key. Also, an easily updated opening message with simple, convenient prompts – getting the customer the information and/or point of contact they need as quickly and easily as possible. The telephone system is the front door to (potential) customers. The professional handling of a call can make all the difference in securing a satisfied, repeat customer, or one who calls our competition. Our current phones are over 14 years old.
- 5. Restaurant Deck Awning** - Replace current large custom awning that protects customers on the back deck of the clubhouse from the weather elements. The current awning is ripped and tattered. It has already been patched several times and is worn very thin. We are hoping it will last through the 2022 season, hence this request to be able to have a new one made and installed in time for the spring of 2023.

Golf Enterprise Fund Budget Factors Affecting FTE's



The golf course eliminated the vacant Division Assistant position in FY 2021 budget; however, it was reinstated in FY 2022. FY 2023 includes the elimination of the Assistant/Marketing Coordinator (1.00)fte, but includes a partial salary of 0.10fte for the Assistant Community Services Director position.

Golf Enterprise Fund Budget Factors Affecting Revenues

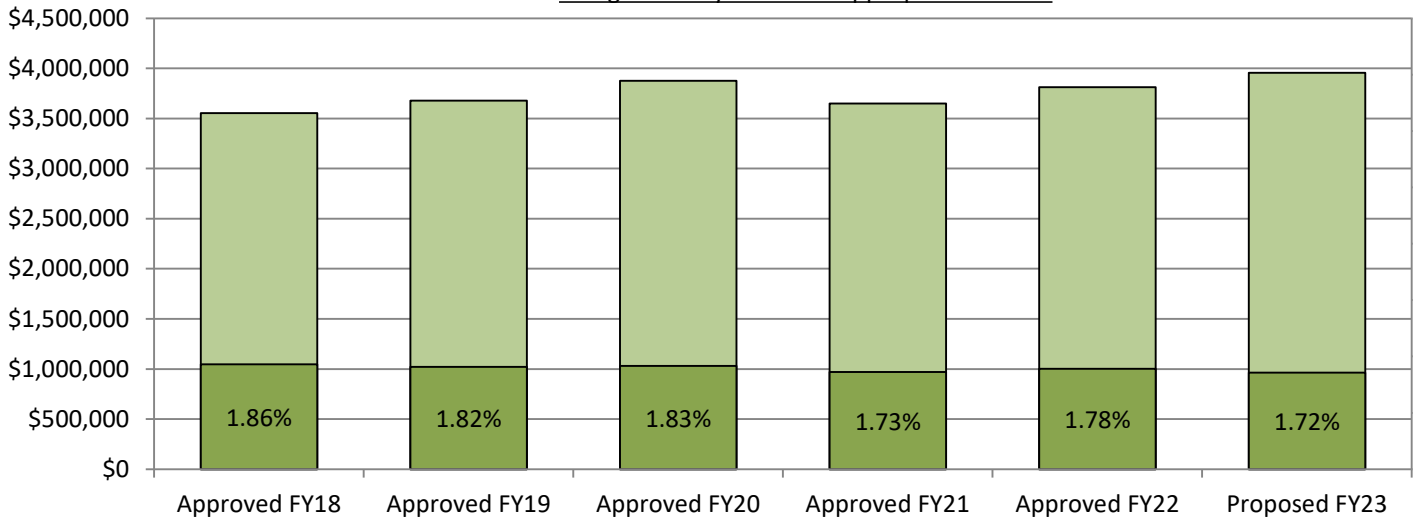


Golf's popularity has surged during the "COVID era", leading to an increase of approximately 20% more rounds played. However, the golf courses will still be challenged due to competition from other courses on Cape Cod. It is projected that the combined revenue for the two golf courses will grow slightly due to increases in activity levels and rate adjustments, or both. The golf courses' current fee structure remains competitive with surrounding courses.

Each year, golf course fees are set through the town-wide user fee rate analysis. These fees are set in accordance with the necessary revenue required to run course operations. Green fees account for 35% of total revenue sources generated at the golf courses and the annual membership pass accounts for 30%. This Enterprise Fund has received several subsidies from the General Fund and Community Preservation Fund over the past few fiscal year.

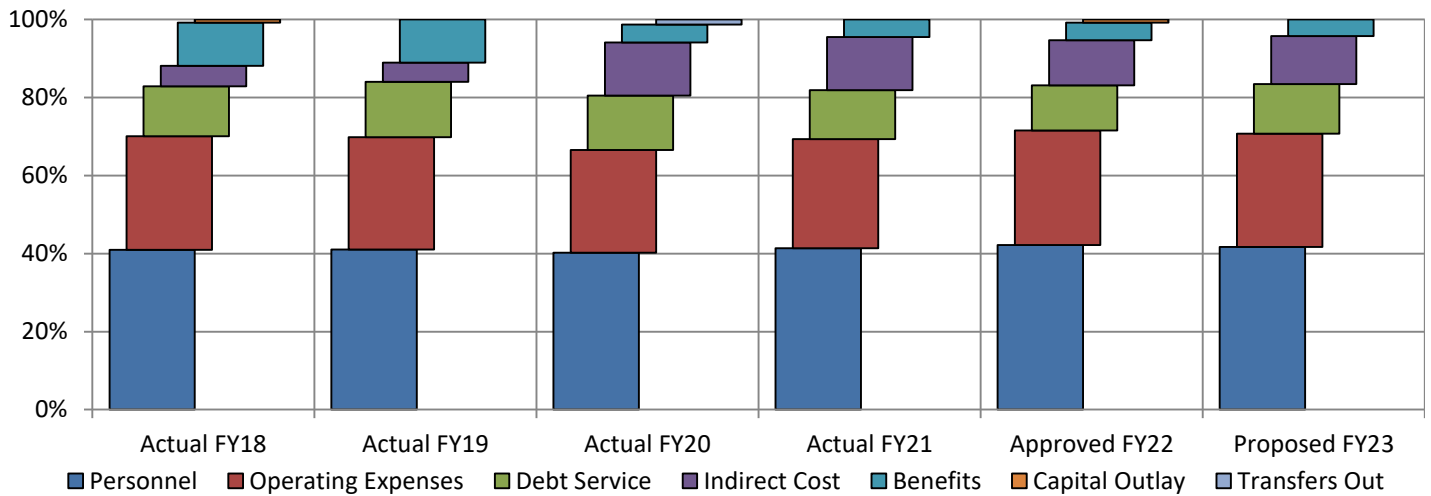
Golf Enterprise Fund Factors Affecting Expenses

Budget History - % Of All Appropriated Funds



The budget has increased 1.88% annually on average over a six-year period. State minimum wage and the capital program contribute most to the budget increases. This budget has decreased from 1.86% to 1.72% of all appropriated funds.

Total Expenditures By Category Historical and Budgeted



Personnel and benefits combined are the largest category within the golf course operation comprising 47% of the proposed budget.

State minimum wage increases, capital program needs, and environmental initiatives have had the greatest impact on operating costs. Furthermore, as the town focuses more on environmentally sound initiatives, Barnstable golf courses will have to transition from traditional fertilizing methods to an organic base fertilizer. This transition could have a significant cost impact to the courses operations, as minimum playing conditions are required.

Budget by Golf Course

Olde Barnstable Fairgrounds						
	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2021	FY 2022	FY 2022	FY 2023	FY22 - 23	Change
Charges for Services	\$2,134,212	\$1,908,823	\$1,845,397	\$1,875,397	\$30,000	1.63%
Interest and Other	11,832	12,793	10,000	10,000	-	0.00%
Total Operating Source of Funding	\$2,146,044	\$1,921,615	\$1,855,397	\$1,885,397	\$30,000	1.62%
Borrowing Authorizations	\$0	\$0	\$545,179	\$0	(\$545,179)	-100.00%
Total Capital Source of Funding	\$0	\$0	\$545,179	\$0	(\$545,179)	-100.00%
Total Source of Funding	\$2,146,044	\$1,921,615	\$2,400,576	\$1,885,397	(\$515,179)	-21.46%
Expense Category						
Personnel	\$732,883	\$777,381	\$801,053	\$871,465	\$70,413	8.79%
Benefits	224,416	194,298	220,814	232,542	11,728	5.31%
Operating Expenses	508,050	585,113	612,558	620,961	8,403	1.37%
Capital Outlay	-	28,000	30,000	-	(30,000)	-100.00%
Debt Service	41,913	45,713	45,713	114,000	68,287	149.38%
Transfers Out	88,813	75,446	75,446	91,133	15,687	20.79%
Total Operating Budget	\$1,596,075	\$1,705,951	\$1,785,583	\$1,930,101	\$144,518	8.09%
Capital Improvement Program	\$35,643	\$0	\$545,179	\$0	(\$545,179)	-100.00%
Total Capital Expenses	\$35,643	\$0	\$545,179	\$0	(\$545,179)	-100.00%
Total Expenses	\$1,631,718	\$1,705,951	\$2,330,762	\$1,930,101	(\$400,661)	-17.19%
Excess (Deficiency) Cash Basis	\$514,326	\$215,665	\$69,814	(\$44,704)	(\$114,518)	

Hyannis Golf Course						
	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2021	FY 2022	FY 2022	FY 2023	FY22 - 23	Change
Taxes	\$822,917	\$0	\$0	\$0	\$0	0.00%
Charges for Services	1,845,687	1,650,405	1,578,464	1,630,264	51,800	3.28%
Interest and Other	453	1,799	-	-	-	0.00%
Special Revenue Funds	289,600	286,500	286,500	288,200	1,700	0.59%
Total Operating Sources	\$2,958,657	\$1,938,704	\$1,864,964	\$1,918,464	\$53,500	2.87%
Total Source of Funding	\$2,958,657	\$1,938,704	\$1,864,964	\$1,918,464	\$53,500	2.87%
Expense Category						
Personnel	\$719,483	\$783,742	\$806,360	\$779,079	(\$27,281)	-3.38%
Benefits	211,824	194,878	220,638	213,807	(6,831)	-3.10%
Operating Expenses	491,307	508,109	528,802	551,343	22,542	4.26%
Debt Service	399,675	394,955	394,955	389,875	(5,080)	-1.29%
Transfers Out	88,813	75,446	75,446	91,133	15,687	20.79%
Total Operating Budget	\$1,911,101	\$1,957,130	\$2,026,200	\$2,025,237	(\$963)	-0.05%
Capital Improvement Program	\$ 14,915	\$ -	\$ -	\$ -	\$ -	0.00%
Total Capital Expenses	\$14,915	\$0	\$0	\$0	\$0	0.00%
Total Expenses	\$1,926,016	\$1,957,130	\$2,026,200	\$2,025,237	(\$963)	-0.05%
Excess (Deficiency) Cash Basis	\$1,032,641	(\$18,427)	(\$161,236)	(\$106,773)	\$54,463	

Golf Enterprise Fund Workload Indicators

Program Name	Program Goal	Program Outcome Measures		
Administration/ Operations	To continually maintain and improve the Town's golf facilities.	Committed to providing leisure opportunities to improve the quality of life in our community through exceptional programs and services.		
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost/Productivity (Efficiency)	Service Quality (Effectiveness)
Adult/Family Annual Pass	\$1,259,390	1,089 pass holders	\$1,156 per pass	Cost of Recovery -%
Junior Annual Pass	\$15,158	106 pass holders	\$143 per pass	Cost of Recovery -%
Daily Fee Play-Resident	\$103,665	3,169 rounds	\$32 per round	Cost of Recovery -%
Daily Fee Play-Non-Resident	\$1,420,436	29,235 rounds	\$48 per round	Cost of Recovery -%
Range	\$189,484	20,926 buckets sold	\$9 per bucket	Cost of Recovery -%
Golf Carts	\$691,767	41,549 cart rentals	\$16 per cart	Cost of Recovery -%
Rentals	\$5,607	936 pull carts/club rental	\$5 per cart/club rental	Cost of Recovery -%
Club Services	\$30,545	685 M.G.A handicaps	\$44 per person	Cost of Recovery -%
Pro Shop	\$241,773	83,520 rounds played	\$2.90 per round	Cost of Recovery -%
Restaurant	\$22,576	2 concessions rent	\$11,288	Cost of Recovery -%

HYANNIS YOUTH & COMMUNITY CENTER ENTERPRISE FUND

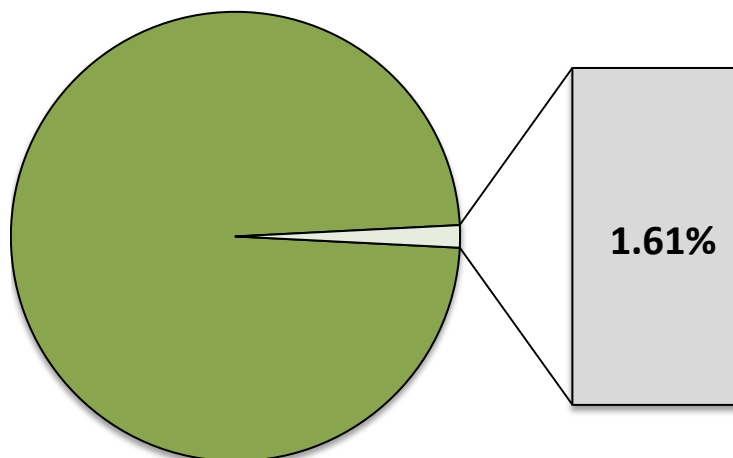
Purpose Statement

The Hyannis Youth & Community Center is committed to providing a safe and healthy recreational facility to every segment of the community. The Recreation Division is committed to providing leisure opportunities to improve the quality of life in our community through exceptional and affordable programs and services.

ICE FACILITY

YOUTH CENTER

% of FY 2023 All Appropriated Funds



Hyannis Youth & Community Center Enterprise Fund comprises 1.61% of all appropriated funds.

HYCC Enterprise Fund Services Provided

<https://townofbarnstable.us/hycc>

The Hyannis Youth and Community Center (HYCC) are now in its thirteenth year of operation. The HYCC continues to display its attractive facilities and provide some variations in alternative uses throughout 2021-2022. From September through March, all levels of youth hockey practice and play competitive games. The HYCC is proud to collaborate with the Cape Cod Chamber of Commerce to bring high profile events to the facility including Men's Division I Hockey and U.S. Figure Skating events. The gymnasium serves as the home court for three high schools: Saint John Paul II, Sturgis East, and Sturgis West. Several basketball leagues, tournaments, and camps utilize the space as their primary court. Public skating and recreational programming is offered with expansive programs for both residents and non-residents. Some of the ongoing programs of note include U.S. 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 rink level has eight locker rooms, skate rental room, video games, referee locker rooms, first aid room, figure skating office, rink supervisor's office, and a sitting area with a fireplace.

The Center consists of:

Two NHL regulation ice rinks with a combined seating capacity of 2,100

Six indoor basketball courts

Indoor regulation Volleyball court

1,500 sq. ft. Teen Center

Cafe' (for everyday use and events within the facility)

650 sq. ft. Pro-Shop

1,000 sq. ft. Youth Center

500 sq. ft. Computer room

825 sq. ft. Multi-purpose room



Administration

The Administration program of the ice component oversees *HYCC – Family Fun Night* 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 Program Coordinators, under the umbrella of the Administration, will offer and teach a variety of ice-related programs to include figure skating, learn to skate, hockey, etc. All activities are run on an instructional basis, emphasizing teamwork, self-esteem, and respect.

Operations Activity – Ice Facility

The Operations program provides a wide variety of programs for our residents. United States Figure Skating Association (USFSA) trained professionals provide individual and/or group instruction. We strive to provide developmental programs for all participants. Our goal is to provide affordable, quality ice rinks that will attract residents, hockey players, and figure skaters. The staff is responsible for greeting the participants/teams when they enter the facility, directing them to the correct location, effectively and efficiently collecting fees, and providing necessary information. Customer relations and education are a major objective for operations. The operations staff is responsible for scheduling available ice time to interested groups. The operations staff is responsible for keeping rental skates sharpened, cleaned, and sanitized on a daily basis.

HYCC Enterprise Fund Services Provided (Continued)

Ice Facility programs with a brief description are as follows:

- **Public Skating** – An activity that is available for all ages and abilities; public skating sessions are offered both weekdays and weekends as the schedule allows. Skate rentals are available for those who do not bring their own skates.
- **Tournaments** - Played on both the Lt. Joseph P. Kennedy Jr., and Patrick M. Butler Rinks. These two rinks are NHL Regulation size with a combined seating capacity of 2,100. 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.
- **HYCC Skating School** - The Learn-to-Skate Program is offered throughout the year and services over 200 children. Skating professionals teach basic to advanced skills to individuals ranging from the kindergarten level up to the adult. There are multiple sessions offered throughout the year.
- **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 through Bantam age players, as well as House Level Farm and Mini Mite programs.
- **Seahawks Youth Hockey** – A hockey organization that fields teams of a number of different age levels from Mites through Bantams and beyond. Total Athletics hosts hockey practices, games, and clinics in the building throughout the year.



HYCC – Skating Clinic

- **Barnstable High School Hockey** - The HYCC is the proud home of the Barnstable High School Hockey Program. The program consists of Boys Varsity/Junior Varsity teams and Girls Varsity/Junior Varsity teams. The HYCC receives the fee for the practice ice rental as well as the gate receipt for home games.

Youth Center Administration Program

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 pay overs to the Town, monitoring revenue vs. expenses. The Administration is responsible for inventory control to ensure that equipment and uniforms for each program are in stock and readily available. The Administration oversees the hiring of seasonal employees. The hiring process includes CORI and SORI background checks, and determining that all requirements for employment are met.

HYCC Enterprise Fund Services Provided (Continued)

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.



HYCC – After School Program

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 Miss Lori Klub Kidz, martial arts, baking, home school gym class and the SOAR Program.

Adult Programs – Year round fitness programs include Yoga, Walking Groups, Volleyball, Basketball, Pickleball and Physical Training. Each activity is unique and offers a variety of fitness levels.

Membership - Membership to the HYCC provides Barnstable residents and non-residents the opportunity to take advantage of a multitude of programs within the facility. Membership allows participants access to the walking track, Open Gym activities and the game room.

HYCC Enterprise Fund Recent Accomplishments

- ✓ Implementation and roll out of new Rec Trac software that handles program registrations, facility reservations and memberships.
- ✓ Continued partnership with Barnstable Public Schools to serve as the home for the BPS Family Engagement Center.
- ✓ Renewed partnership with Cape Cod YMCA Achievers Program to serve as host site for their weekly meetings.
- ✓ Filled the HYCC Rink Program Supervisor position with a qualified internal candidate.
- ✓ Continued community service programs in the facility that included: Food Distribution, Thanksgiving Dinner Distribution, Toys for Tots, Christmas Tree Distribution.

HYCC Enterprise Fund Goals and Objectives

– Town Council’s Quality of Life Strategic Plan (SP)

Short-Term:

1. Expand, with a grant from the Barnstable School Department, the After School Program in collaboration with the Barnstable United Elementary School, Barnstable Intermediate School, and Barnstable Schools Transportation to provide students in grades 4 & 5 and 6 & 7 with structured after school activities that include gym activities, game room tournaments, homework assistance and special events. **(SP: Education, Quality of Life)**
2. Identify specific areas of potential growth within the gym and ice and work towards filling those areas with new programs and events to attract more users to the facility. **(SP: Finance, Quality of Life)**



HYCC – Father Daughter Dance

3. Continue to deliver community service programs to include annual blood, food and clothing drives. Work with various organizations to provide our youth with services and needs. **(SP: Education, Quality of Life)**
4. Evaluate the Kennedy Rink sound system. Refurbish and/or replace speakers and identify any system equipment that needs to be replaced. These upgrades will allow the facility to continue to add value to the high quality programs that take place in the Kennedy Rink. **(SP: Safety, Education, Quality of Life)**
5. Provide “Stop the Bleed” and “De-Escalation” training for all staff that is employed at the HYCC. **(SP: Safety, Education, Quality of Life)**

Long-Term:

1. Continue to develop, coordinate, and market the Hyannis Youth & Community Center Facility so as to generate sufficient revenue to meet all operational and debt schedule commitments. **(SP: Finance, Quality of Life)**
2. Develop and identify the sports organizations that will assist both with the process and the funding of programs. **(SP: Finance, Quality of Life)**



Holiday Skating Show

3. Utilizing Town of Barnstable resources provide an educational outreach to our residents and taxpayers regarding all recreational opportunities. **(SP: Finance, Quality of Life)**
4. Continue to work with other Youth organization for the purpose of serving our youth within the Hyannis Youth & Community Center. **(SP: Quality of Life)**
5. Work with the Department of Public Works’ Structures and Grounds Division to develop green initiatives at the Hyannis Youth & Community Center. **(SP: Finance, Quality of Life)**

HYCC Enterprise Fund Budget Comparison

Hyannis Youth & Community Center						
	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2021	FY 2022	FY 2022	FY 2023	FY2 - 23	Change
Taxes (General Fund Support)	\$1,391,458	\$1,391,458	\$1,391,458	\$1,391,458	\$0	0.00%
Fees, Licenses, Permits	164,614	394,813	230,000	278,000	48,000	20.87%
Charges for Services	285,963	489,969	237,154	350,000	112,846	47.58%
Interest and Other	44,372	81,819	39,000	58,000	19,000	48.72%
Capital Trust Fund	1,119,137	1,145,401	1,145,401	1,234,875	89,474	7.81%
Total Operating Sources	\$3,005,544	\$3,503,460	\$3,043,013	\$3,312,333	\$269,320	8.85%
Donations	\$1,000	\$-	\$-	\$-	\$-	0.00%
Borrowing Authorizations	756,000	-	1,644,600	1,770,000	125,400	7.62%
Total Capital Sources	\$757,000	\$0	\$1,644,600	\$1,770,000	\$125,400	7.62%
Total Sources of Funding	\$3,762,544	\$3,503,460	\$4,687,613	\$5,082,333	\$394,720	8.42%
Direct Operating Expenses						
Personnel	\$787,416	\$1,021,095	\$1,082,993	\$1,121,726	\$38,733	3.58%
Benefits	43,148	42,497	45,409	51,116	5,707	12.57%
Operating Expenses	488,081	729,551	542,743	879,393	336,650	62.03%
Capital Outlay	27,758	75,000	75,000	75,000	-	0.00%
Debt Service	1,119,137	1,145,401	1,145,401	1,234,875	89,474	7.81%
Total Direct Operating Expenses	\$2,465,539	\$3,013,544	\$2,891,546	\$3,362,110	\$470,564	16.27%
Indirect Operating Costs						
General Fund Staff	\$70,076	\$60,372	\$60,372	\$59,936	(\$436)	-0.72%
Pensions	160,088	163,025	163,025	175,254	12,229	7.50%
Audit & Software Costs	8,764	8,825	8,825	9,256	431	4.89%
Property, Casualty, Liability Insur.	93,995	106,066	106,066	118,397	12,331	11.63%
Total Indirect Operating Expenses	\$332,923	\$338,288	\$338,288	\$362,843	\$24,555	7.26%
Total Operating Expenses	\$2,798,462	\$3,351,832	\$3,229,834	\$3,724,953	\$495,119	15.33%
Capital Program	667,057	-	1,644,600	1,770,000	125,400	7.62%
Total Capital Expenses	\$667,057	\$0	\$1,644,600	\$1,770,000	\$125,400	7.62%
Total Expenses	\$3,465,520	\$3,351,832	\$4,874,434	\$5,494,953	\$620,519	12.73%
Excess (Deficiency) Cash Basis	\$297,025	\$151,628	(\$186,821)	(\$412,620)	(\$225,799)	
Beginning Certified Free Cash	\$553,287		\$850,311	\$663,490		
FY22 Projected Excess (Deficiency)				151,628		
Ending Proj. Certified Free Cash	\$850,311		\$663,490	\$402,498		

Summary of Budget Changes

The direct operating Hyannis Youth & Community Center Enterprise Fund's proposed FY 2023 budget increased by \$470,564, or 16.27% from the approved FY 2022 budget. Personnel budget change includes contractual obligations, seasonal pay increases, and partial salary for the Assistant Director of Community Services 0.25fte. Operating budget change includes increased line items for materials, natural gas, and electricity. Capital outlay includes the annual mechanical maintenance program.

HYCC Enterprise Fund Budget Reconciliation

Job Title	FY 2021	FY 2022	FY 2023	Change
Assistant Dir. of Community Services	-	-	0.25	0.25
Assistant Dir. Recreation & Leisure	0.10	0.10	0.10	-
Budget/Financial Manager	0.50	0.25	0.25	-
Community Services Director	0.10	0.10	0.10	-
Custodian	5.00	5.00	5.00	-
Director of Recreation	0.25	0.25	0.25	-
HYCC Operations Foreman	1.00	1.00	1.00	-
HYCC Manager	1.00	1.00	1.00	-
Facility Supervisor	1.00	1.00	1.00	-
Lead Custodian	1.00	1.00	1.00	-
Maintenance Custodian	1.00	1.00	1.00	-
Program Coordinator	1.00	1.00	1.00	-
Program Supervisor	1.00	1.00	1.00	-
Youth Center Manager	1.00	1.00	1.00	-
Full-time Equivalent Employees	13.95	13.70	13.95	0.25

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2022 Approved Budget				\$3,229,834	
Contractual Obligations Net of Staff Turnover	2,277	-	-	2,277	-
Change in Indirect Costs	11,793	12,763	-	24,555	-
One-Time Charges	-	-	(75,000)	(75,000)	-
Debt Service	-	89,474	-	89,474	-
FY 2023 Budget Changes					
1. Assistant Dir. of Community Services	24,236	-	-	24,236	0.25
2. Seasonal Pay Increase	17,927	-	-	17,927	-
3. Preventative Maintenance Agreements	-	11,450	-	11,450	-
4. Materials Cost Increase	-	5,200	-	5,200	-
5. Electricity and Natural Gas Increase	-	320,000	-	320,000	-
6. Mechanical Operating Capital	-	-	75,000	75,000	-
FY 2023 Proposed Budget	\$56,232	\$438,887	\$0	\$3,724,953	0.25

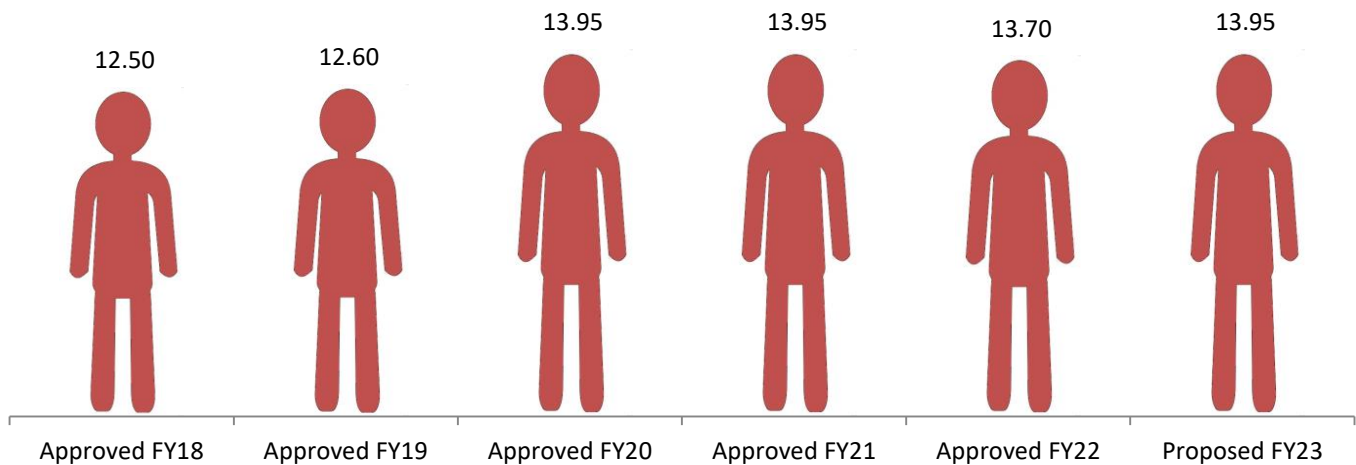
- 1. Assistant Director of Community Services** - This position will support the Director of Community Services and the department operations.
- 2. Seasonal Pay Increases** - The Massachusetts Minimum Wage Act gradually increases the minimum wage in Massachusetts from \$11/hour to \$15/hour over five years, culminating in 2023. It will increase to \$12/hour on January 1, 2019, and will then go up by \$0.75/hour every year until it hits \$15/hour on January 1, 2023.
- 3. Preventative Maintenance Agreements** - The HYCC has two Munters industrial combined temperature and humidity control systems that regulate the climate, temperature, and humidity of the Kennedy and Butler ice rinks. In addition, the HYCC also has an Alerton automated building energy management system. These systems do not have preventative maintenance service contracts. The Munters Corporation performance test and inspection service agreement is for a two-visit twelve-month plan. The Alerton preventative maintenance agreement is for a four-visit twelve-month plan.
- 4. Electricity and Natural Gas Increases** - Increase the gas utility line item due to contractual fee increases.
- 5. Materials Cost Increase** - Increase in the cost of materials that has not been adjusted. Structures & Grounds Division has experienced an increase in the cost of building materials, electrical, HVAC, plumbing and custodial supplies. These price increases are negatively affecting the ability to make repairs at the HYCC facility.

HYCC Enterprise Fund Budget Reconciliation (Continued)

6. Mechanical Operating Capital – The HVAC systems that support this facility consist of three large roof top heating and cooling units (110 tons) multiple condensing units and air handlers, five ductless split systems and numerous VAV boxes. Additionally, there are multiple heat pumps, electric wall heaters, rooftop exhaust fans, circulator pumps, water heaters, and sewage ejector pumps. These funds will allow the division to implement a multiyear maintenance and replacement program to ensure reliability of our systems and control annual maintenance and operating costs.

HYCC Enterprise Fund Factors Affecting FTE's

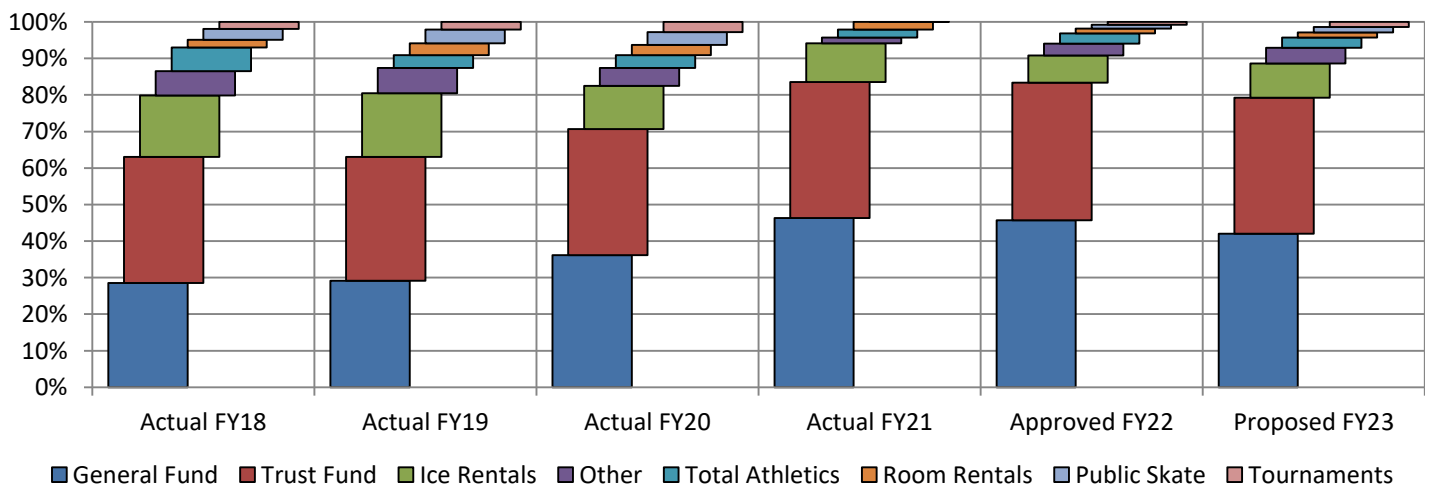
Full Time Employee History



FY 2020 includes an additional 1.35fte resulting from a reallocation of salary from the General Fund and a new Rink Supervisor position. FY 2023 includes a partial salary for the Assistant Director of Community Services 0.25fte.

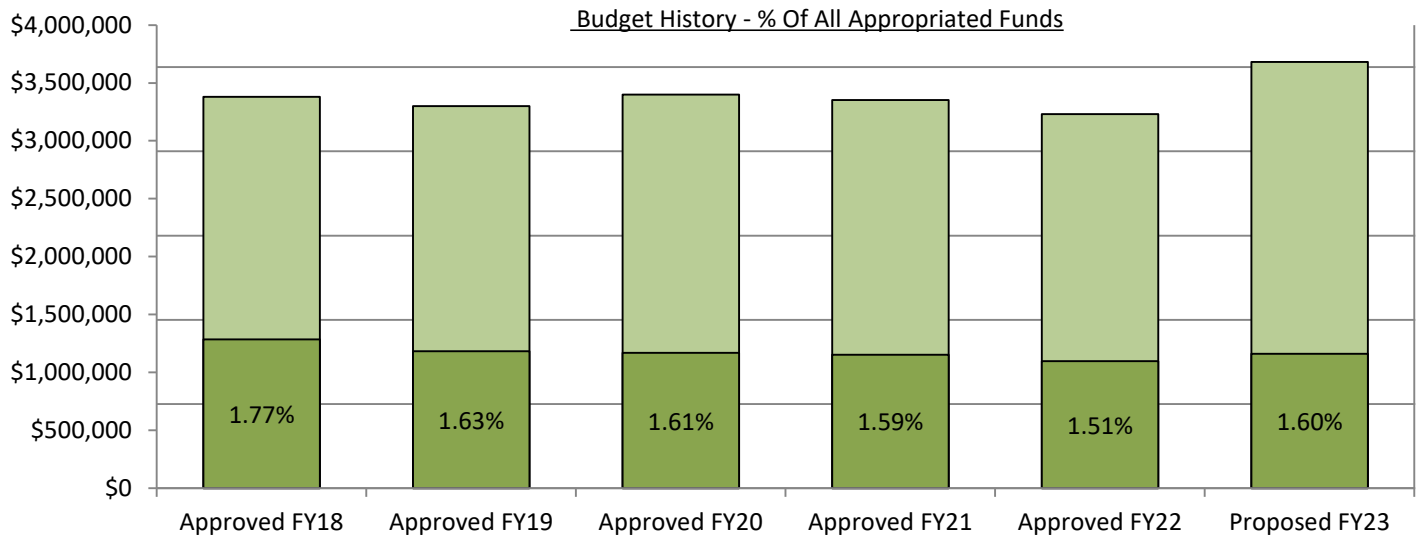
HYCC Enterprise Fund Factors Affecting Revenues

Total Revenue Sources (Excluding Taxes) Historical and Budgeted

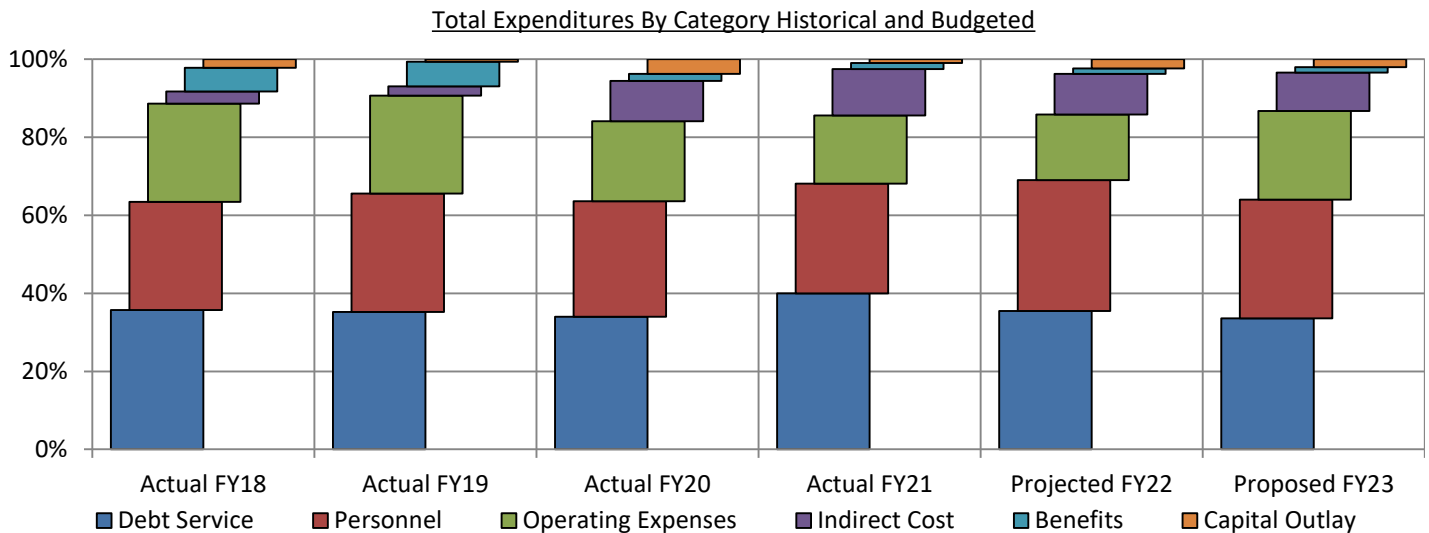


The General Fund subsidy is the largest source of funding at 46% to cover the excess cost from operating the facility after all revenues are exhausted. Capital Trust Fund provides 38% to cover debt service payments for the construction and maintenance of the facility. The next largest revenue source is ice rentals at 7%.

HYCC Enterprise Fund Factors Affecting Expenses



The budget for this operation has increased 1.48% annually on average over a six-year period. This budget has also decreased from 1.77% to 1.60% of all appropriated funds.



State minimum wage increases will affect operating costs until 2023. With the current capital program request for improvements at the facility, debt service costs should increase based on the bonds needed to fund the projects. The facility is over ten years old and mechanical systems are beginning to reach their useful life and may need replacement. Debt service cost accounts for 34% of the HYCC operations. Personnel and benefits accounts for 31%, operating cost 23%, and capital outlay 2%.

HYCC Enterprise Fund Workload Indicators

Kennedy Rink Usage Hours	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Projected
Hours Available	5,792	4,128	2,786	2,982
Hours Used	2,760	2,031	579	1,161
Hours Unused	3,032	2,097	2,207	1,821
% Hours Used	47.65%	49.20%	20.78%	38.93%
Bulter Rink Usage Hours	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Projected
Hours Available	5,792	4,128	3,864	4,128
Hours Used	3,453	2,532	656	2,275
Hours Unused	2,339	1,596	3,208	1,853
% Hours Used	59.62%	61.34%	16.98%	55.11%
Total % of Hours Used	53.63%	55.27%	18.57%	48.33%

HYCC Facility was significantly impacted due to COVID restrictions during the fiscal year 2021.

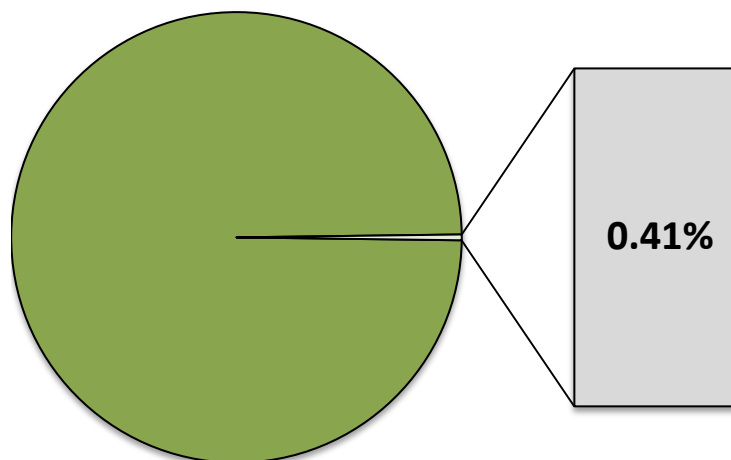
PUBLIC, EDUCATIONAL, AND GOVERNMENT (PEG) ACCESS CHANNEL ENTERPRISE FUND

Department Purpose Statement

The purpose of municipal television is to serve the community as a valued resource by providing meeting coverage, timely news, and events to inform Barnstable residents.



% of FY 2023 All Appropriated Funds



Public, Educational, and Government (PEG) Enterprise Fund comprises 0.41% of all appropriated funds.

PEG Enterprise Fund Services Provided

Working to keep government open and transparent.

<https://townofbarnstable.us/Departments/channel18/>

The Town of Barnstable government and school access Channels 18 and 22 are valuable tools that connect the residents with the day-to-day workings of Barnstable Town Government and Barnstable Public Schools. The Town receives in excess of \$800,000 per year from its cable license with Comcast. In accordance with the licensing agreement, the funds are restricted for use as they relate to public, educational, and governmental programming activities. The Town currently uses these funds to operate Channels 18 and 22 as well as Cape Cod Community Television Corporation also known as Cape Media on Channel 99. The funds were also used to finance the construction of a fiber optic network that was completed in FY2014. The network connects 48 municipal facilities including all school buildings. This fund will also be used to self-insure the network.

The PEG Enterprise Fund provides the residents of Barnstable with video coverage of board, committee, and commission meetings; information about government and school issues; up-to-date storm/emergency related information; road construction updates; coverage of a wide range of departments/divisions; development of original series; and communicating important Town and School announcements. Channel 18 now has five units: meeting coverage; documentaries; public service announcements; current events; and studio. Internship opportunities are provided to students at Channel 22 as well as production opportunities for students interested in broadcast journalism.



Channel 18 On Location

Our outreach is further enhanced by the availability of “Video on Demand” and live-streaming of the Town’s government access channel on the town’s website www.townofbarnstable.us.

PEG Enterprise Fund Recent Accomplishments

- ✓ Expanded Zoom coverage to include webinars for engagement to new audiences;
- ✓ Created video content for staying safe and doing business during the ongoing COVID-19 health crisis;
- ✓ Won awards from the Alliance for Community Media Northeast: 1st Place *How to Vote in 2020*; 1st Place *WPCD Treating Barnstable’s Wastewater and 3rd Place Learn How to Shellfish – Softshell Clams*;
- ✓ In response to the communications needs highlighted by the COVID-19 pandemic, the Assistant Channel 18 Station Manager position became the Digital Content Manager;
- ✓ Channel 18 continues to grow its social media presence which has been a critical part of communications throughout the pandemic and communicating in English, Spanish, and Portuguese;
- ✓ Channel 22 now live stream ALL home/varsity sports games on YouTube and Facebook;
- ✓ Channel 22 hired a full-time Live Sports Producer for B2B, and;
- ✓ Added closed-captioning to Channel 18 programming.

PEG Enterprise Fund Goals and Objectives

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

Short-Term:

1. Channel 18 continues coverage of more than 40 boards, committees, and commissions. **(SP: Education, Communication)**
2. Upgrades to Town Hall Hearing Room and physical plant. **(SP: Infrastructure, Communication)**
3. Upgrades to Selectmen's Conference Room and physical plant **(SP: Infrastructure, Communication)**
4. Create more Public Service Announcements (PSAs). **(SP: Education, Communication)**
5. Channel 22 will produce and expand the B2B news program outside of BHS to the lower grade levels of the district. **(SP: Education, Communication)**
6. Add podcasting to our toolbox in early 2022. (SP: Communication, Education)



Digital Content Manager Paula Hersey and Channel 18 Station Manager Sarah Beal at Vineyard Wind Groundbreaking.

Long-Term:

1. One-hundred percent coverage of all Town boards, committees, commissions and subcommittees. **(SP: Education, Communication)**
2. Continue to create high quality and informative "content that matters" for Channel 18. **(SP: Education, Communication)**



B2B Studio at Barnstable High School

PEG Enterprise Fund Budget Comparison

Public, Educational, Government (PEG)						
	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2021	FY 2022	FY 2022	FY 2023	FY22 - 23	Change
Fees, Licenses, Permits	\$949,359	\$878,980	\$789,103	\$861,168	\$72,065	9.13%
Interest and Other	19,144	87,589	92,000	92,000	-	0.00%
Total Operating Sources	\$968,503	\$966,569	\$881,103	\$953,168	\$72,065	8.18%
Total Sources of Funding	\$968,503	\$966,569	\$881,103	\$953,168	\$72,065	8.18%
Direct Operating Expenses						
Personnel	\$309,328	\$308,847	\$341,213	\$336,112	(\$5,101)	-1.49%
Benefits	25,306	17,038	30,038	26,824	(3,215)	-10.70%
Operating Expenses	298,043	393,234	397,846	403,646	5,800	1.46%
Capital Outlay	21,243	28,000	30,000	103,845	73,845	246.15%
Total Direct Operating Expenses	\$653,921	\$747,120	\$799,097	\$870,427	\$71,329	8.93%
Indirect Operating Costs						
General Fund Staff	\$18,768	\$16,960	\$16,960	\$19,766	\$2,806	16.54%
Pensions	59,954	60,973	60,973	58,664	(2,308)	-3.79%
Audit & Software Costs	1,976	2,065	2,065	2,216	151	7.33%
Property, Casualty, Liability Insur.	1,845	2,008	2,008	2,095	87	4.32%
Total Indirect Operating Expenses	\$82,543	\$82,006	\$82,006	\$82,741	\$736	0.90%
Total Operating Expenses	\$736,464	\$829,125	\$881,103	\$953,168	\$72,065	8.18%
Total Expenses	\$736,464	\$829,125	\$881,103	\$953,168	\$72,065	8.18%
Excess (Deficiency) Cash Basis	\$232,039	\$137,444	\$0	(\$0)	(\$0)	
Beginning Certified Free Cash	\$2,651,461		\$2,883,500	\$2,883,500		
FY22 Projected Excess (Deficiency)				137,444		
Ending Proj. Certified Free Cash	\$2,883,500		\$2,883,500	\$3,020,944		

Summary of Budget Changes

The direct operating Public, Education and Government Access Channel Enterprise Fund's proposed FY 2023 budget increased by \$71,329, or 8.93% from the approved FY 2022 budget. The personnel budget change is due to contractual obligations. Operating budget change includes funds for the monthly zoom subscription fee. Capital outlay cost includes replacing equipment and upgrading lighting in the James H. Crocker, Jr. Hearing Room.

PEG Enterprise Fund Budget Reconciliation

Job Title	FY 2021
Assistant Channel Station Manager	1.00
Channel Station Manager	1.00
Communications Director	0.40
Office Manager/Executive Assistant	0.10
Video Assistant	1.00
Video Specialist	1.00
Full-time Equivalent Employees	4.50

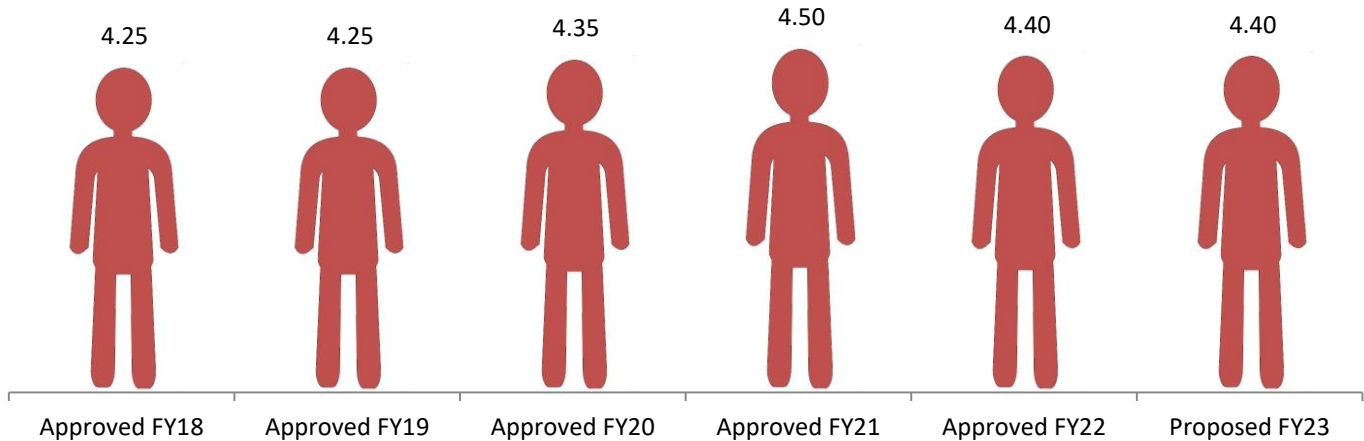
FY 2022	FY 2023	Change
1.00	1.00	-
1.00	1.00	-
0.40	0.40	-
-	-	-
1.00	1.00	-
1.00	1.00	-
4.40	4.40	-

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2022 Approved Budget				\$881,103	
Contractual Obligations Net of Staff Turnover	(8,316)	-	-	(8,316)	-
Change in Indirect Costs	(2,308)	3,044	-	736	
One-Time Costs	-	-	(30,000)	(30,000)	-
FY 2023 Budget Changes					
1. Barnstable School B2B Education TV	-	(5,000)	-	(5,000)	-
2. Zoom Monthly Maintenance Fee	-	10,800	-	10,800	-
3. Hearing Room Projector and Lighting Upgrades	-	-	103,845	103,845	-
FY 2023 Proposed Budget	(\$10,624)	\$8,844	\$73,845	\$953,168	-

- Barnstable School B2B Education TV** – covers the annual operating cost for Channel 22 B2B TV studio at Barnstable High School, which required costs have been reduced.
- Zoom Monthly Maintenance Fee** – Currently the town has been using Zoom for public hearing and staff meetings, which subscription is controlled by the town’s communication operation.
- James H. Crocker, Jr. Hearing Room Projector Replacement, and Lighting Upgrades** - We are having issues with one projector that is unable to properly send displays to the screen. The lighting is over 13 years old, not energy efficient, and we have difficulty finding replacement bulbs. While we are currently using Zoom for our meetings, we will need to make sure our equipment is functional if in person meetings are allowed in the future. Public meeting outreach through Channel 18 has been a key focus of our communications. Lighting needs to be fully functional so that people within the room and watching on Comcast’s Channel 18 and/or the Town’s website are able to see clearly. Energy efficiency has changed dramatically since the last installation, which will provide an energy cost savings. The dais should also be repainted for better visibility on air.

PEG Enterprise Fund Factors Affecting FTE's

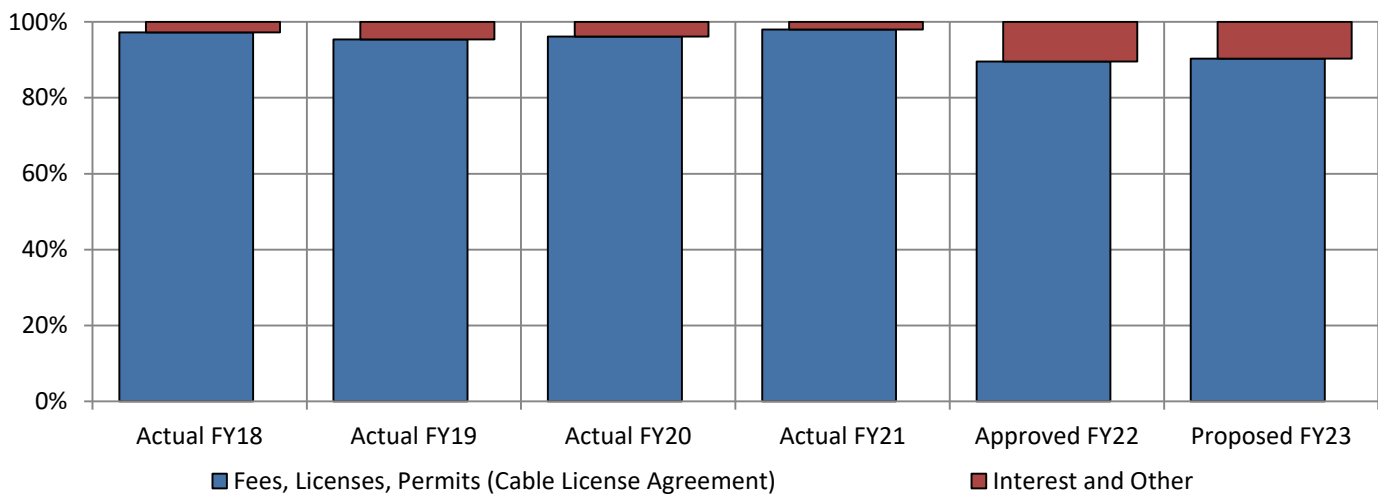
Full Time Employee History



The FY 2021 budget includes a net 0.15fte salary reallocation from the General Fund into the fund.

PEG Enterprise Fund Factors Affecting Revenues

Total Revenue Sources By Category Historical and Budgeted

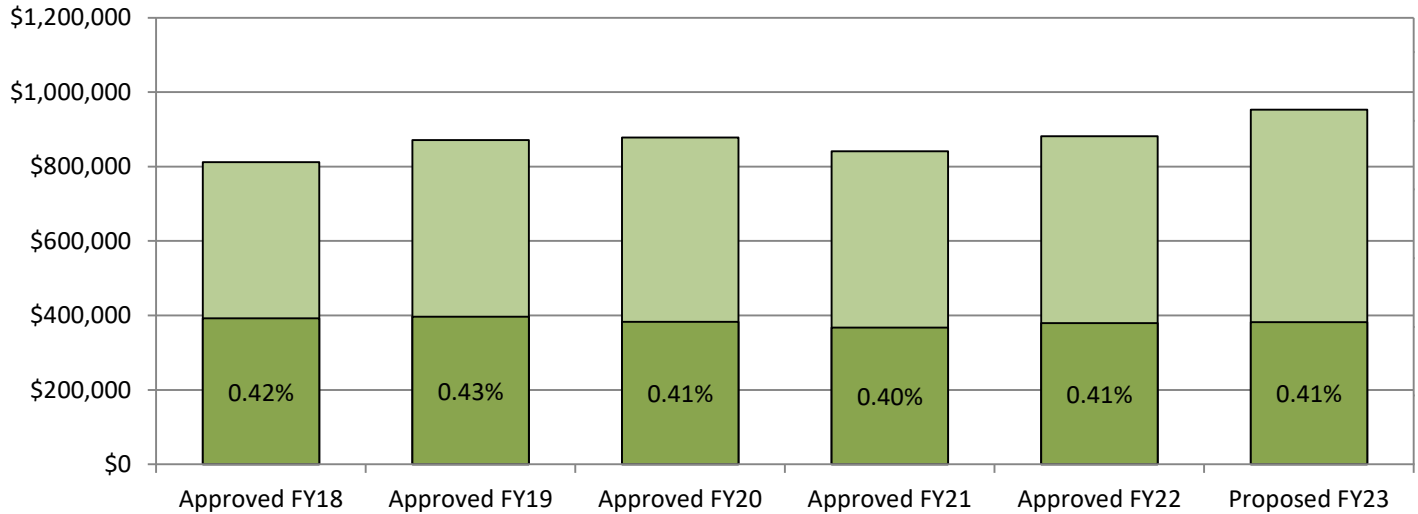


The Town of Barnstable government and school access Channels 18 and 22 are valuable tools that connect the residents with the day-to-day workings of Barnstable Town Government and Barnstable Public Schools. The Town receives in excess of \$800,000 per year from its cable license agreement with Comcast Cable, which the shared agreement is dependent on Comcast Cable's annual gross sales. Furthermore, the licensing agreement restricts the funds for use as they relate to public, educational, and governmental programming activity. The Town currently uses these funds to operate Channels 18 and 22.

Public, Educational, Governmental Enterprise Fund receives 97% of its revenue source from a cable license with Comcast. After several years of growth, this source of revenue maybe affected due to subscribers moving to streaming services as an alternative to cable television.

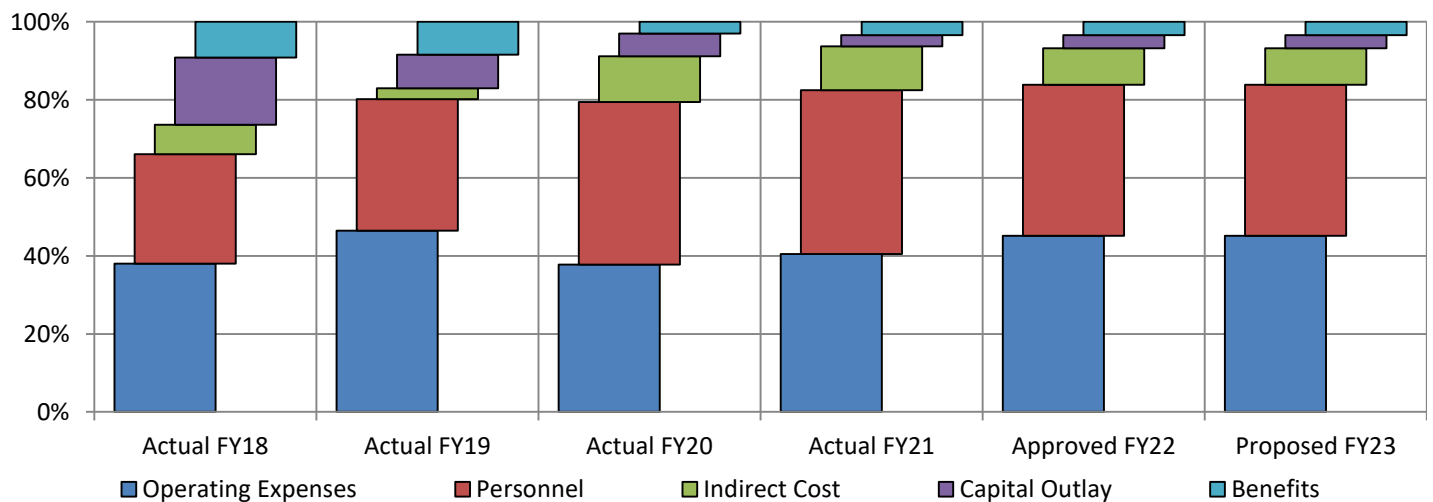
PEG Enterprise Fund Budget Factors Affecting Expenses

Budget History - % Of All Appropriated Funds



The budget for this operation has increased 2.91% on average annually over a six-year period. This budget has also remained within the .40% range of all appropriated funds.

Total Expenditures By Category Historical and Budgeted



Operating expenses are the largest component at 45%, which includes the annual transfer to Channel 22 B2B TV studio at the Barnstable High School. Personnel and benefits is the second largest area of the budget at 42%.

This Enterprise Fund records all Town Council public hearings as well as the numerous boards and committees that function within the town. The number of meetings taking place on a monthly basis influence operating cost. In addition, this fund provides appropriations for school B2B Channel 22. Internet maintenance and charges are the next largest component to the Enterprise Funds budget.

THIS PAGE INTENTIONALLY LEFT BLANK

PUBLIC WORKS DEPARTMENT

Department Purpose Statement

The purpose of the Public Works Department Enterprise Funds is to provide the citizens of the town with an environmentally sound, efficient and cost effective means of obtaining drinking water and disposal of solid waste and wastewater.

Enterprise Funds



SOLID WASTE



**WATER
POLLUTION
CONTROL**



**WATER
SUPPLY**

SOLID WASTE ENTERPRISE FUND

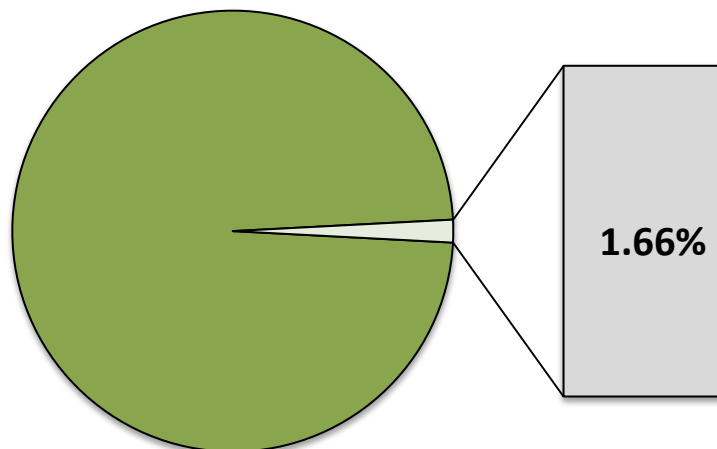
Department Purpose Statement

To provide the citizens of Barnstable with an environmentally sound, cost-effective means of disposing or recycling of municipal solid waste at reasonable market rates that support all solid waste disposal and recycling costs.

Transfer Station

Recycling Centers

% of FY 2023 All Appropriated Funds



Solid Waste Enterprise Fund comprises 1.66% of all appropriated funds.

Solid Waste Enterprise Fund Services Provided

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

The Solid Waste Division manages and coordinates the transfer and disposal of solid waste and recyclables on the Town's behalf. The transfer station involves a compactor type system that allows residents to dispose of their bagged waste. A residential sticker is sold annually which entitles purchasers to utilize the Residential Transfer Station.



Solid Waste Facility – Arial View

Recent Accomplishments

- ✓ Improved and continued with online sticker sales portal;
- ✓ Applied for and received MassDEP Recycling Dividends Program grant in the amount of \$11,700;
- ✓ Completed and submitted all MassDEP, Cape Cod Commission and Town reports and permits;
- ✓ Continuing to find and implement strategies and methods to reduce cost for disposal of MSW and recyclables;
- ✓ Continued with post closure monitoring and maintenance of capped landfill, and;
- ✓ Attended seminars on ways to expand recycling efforts in all areas.

Solid Waste Enterprise Fund Goals and Objectives

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

Short-Term:

1. Continue to explore new efficient systems to address rising costs of disposal of recyclable material. **(SP: Public Health and Safety, Finance, and Infrastructure)**



Solid Waste Facility

Long-Term:

1. Pursue all available grants to improve costs of operations. **(SP: Finance)**
2. Construct the improvements to the Solid Waste Facility and pursuing available grants for completion. **(SP: Finance)**

Solid Waste Enterprise Fund Budget Comparison

Solid Waste Enterprise Fund						
	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2021	FY 2022	FY 2022	FY 2023	FY22 - 23	Change
Charges for Services	\$4,282,782	\$3,513,052	\$3,333,363	\$3,717,049	\$383,686	11.51%
Interest and Other	56,430	54,832	71,050	55,000	(16,050)	-22.59%
Total Operating Sources	\$4,339,211	\$3,567,884	\$3,404,413	\$3,772,049	\$367,636	10.80%
Total Sources of Funding	\$4,339,211	\$3,567,884	\$3,404,413	\$3,772,049	\$367,636	10.80%
Direct Operating Expenses						
Personnel	\$1,173,896	\$1,162,669	\$1,187,435	\$1,213,823	\$26,388	2.22%
Benefits	147,310	133,763	153,308	152,631	(677)	-0.44%
Operating Expenses	2,140,900	2,030,710	1,939,287	1,952,787	13,500	0.70%
Capital Outlay	-	-	70,000	-	(70,000)	-100.00%
Debt Service	63,395	57,440	57,440	53,950	(3,490)	-6.08%
Total Direct Operating Expenses	\$3,525,501	\$3,384,582	\$3,407,469	\$3,373,191	(\$34,278)	-1.01%
Indirect Operating Costs						
General Fund Staff	\$86,312	\$81,103	\$81,103	\$95,736	\$14,633	18.04%
Pensions	221,007	238,246	238,246	234,937	(3,309)	-1.39%
Audit & Software Costs	11,962	12,072	12,072	13,949	1,876	15.54%
Property, Casualty, Liability Insur.	22,692	27,261	27,261	26,004	(1,258)	-4.61%
Workers' Compensation Insurance	56,137	38,590	38,590	74,208	35,618	92.30%
Retirees Health Insurance	28,475	28,764	28,764	25,402	(3,363)	-11.69%
Total Indirect Operating Expenses	\$426,585	\$426,037	\$426,037	\$470,235	\$44,199	10.37%
Total Operating Expenses	\$3,952,086	\$3,810,618	\$3,833,506	\$3,843,426	\$9,920	0.26%
Capital Improvements Program	15,464	-	210,000	422,347	212,347	101.12%
Total Capital Expenses	\$15,464	\$0	\$210,000	\$422,347	\$212,347	101.12%
Total Expenses	\$3,967,550	\$3,810,618	\$4,043,506	\$4,265,773	\$222,267	5.50%
Excess (Deficiency) Cash Basis	\$371,662	(\$242,734)	(\$639,093)	(\$493,724)	\$145,369	
Beginning Certified Free Cash	<u>\$1,748,575</u>		<u>\$2,120,237</u>	<u>\$1,481,144</u>		
FY22 Projected Excess (Deficiency)				<u>(242,734)</u>		
Ending Proj. Certified Free Cash	<u>\$2,120,237</u>		<u>\$1,481,144</u>	<u>\$744,686</u>		

Summary of Budget Changes

The direct operating Solid Waste Enterprise Fund's proposed FY 2023 budget decreased by (\$34,278), or (1.01%) from the approved FY 2022 budget. Personnel budget change includes contractual obligations. Operating budget change includes increases to various line items. This also includes transferring the budget for hazmat disposal to the Public Works General Fund operations. Capital outlay cost decreased by the onetime purchases for two new packer container units as well as a Kubota RTV vehicle in the FY 2022 budget.

Solid Waste Enterprise Fund Budget Reconciliation

Job Title	FY 2021	FY 2022	FY 2023	Change
Admin Assistant to DPW Director	0.15	0.15	0.15	-
Administrative Assistant	1.00	1.00	1.00	-
Assistant DPW Director	0.15	0.15	0.15	-
Director of Public Works	0.15	0.15	0.15	-
Equipment Operator	2.00	2.00	2.00	-
Financial Coordinator	0.15	0.15	0.15	-
Lab/Craftperson/Gate Attendant	4.00	4.00	4.00	-
Mechanic/Working Foreman	1.00	1.00	1.00	-
Principal Dept/Div Assistant	1.00	1.00	1.00	-
Recycling Laborer	4.00	4.00	4.00	-
Solid Waste General Foreman	1.00	1.00	1.00	-
Solid Waste Supervisor	1.00	1.00	1.00	-
Town Engineer	0.15	0.15	0.15	-
Town Safety Officer	0.20	-	-	-
Full-time Equivalent Employees	15.95	15.75	15.75	-

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2022 Approved Budget				\$3,833,506	
Contractual Obligations Net of Staff Turnover	25,711	-	-	25,711	-
Change in Indirect Costs	28,947	15,252	-	44,199	-
One-Time Charges		-	(70,000)	(70,000)	-
Debt Service	-	(3,490)	-	(3,490)	-
FY 2023 Budget Changes					
1. Contract Service Hazardous Waste Disposal	-	(40,000)	-	(40,000)	-
2. Municipal Solid Waste (MSW) Disposal Fee	-	25,000	-	25,000	-
3. Increase to CHARM-Recycling Disposal	-	10,000	-	10,000	-
4. Increase to R&M Heavy Equipment	-	6,000	-	6,000	-
5. Increase to Parts/Accessories line item	-	3,000	-	3,000	-
6. Increase to Repairs & Maintenance - Vehicles	-	1,500	-	1,500	-
7. Electricity Expense Increase	-	3,000	-	3,000	-
8. Increase to Office Supplies line item	-	1,000	-	1,000	-
9. Increase to Contract Services-Other	-	1,500	-	1,500	-
10. Safety Equipment line item	-	1,500	-	1,500	-
11. Increase to Telephone Service Line item	-	1,000	-	1,000	-
FY 2023 Proposed Budget	\$54,658	\$25,262	(\$70,000)	\$3,843,426	-

Solid Waste Enterprise Fund Budget Reconciliation (Continued)

- 1. Decrease to Contract Service Hazardous Waste Disposal line item** – Request to transfer the Contract Services Hazardous Waste Disposal line item to the Public Works General Fund operations to fund the four Household Hazardous Waste (HHW) collections run by the Transfer Station & Recycling Center.
- 2. Increase to Municipal Solid Waste (MSW) Disposal Fee** - This request is necessary to cover the increase to the tipping fee for MSW at the Transfer Station & Recycling Center. The Solid Waste Division has a disposal contract with New Bedford Waste Services. This contract has an annual escalator to the tipping fee for MSW of 2.5%. The requested increase is to cover the contractual increase.
- 3. Increase to CHARM-Recycling Disposal line item** - Request to increase the Center for Hard-to-Recycle Materials (CHARM) recycling disposal line item to fund the disposal and recycling of hard to recycle items which include mattresses, propane tanks, and tires. These items include but are not limited to mattresses, propane tanks, and refrigerators. These items require a certain vendor and costs for this service have gone up.
- 4. Increase to R&M Heavy Equipment** - Requesting to increase the Repair and Maintenance (R&M) Heavy Equipment line item. This line item is responsible for funding the repairs of heavy equipment and machinery at the Solid Waste Division. Approval and funding of this request will allow the Solid Waste Division to maintain and repair the heavy equipment and machinery to a safe working condition.
- 5. Increase to Parts/Accessories line item** - This request is necessary to fund the purchase of parts and accessories used in the repair and maintenance of the vehicles and equipment of the Transfer Station & Recycling Center. Being able to maintain and repair is vital to the overall operation of the facility. With vehicles and heavy machinery being properly maintained and repaired, the facility can continue to service its users at a high level.
- 6. Increase to Repairs & Maintenance – Vehicles** - This request is for an increase to the Repairs & Maintenance – Vehicles line item. This line item is responsible for funding the repairs to the trucks and wheeled vehicles of the Solid Waste Division. This covers the costs associated with repairs and maintenance of vehicles by vendors.
- 7. Electricity Expense Increase** - The Transfer Station & Recycling Center operates much of its essential equipment with electricity. Some of these items are administrative like computers, fax machines, and phones. The compactor units, which are essential to our operation, function many times a day with the use of electricity. They utilize very large electrical motors that require a significant amount of electricity to function.
- 8. Increase to Office Supplies line item** - The efficiency of the Office and Gate House at the Transfer Station & Recycling Center is dependent on the ability to provide the service effectively. Office supplies are necessary for these functions. This funding is necessary to maintain a high level of customer service.
- 9. Increase to Contract Services** - This request is to increase the line item for contracted services for the Solid Waste Division. Each year the Solid Waste Division contracts out a rate study to show the financial outlook of the division and use this information to decide on fee structures to financially support the operations of the division.
- 10. Safety Equipment line item** - Efficiency and effectiveness will be provided by the ability of employees to protect themselves and others while performing duties that are hazardous or dangerous.
- 11. Increase to Telephone Service Line item** - Request to increase the Telephone Service line item. This line item funds the installation, maintenance, and repairs of the telephone system at the Transfer Station & Recycling Center.

Solid Waste Enterprise Fund Factors Affecting FTE's

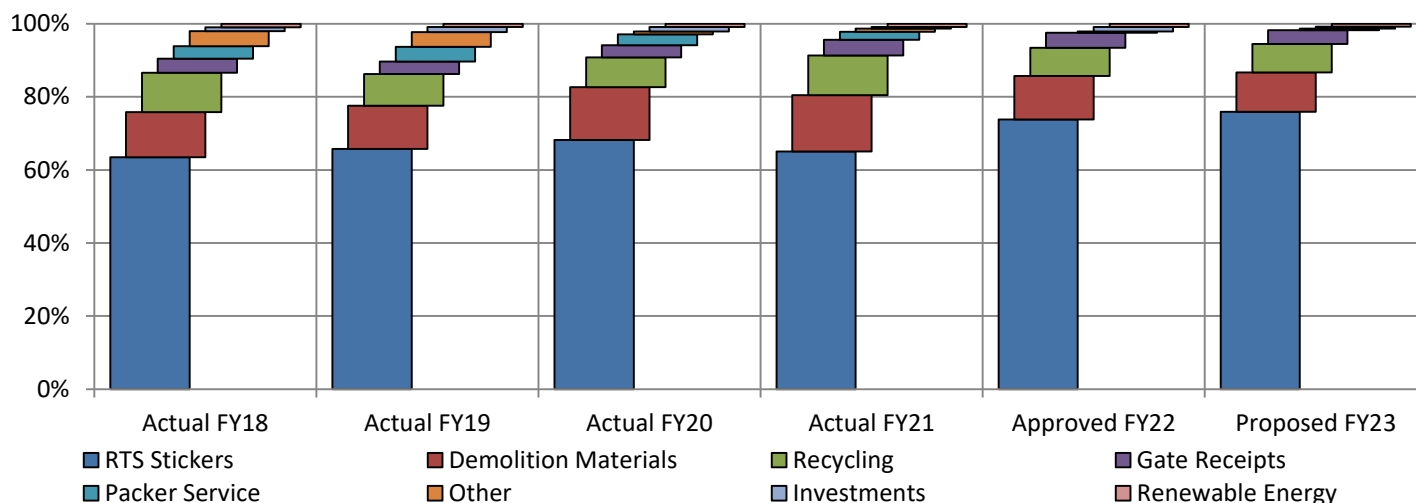
Full Time Employee History



The facility transferred (1.00)fte in FY 2021 budget due to transferring the Packer Service program to Public Works General Fund operations.

Solid Waste Enterprise Fund Factors Affecting Revenues

Total Revenue Sources (Excluding Taxes) Historical and Budgeted

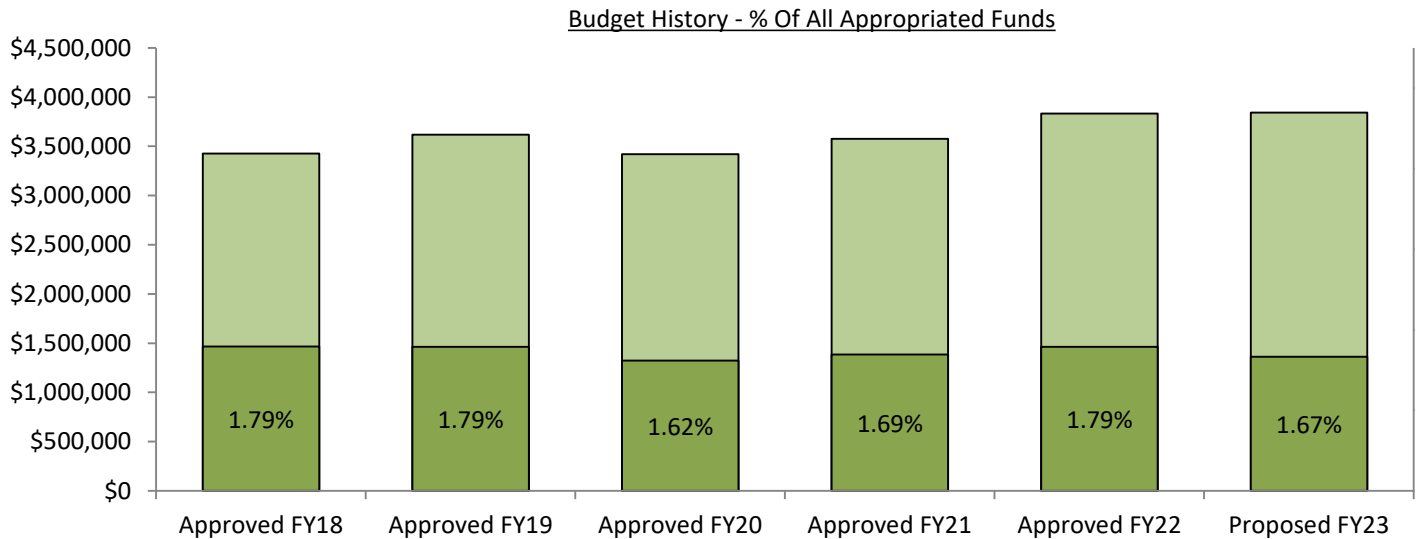


Solid Waste receives 98% from Charges for Services. This includes charges for recyclables, disposals, and annual sticker holder sales. The annual residential sticker sales account for 76% of total revenue sources at the facility.

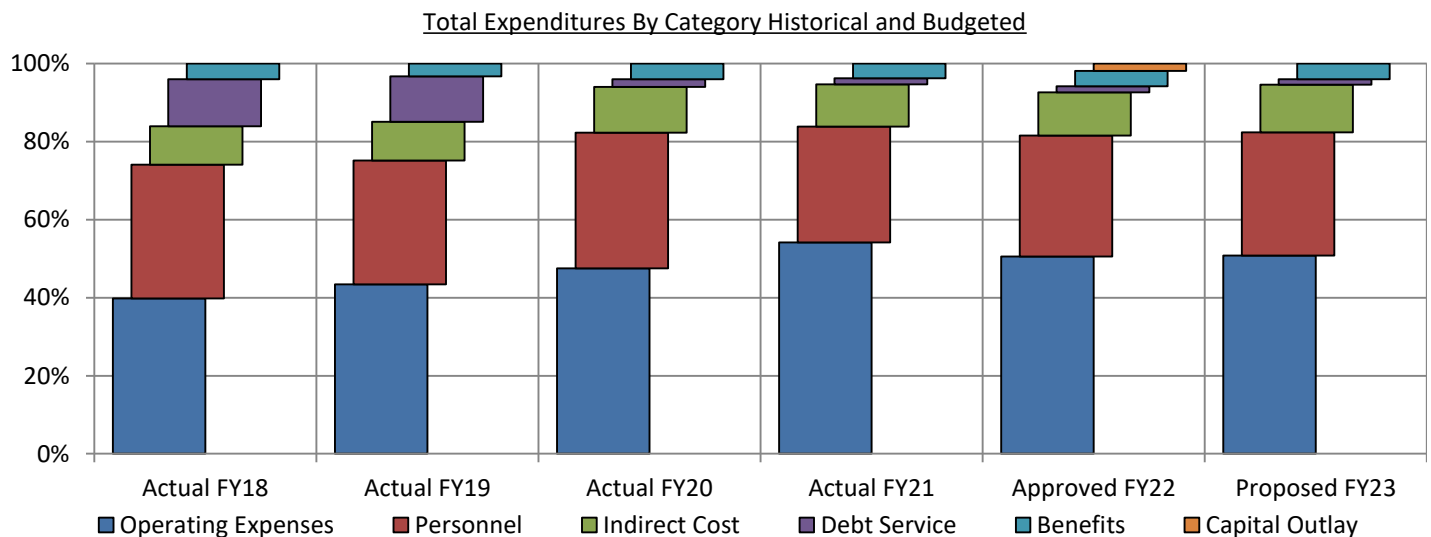
The Solid Waste Enterprise Fund revenues are affected by rates set at the residential transfer station and recycling facility. Rates are reviewed annually for services provided by this facility. The two major sources of revenue for the Enterprise Fund are the residential sticker and the tonnage fees charged for disposal of construction and demolition materials by homeowners and local small businesses.

The Solid Waste Division has continued to maintain a consistent level of service even with increases in items being disposed. The Transfer Station & Recycling Center implemented online sticker purchases in FY 2021. Residents who utilize the facility drive the operations at the Solid Waste Division. The Solid Waste Division sells roughly 9,400 Transfer Station Stickers annually.

Solid Waste Enterprise Fund Factors Affecting Expenses



The budget has increased 2% annually on average over a six-year period. This operation has remained within the 1.67% to 1.79% range of all appropriated funds over the same period.



Personnel and benefits combined comprise 48% of this fund's expenses. Operating expenses comprise the second largest category at 47%.

This operation has undergone some significant changes over the past few years. The town's tipping fee per ton for waste disposal has significantly increased. This operation also provides recycling services for all town residents for a charge if they don't have a transfer station sticker. This was previously provided free; however, significant changes in the international recycling markets have resulted in increased costs eliminating the free service. The town now pays over \$100 per ton for the disposal of recycled materials. This includes paper, plastics, and glass. There is still a market for corrugated cardboard and metals.

The largest cost affecting operations at the Solid Waste Facility is the disposal for materials. This area of the budget has seen significant cost increases in contracts with larger entities that receive the materials once it's been collected and sorted by the facility. This includes both disposing of waste and recycling materials. Furthermore, the market for recycled materials has turned upside, costing the facility to dispose of the materials rather than sell it. These underlining issues are far exceeding the facilities ability to charge affordable fees to cover operating cost.

Division Workload Indicators

	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Projection
Received and Transferred (tons)	8,203	8,946	8,300	8,450
Received Single Stream Recyclables (tons)	809		850	900
Received Corrugated Cardboard (tons)	589	589	620	720
Packer Service Collected Municipal Properties (tons)	383	286	400	450
Received and Transferred Construction and Demolition (tons)	2,978	3,409	3,000	3,120
Screened Compost (cubic yards)	4,000	-	-	
TV's & Computers	2,270 (pieces)	2,056 (pieces)	2,400 (pieces)	2,300 (pieces)
Metal (tons)	913	961	950	900
Cast Iron (tons)	34	25	25	25
Aluminum (tons)	11	14	11	11
Refrigerator & AC's (pieces)	2,808	2,808	2,900	2,950
Glass (tons)	248	391	300	300
Plastics (tons)	123	123	130	140
Mixed Paper & Newspaper (tons)	515	539	580	600
Copper & Brass (tons)	1	1	1	1
Tires (pieces)	829	478	920	943
Propane Tanks (pieces)	1,047	460	1,100	1,000
Mattresses (pieces)	3,512	3,683	2,600	3,000
Fluorescent Bulbs (pieces)	24,200	24,200	23,250	23,350
Books (tons)	50	46	50	55
Clothing (tons)	94	121	100	110
Waste Oil (gallons)	8,200	6	8,150	8,000
Manure (tons)	625	815	630	600

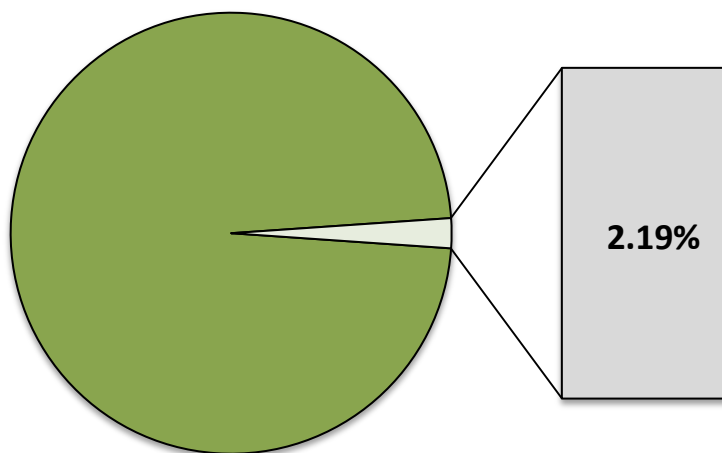
WATER POLLUTION CONTROL ENTERPRISE FUND

Purpose Statement

The purpose of the Water Pollution Control Division is to provide the citizens of the Town with an environmentally safe, efficient, and effective means of disposing of sanitary waste.



% of FY 2023 All Appropriated Funds



Water Pollution Control Enterprise Fund comprises 2.19% of all appropriated funds.

Water Pollution Control Enterprise Fund Services Provided

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

The Water Pollution Control Program, an enterprise account-funded program under the Department of Public Works, manages a wastewater collection, treatment and disposal system, including the operation and maintenance of 2 wastewater treatment plants, 28 sewage pump stations, and 55 miles of sewer lines, and a cluster septic system. The program also includes the operation of a laboratory for testing the quality of sewage and treated effluent in order to ensure compliance with State and Federal regulations. In addition, the program manages an accounts receivable and billing system for users of the sewer system. The program provides owners of properties with on-site septic systems with a means of disposing of septic that is pumped routinely from their systems in order to prevent premature failure of the system and contamination of the groundwater.



Water Pollution Control Facility – Aerial View

The Water Pollution Control Fund is used to account for revenues and expenses associated with the Wastewater Facility on Bearses Way in Hyannis, the treatment plant located in Marstons Mills on school property along Osterville-West Barnstable Road, and a treatment system near Red Lily Pond. The main facility in Hyannis acts as a repository for residential and commercial sewage and septic. The facility in Marstons Mills services the two school buildings and a residential housing development located adjacent to the school property. The Red Lilly Pond system services residential properties located near the pond.

The Water Pollution Control laboratory provides operational staff with a variety of data to measure and track the performance of the wastewater treatment processes and to quantify the amount of nitrogen being removed from the incoming sewage. Other metrics used to track performance include pump runtimes, linear feet of sewer cleaned and inspected, the amount of sludge generated and processed, and the amount of emergency call-ins requiring staff response.

Water Pollution Control Enterprise Fund Recent Accomplishments

- ✓ Completed the relocation of the Rendezvous Lane Pump Station;
- ✓ Completed the rehabilitation of the WPCF chlorine delivery system;
- ✓ Completed an Asset Management Evaluation for the Hyannis WPCF;
- ✓ Replaced the WPCF Control Building programmable logic computer (PLC);
- ✓ Replaced over 1,200 diffuser heads in the WPCF aeration basins;
- ✓ Replaced the plant water booster pumps for the sludge thickening process, and;
- ✓ Completed the rehabilitation of the Periwinkle Drive Pump Station;
- ✓ Replaced four “three-way” valves at the WPCF primary and secondary clarifiers.
- ✓ Began construction of major improvements to the WPCF Solids Handling building;

Water Pollution Control Enterprise Fund Goals and Objectives

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

Short-Term:

1. Complete the rehabilitation of the Route 6A Pump Station and install new generators at the Independence Park, Sea Street, and Marston Avenue pump stations. **(SP: Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources)**
2. Complete an evaluation of denitrification technologies that could be constructed at the Hyannis WPCF. **(SP: Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources)**
3. Complete and evaluation and design of improvements to the Old Colony Pump Station. **(SP: Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources)**
4. Begin construction of improvements to the Freezer Road Pump Station. **(SP: Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources)**



Water Pollution Control Facility – Clarifier



Water Pollution Control Facility – Buildings

Long-Term:

1. Complete the construction of improvements to the WPCF Solids Handling Building. **(SP: Public Health and Safety, Finance, Environment and Natural Resources)**
2. Complete the design and construction of gravity sewer on Bearses Way and decommission vacuum sewer in this area. **(SP: Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources)**
3. Complete the design and construction of improvements to address all capacity concerns within the Growth Incentive Zone in Hyannis. **(SP: Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources)**
4. Continue implementation of the Town's Comprehensive Wastewater Management Plan. **(SP: Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources , Education, Communication)**

Water Pollution Control Enterprise Fund Budget Comparison

Water Pollution Control Enterprise Fund						
	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2021	FY 2022	FY 2022	FY 2023	FY22 - 23	Change
Fines & Penalties	\$69,998	\$63,042	\$60,000	\$60,000	\$0	0.00%
Fees, Licenses, Permits	12,083	11,431	9,180	9,180	-	0.00%
Charges for Services	4,915,113	4,981,906	4,516,460	4,744,588	228,128	5.05%
Interest and Other	263,617	266,823	228,800	228,800	-	0.00%
Total Operating Sources	\$5,260,811	\$5,323,203	\$4,814,440	\$5,042,568	\$228,128	4.74%
Trust Funds	45,000	-	-	-	-	0.00%
Borrowing Authorizations	2,236,053	-	2,465,000	14,950,000	12,485,000	506.49%
Total Capital Sources	\$2,281,053	\$0	\$2,465,000	\$14,950,000	\$12,485,000	506.49%
Total Sources of Funding	\$7,541,864	\$5,323,203	\$7,279,440	\$19,992,568	\$12,713,128	174.64%
Direct Operating Expenses						
Personnel	\$1,093,297	\$1,163,477	\$1,234,336	\$1,298,705	\$64,369	5.21%
Benefits	128,810	105,573	126,582	172,845	46,263	36.55%
Operating Expenses	1,367,444	1,591,316	1,626,970	1,693,970	67,000	4.12%
Capital Outlay	22,562	126,170	140,000	140,000	-	0.00%
Debt Service	1,074,310	1,171,242	1,171,242	1,098,505	(72,737)	-6.21%
Total Direct Operating Expenses	\$3,686,422	\$4,157,778	\$4,299,130	\$4,404,025	\$104,894	2.44%
Indirect Operating Costs						
General Fund Staff	\$164,853	\$162,793	\$162,793	\$190,140	\$27,348	16.80%
Pensions	218,405	232,737	232,737	267,789	35,051	15.06%
Audit & Software Costs	16,142	17,233	17,233	20,270	3,037	17.62%
Property, Casualty, Liability Insur.	51,425	61,079	61,079	65,063	3,984	6.52%
Workers' Compensation Insurance	27,152	49,114	49,114	57,288	8,173	16.64%
Retirees Health Insurance	39,863	38,347	38,347	37,993	(354)	-0.92%
Total Indirect Operating Expenses	\$517,840	\$561,304	\$561,304	\$638,543	\$77,239	13.76%
Total Operating Expenses	\$4,204,262	\$4,719,082	\$4,860,434	\$5,042,568	\$182,134	3.75%
Capital Improvements Program	1,984,161	-	3,540,000	15,185,000	11,645,000	328.95%
Total Capital Expenses	\$1,984,161	\$0	\$3,540,000	\$15,185,000	\$11,645,000	328.95%
Total Expenses	\$6,188,423	\$4,719,082	\$8,400,434	\$20,227,568	\$11,827,134	140.79%
Excess (Deficiency) Cash Basis	\$1,353,442	\$604,121	(\$1,120,994)	(\$235,000)	\$885,994	
Beginning Certified Free Cash	<u>\$9,637,775</u>		<u>\$10,991,216</u>	<u>\$9,870,222</u>		
FY22 Projected Excess (Deficiency)				<u>604,121</u>		
Ending Proj. Certified Free Cash	<u><u>\$10,991,216</u></u>		<u><u>\$9,870,222</u></u>	<u><u>\$10,239,343</u></u>		

Water Pollution Control Enterprise Fund Budget Comparison

Summary of Budget Changes

The direct operating Water Pollution Control's proposed FY 2023 budget increased by \$104,894 or 2.44% from the approved FY 2022 budget. Personnel budget change includes contractual obligations as well as a net two additional maintenance laborers. Operating budget change includes cost associated with electricity, water purchases, alarm systems, and uniforms. Capital outlay continues the annual operating capital and Stewart's Creeks grinder pump purchases.

Water Pollution Control Enterprise Fund Budget Reconciliation

Job Title	FY 2021	FY 2022	FY 2023	Change
Admin Assistant Sewer Billing	1.00	1.00	1.00	-
Admin Assistant to DPW Director	0.15	0.15	0.15	-
Assistant DPW Director	0.15	0.15	0.15	-
Assistant Mechanic	1.00	1.00	1.00	-
Chief Plant Operator	1.00	1.00	1.00	-
Construction Project Inspector	1.00	-	-	-
Director of Public Works	0.15	0.15	0.15	-
Financial Coordinator	0.15	0.15	0.15	-
Laboratory Tech/Chemist	2.00	2.00	2.00	-
Plant Operator/Maintenance Laborer	6.00	6.00	8.00	2.00
Principal Clerk	1.00	1.00	1.00	-
Town Safety Officer	0.20	-	-	-
Senior Project Manager Embayment	0.40	0.40	0.40	-
Town Engineer	0.15	0.15	0.15	-
Water Pollution Control Division Supervisor	1.00	1.00	1.00	-
Full-time Equivalent Employees	15.35	14.15	16.15	2.00

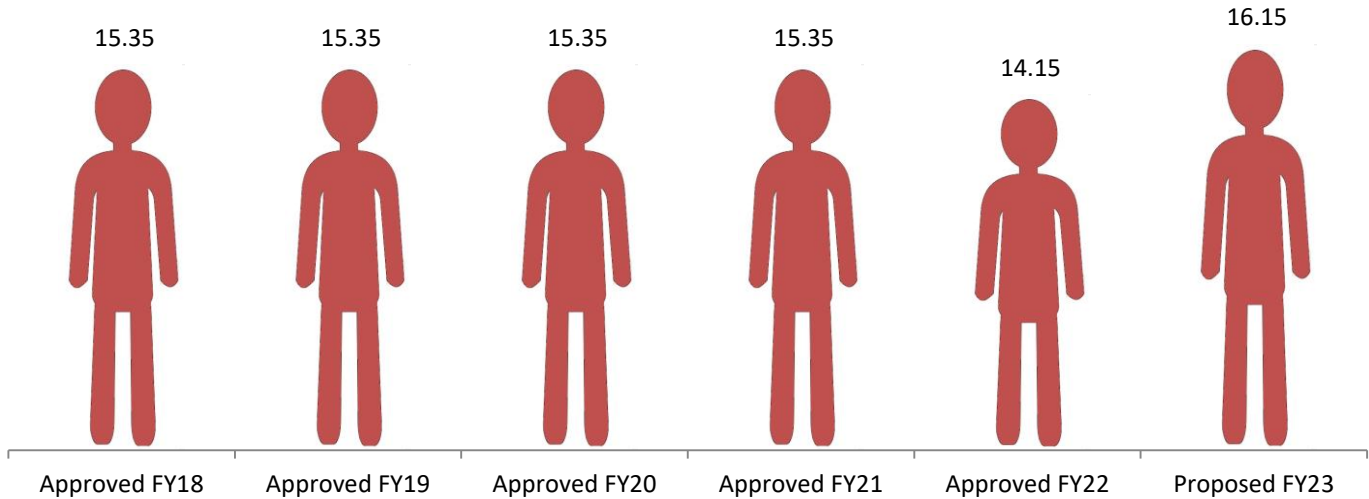
Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2022 Approved Budget				\$4,860,434	
Contractual Obligations Net of Staff Turnover	5,959	-	-	5,959	-
Change in Indirect Costs	42,871	34,368	-	77,239	-
One-Time Charges	-	-	(140,000)	(140,000)	-
Debt Service	-	(72,737)	-	(72,737)	-
FY 2023 Budget Changes					
1. Two Grade 5 Maintenance Laborers	104,673	-	-	104,673	2.00
2. Electricity Budget Increase	-	20,000	-	20,000	-
3. Water Budget Increase	-	4,000	-	4,000	-
4. Pump Station Alarm Upgrades	-	40,000	-	40,000	-
5. Uniforms Budget Increase	-	3,000	-	3,000	-
6. Operating Capital Renewal	-	-	90,000	90,000	-
7. Stewart's Creek Grinder Pump Purchases	-	-	50,000	50,000	-
FY 2023 Proposed Budget	\$153,502	\$28,631	\$-	\$5,042,568	2.00

Water Pollution Control Enterprise Fund Budget Reconciliation

- 1. Two Grade 5 Maintenance Laborers** - Maintenance Laborers are responsible for routine maintenance in caring for the buildings, grounds, equipment, and vehicles of the Water Pollution Control Division. As the Town's sewer system continues to expand, more routine maintenance will be required. The Town recently added one new pump station at the Cape Cod 5 Headquarters and two more pump stations are being constructed within the next two years on Strawberry Hill Road and at the intersection of Phinney's Lane and Route 28. The Phinney's Lane Pump Station will be one of the largest pump stations in Town once constructed and will require daily inspections per State law.
- 2. Electricity Budget Increase** - The Water Pollution Control Division uses a large amount of electricity for the transportation and treatment of wastewater. Due to the amount of electricity used at the Water Pollution Control Facility and pump stations, even a small rate increase can have a large impact on the electricity budget. The WPCD recently acquired one new pump station located at the new Cape Cod 5 headquarters and two more pump stations are in the process of being constructed. As these stations begin to take on flow, electrical consumption will increase.
- 3. Water Budget Increase** - Water departments Town-wide has implemented significant rate increases in recent years in order to cover the cost of PFAS treatment. In 2021, the Hyannis Water System increased rates by 7%, and the Barnstable Fire District increased rates by 20%. The WPCD currently maintains 28 pump stations and two wastewater treatment facilities where water is used for cleaning, cooling, sludge processing, irrigation, and domestic use at the facility's offices and locker room. In order to cover the rising costs of municipal water, an increase to the water budget is necessary.
- 4. Pump Station Alarm Upgrades** - The Town's sewage pump stations are equipped with alarm systems that utilize cellular service to communicate pump station conditions to the WPCD's operators. These alarms notify operators of abnormal conditions such as high tank levels, abnormal pump runtimes, and power outages. The majority of the cellular communication modules currently in use rely on AT&T 3G cellular services. AT&T is in the process of phasing out 3G service, and these modules are in need of immediate replacement. The next generation of alarm module provides cellular service from multiple cellular carriers rather than just one carrier. This protects the pump stations from "going dark" during cellular carrier outages, which have occurred during several recent storm events. The new modules can be upgraded remotely rather than manually, which requires less labor for WPCD operators.
- 5. Uniforms Budget Increase** - The WPCD has submitted a request to hire two new full time employees to maintain the Town's growing sewer system and wastewater treatment facilities. The collective bargaining agreement between the Town and AFSCME union provides employees with a uniform allowance of \$600, a boot allowance of \$250, and requires the Town to supply employees with foul weather gear. In order to accommodate the hiring of these new full time employees, a uniform budget increase will be necessary.
- 6. Operating Capital** - Operating Capital Renewal is a recurring budget request that funds the replacement of large pieces of equipment and other critical components of the wastewater treatment plant and collection system.
- 7. Stewart's Creek Grinder Pump Purchases** - As part of the Stewart's Creek sewer expansion project, betterments were assessed for properties within the project area, which included the purchase of grinder pumps for every property connected to low pressure sewer. The project budget was closed out in the fall of 2018 and the money was returned to the sewer reserve fund. This request will set aside a portion of sewer reserves in order to continue purchasing high quality grinder pumps for properties tied to low pressure sewer in the Stewart's Creek project area. This appropriation includes funding sufficient to cover the cost of grinder pumps for overdue connections and for properties due to connect in FY2023.

Water Pollution Control Enterprise Fund Factors Affecting FTE's

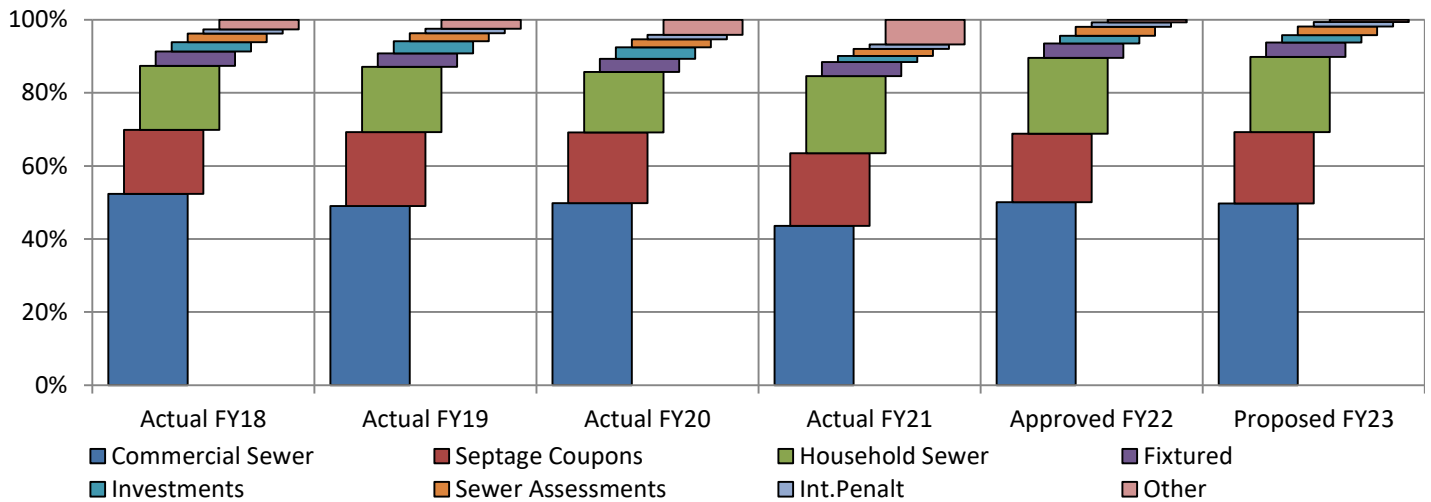
Full Time Employee History



FY 2022 Safety Office salary (0.20) reallocated to the Town Manager's budget. The FY 2023 budget includes a net 2.00 additional FTE's for the maintenance laborers and construction inspector transferring to the CWMP.

Water Pollution Control Enterprise Fund Factors Affecting Revenues

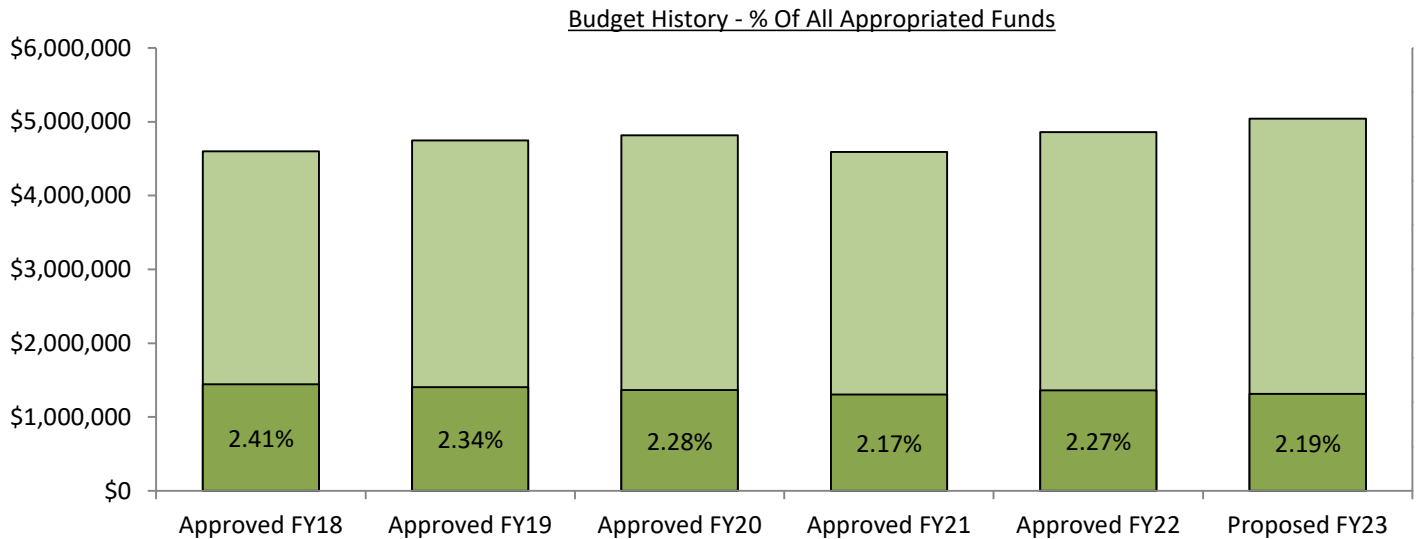
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



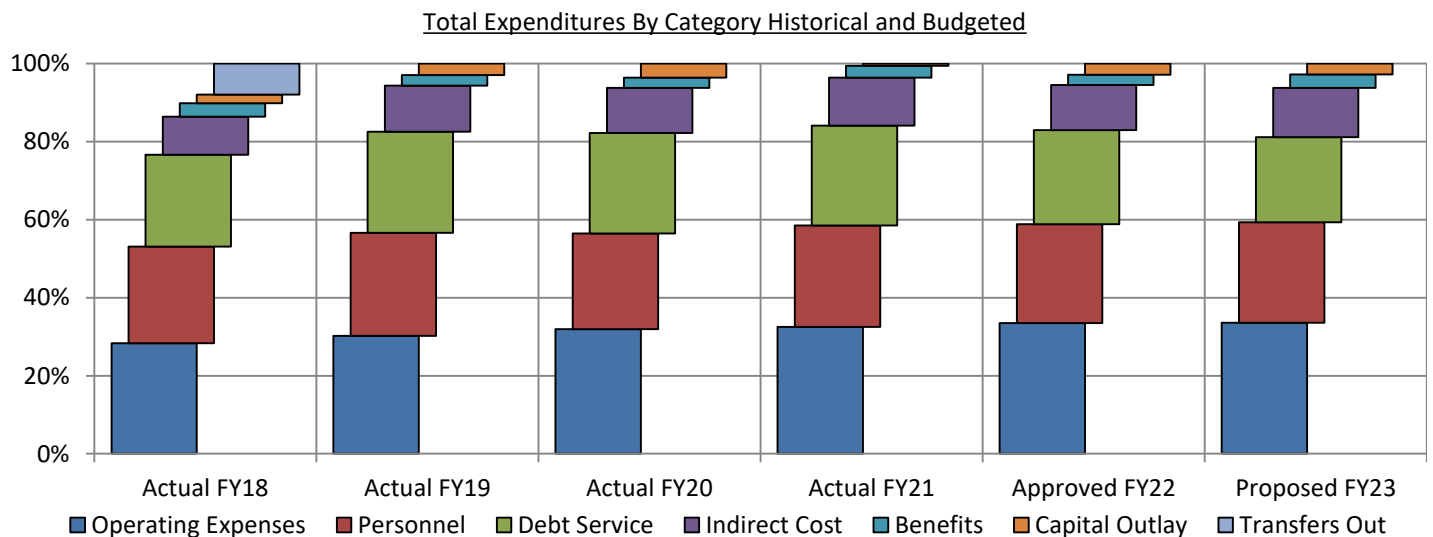
Charges for services accounts for 94% resources to support the budget, which includes commercial and household sewer.

Sewer rates charged to users of the system account for a majority of the revenue in this fund. The number of customers tied into the facility can have a significant impact on revenue. The rates are set in accordance with the necessary revenue required to run the sewer operations and pay back the borrowings issued for the sewer plant improvements. The expansion of the sewer collection system will not be placed on ratepayers. Rate increases of approximately 2% to 5% have been implemented over the past several years. Once the Comprehensive Wastewater Management Plan (CWMP) projects are installed, an estimate for the changes in the customer base can be included in this.

Water Pollution Control Enterprise Fund Factors Affecting Expenses



The budget has increased 1.60% annually on average over a six-year period. This operation has decreased from 2.41% to 2.19% of all appropriated funds over the same period.



These operations are fixed cost intensive and require continuous maintenance and upgrades to the system. Debt service accounts for roughly 25% of all sewer related borrowings for existing loans to maintain existing infrastructure. Personnel and benefits account for 28% of total cost.

This operation will experience significant changes because of the town's Comprehensive Wastewater Management Plan (CWMP). This plan includes the expansion of collection systems and the centralized treatment of wastewater. There has been much discussion of various funding scenarios for sewer expansion, effluent mitigation, and nitrogen management. Part of the expansion discussion includes issues of ability-to-pay and cost allocation. In the past, the federal and state governments subsidized 90% of capital costs for construction of new wastewater facilities and sewer expansion. Decisions will need to be made in regards to the cost allocation for public sewer expansions. Cost allocations may include betterments, sewer rates, tax rates, and other potential new sources of revenue, net of any federal and state funding that may be available.

Water Pollution Control Division Workload Indicators

WPCD workload is measured by total sewer accounts, gallons of wastewater treated, gallons of septage and grease received, and dry tons of sludge processed. The WPCD operates under a staffing plan that is reviewed and approved by Mass DEP every two years. Workload is expected to increase with the completion of the Strawberry Hill Road sewer expansion project in the spring of 2023. Workload will continue to increase as the Town executes its Comprehensive Wastewater Management Plan (CWMP).



Water Pollution Control Facility – Secondary Clarifiers

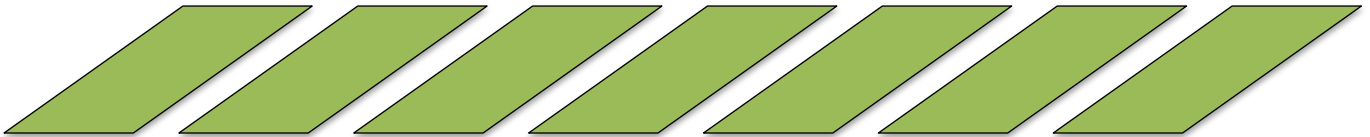
	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Projection
Treated Gallons of Wastewater	597,413,700	539,729,720	525,527,200	545,000,000
Treated Gallons of Septage	9,143,000	9,370,000	10,214,000	10,000,000
Treated Gallons of Grease	792,600	697,500	582,500	650,000
Processed Dry Sludge (tons)	1,018	983	972	1,000
Jet-rod Cleaning Sewer Line (miles)	3.00	3.3	2.1	3.0
Television Inspection Sewer Line (miles)	3.90	3.1	1.2	2.0

WATER SUPPLY ENTERPRISE FUND

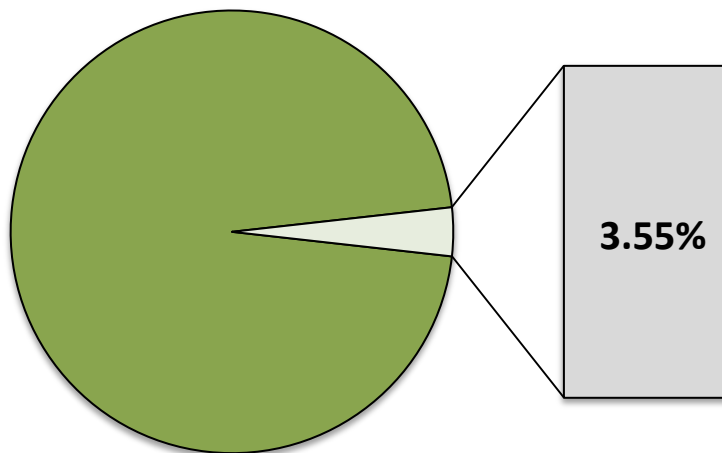
Purpose Statement

The purpose of the Water Supply Division is to provide commercial and residential properties in Hyannis, Hyannisport and West Hyannisport with a safe, efficient and effective means of obtaining drinking water and fire-readiness services

Sustainable Water Supply



% of FY 2023 All Appropriated Funds



Water Supply Enterprise Fund comprises 3.55% of all appropriated funds.

"Besides air there is nothing more important than water"

Water Supply Enterprise Fund Services Provided

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

The Water Supply program, an enterprise account-funded program under the Department of Public Works, oversees the contract management and operation of a water supply system that provides potable water and fire-readiness services to the residents and businesses (approximately 7,700 accounts) located in Hyannis, Hyannis Port, West Hyannis Port. The management of the system involves substantial investment in water supply sources, pumping, treatment, storage and distribution infrastructure, customer service and regulatory compliance.

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



The new permanent interconnection with the COMM water system on Longview Drive in Hyannis

Water Supply Enterprise Fund Recent Accomplishments

- ✓ Completed the second phase of the new well exploration program by test well drilling on seven parcels of public land in the Town of Barnstable to find additional water supply wells for the Hyannis Water System;
- ✓ Finalized construction of the Harold Tobey Maher Filtration Facility;
- ✓ Commenced construction of the permanent interconnection with the COMM water system on Longview Drive;
- ✓ Pumped, treated, and distributed 883,922,000 Gallons of Water in FY 2021, and;
- ✓ Increased water quality by continuing the unidirectional flushing system for the Hyannis Water System.

Water Supply Enterprise Fund Goals and Objectives

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

Short-Term:

1. Maintain close contractual oversight of the administration, finances, and operation of the Water Supply Division. **(SP: Regulatory Process and Performance, Education, Communication, Finance)**
2. Continue to implement the capital funded pipe replacement program by focusing on water quality improvements and deficient water pipe while maximizing results and minimizing customer impact. **(SP: Infrastructure, Environment and Natural Resources, Regulatory Process and Performance, and Education, Finance)**
3. Continue to develop and integrate the Water Supply Division's technical and administrative requirements within the Town's regulatory, planning, and legal system. **(SP: Environment and Natural Resources, Regulatory Process and Performance, Education, Finance, Communication)**
4. Proceed with the implementation of the new source alternatives evaluation report to provide the Hyannis Water System with drinking water production sources that yield high quality drinking water and needed redundancy. **(SP: Environment and Natural Resources, Regulatory Process and Performance, Infrastructure)**
5. Implement the well building and treatment plant rehabilitation program by prioritizing and replacing building components, process control equipment, security, and electrical systems. **(SP: Infrastructure, Finance)**



Harold E. Tobey Maher Water Filtration Plant

Long-Term:

1. Provide cost-effective water supply services to the customers of the Hyannis Water System. **(SP: Environment and Natural Resources, Regulatory Process and Performance, and Education, Communication)**
2. Maintain all assets of the Division to current standards and provide information to the Hyannis Water Board and the DPW Director on needed repairs, and improvements to the water system. **(SP: Infrastructure, Environment and Natural Resources, Regulatory Process and Performance, Education, Communication, Finance)**
3. Insure reliable and redundant fire-flows to assist the Hyannis Fire Department and support demands on the system. **(SP: Infrastructure, Regulatory Process and Performance)**
4. Continue to strive for excellence in customer service, asset-management, and cost-control within the Division. **(SP: Infrastructure, Regulatory Process and Performance, Education, Communication)**

Water Supply Enterprise Fund Budget Comparison

Water Supply Enterprise Fund						
	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2021	FY 2022	FY 2022	FY 2023	FY22 - 23	Change
Intergovernmental Aid	\$856,863	\$0	\$0	\$0	\$0	0.00%
Fines & Penalties	12,198	655	18,833	19,020	187	0.99%
Fees, Licenses, Permits	223,986	141,876	151,447	152,949	1,502	0.99%
Charges for Services	6,699,842	6,688,199	6,462,583	6,640,315	177,732	2.75%
Interest and Other	569,106	783,824	601,843	603,628	1,785	0.30%
Transfers In	500,000	360,000	360,000	675,250	315,250	87.57%
Total Operating Sources	\$8,861,995	\$7,974,554	\$7,594,706	\$8,091,162	\$496,456	6.54%
Intergovernmental Aid	200,000	-	-	-	-	0.00%
Borrowing Authorizations	2,305,000	-	1,050,000	2,530,000	1,480,000	140.95%
Total Capital Sources	\$2,505,000	\$0	\$1,050,000	\$2,530,000	\$1,480,000	140.95%
Total Sources of Funding	\$11,366,995	\$7,974,554	\$8,644,706	\$10,621,162	\$1,976,456	22.86%
Direct Operating Expenses						
Personnel	\$218,243	\$223,783	\$228,078	\$232,217	\$4,139	1.81%
Benefits	20,996	19,457	21,835	26,061	4,225	19.35%
Operating Expenses	3,427,772	3,794,366	4,030,957	4,420,496	389,539	9.66%
Capital Outlay	174,247	157,663	166,000	166,000	-	0.00%
Debt Service	2,279,998	2,486,314	2,938,192	3,065,347	127,155	4.33%
Total Direct Operating Expenses	\$6,121,255	\$6,681,584	\$7,385,062	\$7,910,121	\$525,059	7.11%
Indirect Operating Costs						
General Fund Staff	\$80,226	\$86,158	\$86,158	\$91,981	\$5,823	6.76%
Pensions	84,287	92,318	92,318	54,825	(37,493)	-40.61%
Audit & Software Costs	6,629	6,867	6,867	7,598	731	10.65%
Property, Casualty, Liability Insur.	21,595	24,301	24,301	26,076	1,776	7.31%
Retirees Health Insurance	-	-	-	561	561	0.00%
Total Indirect Operating Expenses	\$192,737	\$209,644	\$209,644	\$181,041	(\$28,602)	-13.64%
Total Operating Expenses	\$6,313,992	\$6,891,227	\$7,594,706	\$8,091,162	\$496,456	6.54%
Capital Improvements Program	4,052,163	-	1,250,000	2,795,000	1,545,000	123.60%
Total Capital Expenses	\$4,052,163	\$0	\$1,250,000	\$2,795,000	\$1,545,000	123.60%
Total Expenses	\$10,366,155	\$6,891,227	\$8,844,706	\$10,886,162	\$2,041,456	23.08%
Excess (Deficiency) Cash Basis	\$1,000,840	\$1,083,326	(\$200,000)	(\$265,000)	(\$65,000)	
Beginning Certified Free Cash	\$492,046		\$1,492,886	\$1,292,886		
FY22 Projected Excess (Deficiency)				1,083,326		
Ending Proj. Certified Free Cash	\$1,492,886		\$1,292,886	\$2,111,212		

Summary of Budget Changes

The direct operating Water Supply Enterprise Fund's proposed FY 2023 budget increased by \$525,059 or 7.11% from the approved FY 2022 budget. Personnel budget change includes contractual obligations. Operating budget change includes the annual Suez contract cost increase. Capital outlay continues the annual emergency repairs program.

Water Supply Enterprise Fund Budget Reconciliation

Job Title	FY 2021
Admin Assistant	0.75
Assistant DPW Director	0.15
Director of Public Works	0.15
Town Safety Officer	0.05
Town Engineer	0.15
Water Supervisor	1.00
Full-time Equivalent Employees	2.25

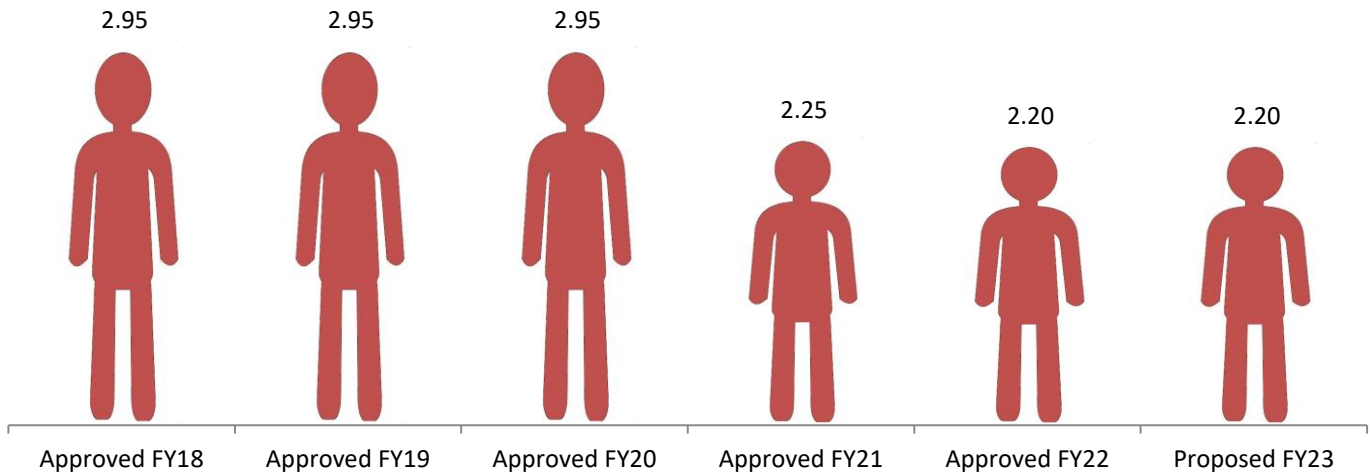
FY 2022	FY 2023	Change
0.75	0.75	-
0.15	0.15	-
0.15	0.15	-
-	-	-
0.15	0.15	-
1.00	1.00	-
2.20	2.20	-

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2022 Approved Budget				\$7,594,706	
Contractual Obligations Net of Staff Turnover	8,364	-	-	8,364	-
Change in Indirect Costs	(36,932)	8,329.78	-	(28,602)	
One-Time Charges	-	-	(166,000)	(166,000)	-
Debt Service	-	127,155	-	127,155	-
FY 2023 Budget Changes					
1. Suez Contract Increase	-	398,539	-	398,539	-
2. Easement Payment Eliminated	-	(9,000)	-	(9,000)	-
3. Operating Capital	-	-	166,000	166,000	-
FY 2023 Proposed Budget	\$(28,568)	\$525,024	\$-	\$8,091,162	-

- 1. Operations Contract, Year 14 increase** – To fund the increase in cost for the operations contract with Suez relative to the yearly escalation formula, personnel retainage increases and the addition of an FTE to deal with the new filtration plant and additional carbon filters. This decision package request is based on a number provided by Suez according the contractual escalation formula based on various indexes and additional costs.
- 2. Easement payment elimination** - To remove the Mill Pond Village permanent easement payment expense for \$9,000 from the Water Supply Division’s operating budget. FY 2022 was the last payment year for this obligation.
- 3. Operating Capital** - This recurring funding request for operating capital expenses is an integral part of the operations since. It funds for police details and toward emergency repairs as detailed in the operations contract. During water main breaks and other emergencies, it is paramount to use police details for security and safety of the water utility workers and the public. The operations contract requires the availability of these funds to deal with emergency repairs.

Water Supply Enterprise Fund Factors Affecting FTE's

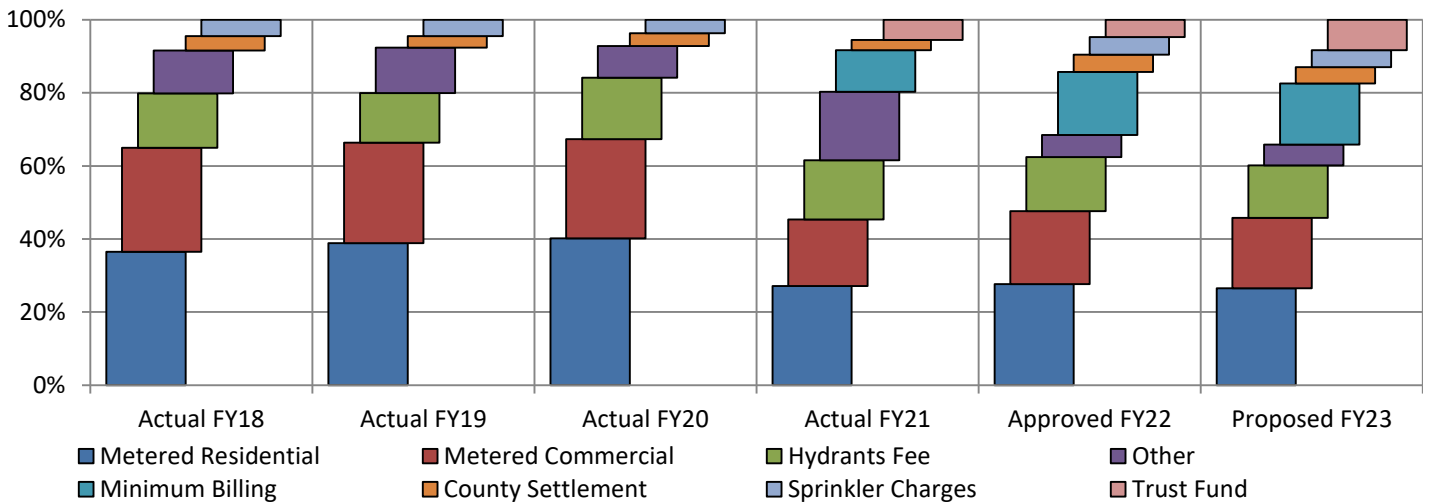
Full Time Employee History



The FY 2021 budget reallocated (0.70)fte's to the General Fund and FY 2022 reallocates (0.05) to the Town Manager's budget.

Water Supply Enterprise Fund Factors Affecting Revenues

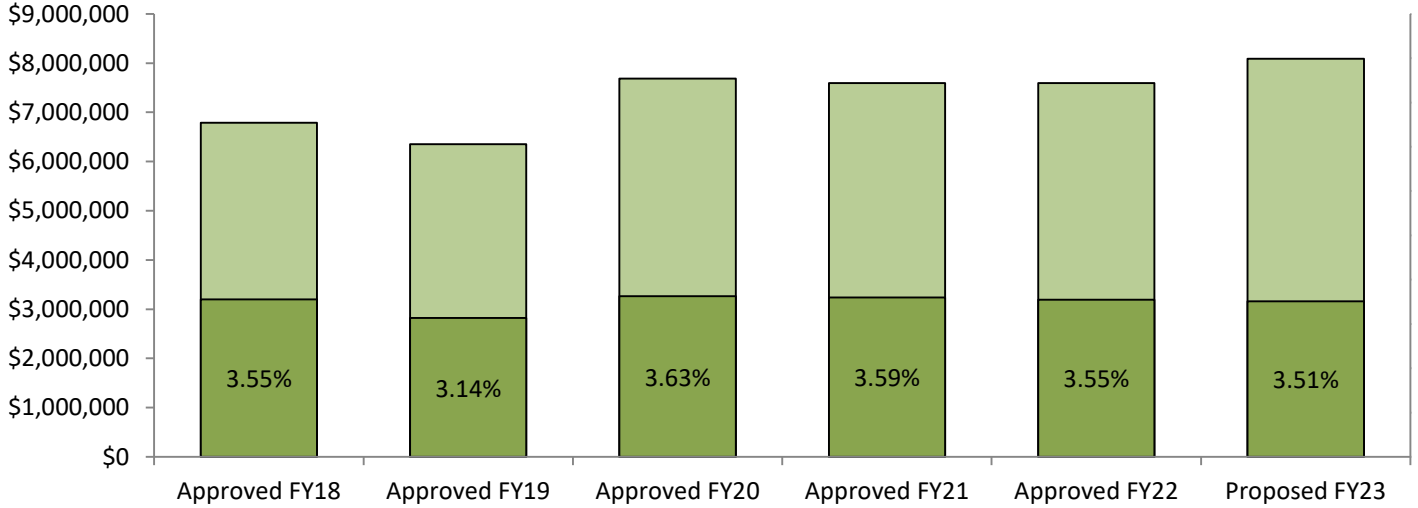
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



The rates are set in accordance with the necessary revenue required to run the water operations and pay back borrowings issued for water related capital improvements. The metered residential and commercial account for 50% of total revenue sources and hydrant fees 15%. The Enterprise Fund also receives revenue from the Barnstable County settlement and contributions from the special revenue fund (Short-term rental taxes).

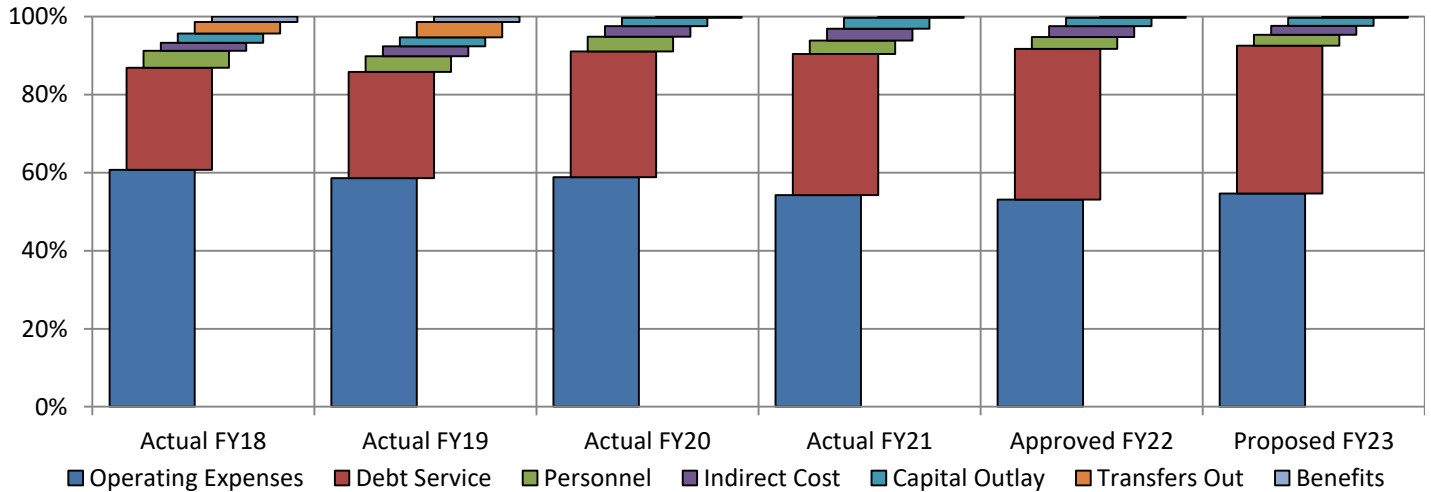
Water Supply Enterprise Fund Factors Affecting Expenses

Budget History - % Of All Appropriated Funds



The budget has increased 3.20% annually on average over a six-year period. This operation has remained in the 3.55% to 3.63% range of all appropriated funds over the same period.

Total Expenditures By Category Historical and Budgeted



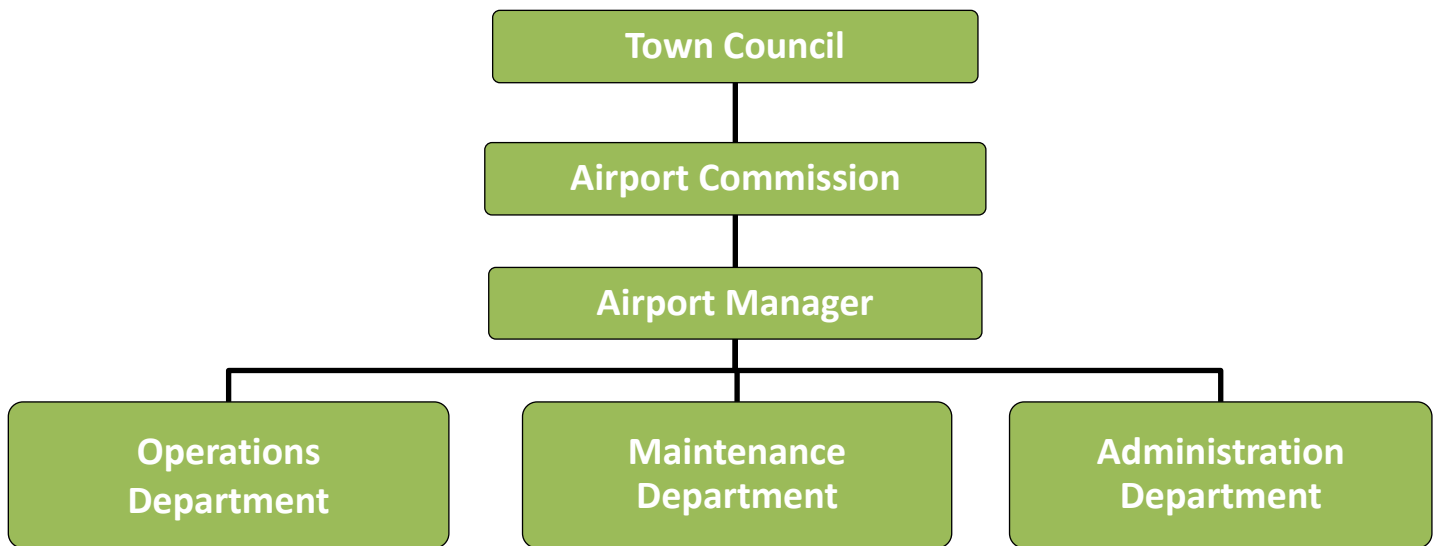
The town contracts with SUEZ North America to run its water supply operation. This is a multiyear contract with built in escalators. It is expected that this operation will continue to be operated under a contract. As more treatment systems are constructed, the annual operating cost of the system, including the management contract, will increase.

THIS PAGE INTENTIONALLY LEFT BLANK

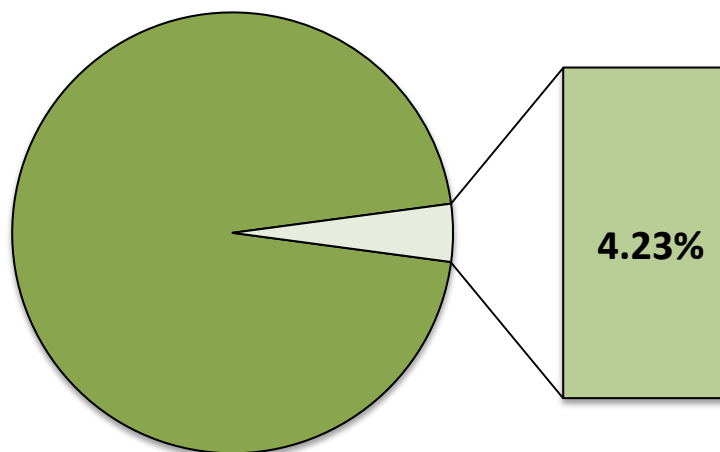
CAPE COD GATEWAY AIRPORT ENTERPRISE FUND

Department Purpose Statement

To provide a safe and convenient air travel experience and high quality aviation activities/businesses to the citizens of the Town of Barnstable, the Cape Cod region, and the Commonwealth of Massachusetts. As a non-hub primary airport and a major transportation facility for Cape Cod, our goal is to foster local economic growth and to ensure that the airport remains an integral part of the regional transportation plan in an effort to meet the demand for present and future air travel for local Cape Cod residents and visitors to the region.



% of FY 2023 All Appropriated Funds



Airport Enterprise Fund comprises 4.23% of all appropriated funds.

Airport Enterprise Fund Services Provided

The Cape Cod Gateway Airport (formerly 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 (both commercial and private transportation). For some, it provides very affordable and economic travel opportunities to/from Hyannis to/from other major destinations across the country, and yet for others, the airport provides a much-needed mode of travel to and from the Islands of Nantucket and Martha's Vineyard. This includes travel, tourism, and commuting opportunities for a large professional labor force. Cape Cod Gateway Airport connects residents to worldwide markets and destinations, sustaining Cape Cod's rapidly expanding population and business community and welcomes visitors to Cape Cod, a world-renowned tourist destination.

Cape Cod Gateway Airport is a vital link to the regional, national, and international markets that drive our emerging economy. As documented in the Massachusetts Department of Transportation (MassDOT) Aeronautics Division CY2019 (FY2020) Economic Impact Analysis, the Cape Cod Gateway Airport, in conjunction with its tenants and associated businesses, provide employment opportunities for 1,724 people, with an annual payroll in excess of \$73.8 million and a regional economic output in excess of \$157.2 million. In addition to the 24 airport employees that operate the facility, the Airport is also home to over 65 businesses/private users, with Cape Air, Atlantic Aviation (formerly Ross Aviation), Griffin Avionics, the Federal Aviation Administration (FAA), and the Transportation Security Administration (TSA) making up the bulk of employees on the airfield.

Recent studies completed in 2018/2019 show that approximately 215,000 Cape Cod residents access the air transportation system via off-Cape airports, and another 200,000 arrive on Cape Cod, again using off-Cape airports. The Airport's Business Plan and Marketing Plan goals, developed in June 2018, are to identify better opportunities to accommodate these Cape Cod residents and visitors at the Cape Cod Gateway Airport by working with our existing and new potential airline partners to enhance existing and develop new commercial services moving into FY2023 and beyond.



Cape Air has operated at Cape Cod Gateway Airport for over 32-years.

In FY2021, the Airport supported nearly 60,000 aircraft operations (defined as either one landing or one takeoff, combined equals two operations) and approximately 30,000 passengers arrived and departed from a variety of locations. Unfortunately, both airport operations and passenger activity has been on the decline over the past several years. Since FY2007, airport operations have declined 54% from 130,500 total operations (FY2007) to 60,000 (FY2021). Passenger activity has declined 93% from 420,000 total passengers (FY2007) to 30,000 (FY2021). Declines are attributed to an industry wide pilot and mechanic shortages, increased competition from high-speed passenger ferries and the loss of several airlines. Implementing various goals of the 2018 Airport Business Plan and Marketing Plan will help to accentuate improving activity. The above figures do not include a vast array of commercial charter passenger services, general aviation activities that include private and corporate passenger, freight services, and other aviation flight services not identified by the FAA in passenger enplanement/deplanement data sets, as they typically only count commercial passenger activity. Even with these declines, travelers are afforded a number of flight opportunities, not just commercial flights, but corporate and private flights to local and national destinations that include Nantucket and Martha's Vineyard, Boston, New York City and beyond.

Airport Enterprise Fund Services Provided (Continued)

In addition to aviation transportation activity, the Airport is also a space for the community with events held at the airport such as: Cape Cod Young Professional's Back to Business Bash, Southeastern Massachusetts Aviation Career Fair, Duffy Health Center Gala and Electric Car Show to name a few. Additionally, the Airport recently embarked on a new campaign with focus on near monthly community-based events held at the airport. Our **Cape Cod Gateway Airport Community Event Series** features events in the terminal and on airport grounds. We are thrilled to be opening our doors and inviting the community to experience events in a unique setting at the airport. The first gatherings in 2021 were a success with "Pottery and Planes", a fun-filled evening where attendees created hand-crafted holiday ornaments while "Holidays at the Hangar" featuring celebrity chef Stephen Coe, providing guests with a variety of specialty made appetizers.

We are more than just a transportation facility; we are part of the Cape Cod Community!

The Cape Cod Gateway Airport meets the requirements of Title 49 U.S. Code, Subtitle VII – Aviation Program, authorized to operate as a certificated airport in accordance with, and subject to, said statute and the rules, regulations, and standards prescribed there under.



**Cape Cod Gateway Airport Community Event Series
"Holidays at the Hangar" (December 2021)**

These include but are not limited to, 14 Code of Federal Regulations (CFR) Part 139 in which the Airport has been issued an airport-operating certificate with a federally approved Airport Certification Manual (ACM) on file with



**Cape Cod Gateway Airport Community Event Series
"Pottery and Planes" (November 2021)**

the FAA; a certification allowing the Airport to serve scheduled and unscheduled passenger-carrying aircraft. With certification comes extensive training for Airport personnel in airfield safety and security, maintenance, aircraft rescue and firefighting and other airport emergency response, aircraft fueling, airfield lighting and pavement marking, and hazard management of both hazardous materials and wildlife. Additionally, the Airport is approved as a public use air transportation facility in accordance with the provisions of Chapter 90, Section 39B of the General Laws of Massachusetts. As such, the Airport is recertified annually by both the FAA and the MassDOT Aeronautics Division in which rigorous review and inspection of the Airport's ACM, thrice-daily airfield inspection reports, pilot notifications, fueling facilities and associated trucks, employee training records, and a timed-response drill of aircraft rescue and firefighting capabilities; all conducted over a three-day period.

A seven member Airport Commission appointed by the Town Council creates policy for the Airport while Airport Management implements various programs and manages the day-to-day operations of the facility. The Airport employs 24 full-time employees and 4-5 seasonal employees who operate and maintain the facility 24 hours a day, 7 days a week, and 365 days a year. Additionally, each year we encourage young professionals interested in aviation to build their resume and portfolio by working in either the Airport Administrative, Airport Operations or Maintenance Departments.

Airport Enterprise Fund Services Provided (Continued)

In 2021, the Airport welcomed a student from Barnstable High School to intern with us in Airport Administration, giving this individual experience in airport marketing, their specific area of interest.

The duties of airport personnel are both broad and varied, the FAA FAR Part 139 Airport Certification dictates many of which. Airport services are provided by three separate and distinct Airport Departments: Airport Administration, Airport Operations, and Airport Maintenance all of which work together as a whole to provide mandated and required services.

Administration

The six (6) full-time Administrative staff include the Airport Manager and Assistant Airport Manager and four (4) administrative support staff that perform a myriad of administrative functions. This includes but is not limited to overseeing airport security; airport noise and abatement via the Cape Cod Gateway Airport Fly Friendly Fly Quiet program; billing; auditing and bookkeeping; contracting; construction oversight; capital planning, budgeting, grants administration; processing airport employee and tenant security identification files; personnel administration; overseeing leases; and intergovernmental coordination, public relations, and communications.

Operations

The ten (10) full-time Operations employees are asked to implement a number of duties. They are dedicated individuals tasked to: respond to any airport emergency as trained first responders in aircraft rescue and firefighting; perform thrice-daily airfield inspections to meet FAA regulatory requirements such as wildlife management and airfield management; security patrols to keep flight operations and the general public safe; and serve tenant and transient aircraft, including catering, fueling and passenger transportation year-round. In FY2021, the Operations Team safely and efficiently transferred 1.2M gallons of aviation jet fuel from fuel tanks, to fuel trucks, to waiting aircraft by implementing various safety and spill prevention protocols. As indicated above, Airport Operations personnel are also fully trained firefighters and respond to emergencies with our Aircraft Rescue and Fire Fighting vehicles. Aircraft rescue response, as mandated by the FAA, must be able to respond to and reach an accident site on the airfield within three minutes or less. Airport rescue personnel constantly train and participate in live drill exercises in order to stay proficient and ready to handle any aircraft emergency.



Airport Snow Removal

The Hyannis Fire Department is a key resource for our staff and work hand-in-hand with Airport staff in rescue response, and once on scene, they assume the role of Incident Commander. Once every three years, the Airport conducts a full-scale disaster drill (Tri-annual Mass Causality Incident Drill) to test public safety procedures. The exercise simulates a mock scenario of an aircraft accident. Actual aircrafts are not used in the drill, but fire departments from across Cape Cod set training fires and use other simulations to test the airport's emergency response plan. Airport Operations staff plan and implement the drill in close coordination and planning with Hyannis Fire Department. They along with Airport Administration, Airport Maintenance, Police, Fire, Cape Cod and Falmouth hospitals, US Coast Guard, Federal Aviation Administration, Massachusetts Department of Transportation-Aeronautics Division, Airlines, American Red Cross, Emergency Management, and other Cape Cod towns, play a vital role in the exercise.

Maintenance

Upkeep of the airfield and airport facilities by our eight (8) full-time Maintenance employees takes precedence over all other maintenance tasks. Since the Airport is a certified FAA FAR Part 139 commercial service airport, all airside discrepancies must be documented and corrected as expeditiously as possible to meet FAA requirements.

Airport Enterprise Fund Services Provided (Continued)

This team of devoted individuals maintain over 639 acres of runways, taxiways, ramps, and parking lots; painting airfield markings; mowing all grass areas; maintaining all airfield lighting; conducting all emergency and snow removal operations for the airfield and the terminal roadways; maintaining all airport owned buildings and grounds; overseeing airport airfield projects; and preserving the fleet of vehicles needed to accomplish our mission. The Airport relies heavily on this team and it is because of their actions and dedication that the airport facility is truly cared for and well maintained.

Capital Program

The airport participates in the federally sponsored Airport Improvement Program (AIP), which is administered by the FAA. This program has an entitlement component with funding being determined by enplanement levels. The airport's annual entitlement grant has been approximately \$1.2 million, and may be reduced to no less than \$1.0 million. These capital funds are supplemented by FAA discretionary funds when available. The airport also participates in the MassDOT Aeronautics Division's Aviation Safety and Maintenance Program (ASMP) that contributes a cost share for federally sponsored projects. The airport makes annual expenditures for required airfield rehabilitation projects using these funds. Federally sponsored grants to fund airport capital projects consist of costs being shared in a threefold process: the FAA at 90%, the MassDOT Aeronautics Division at 5%, and a local (Airport) share of 5%. For non-federally sponsored projects that are eligible for ASMP funding, MassDOT will provide 80% and the local airport share will be at 20%. Any other projects will be fully funded by the use of available airport reserve funds. The FY2023 capital plan includes \$2.7 million in airfield improvements and future planning, design and permitting for future airfield improvements; with a total 5-year capital plan (FY2023 - FY2027) of \$54 million, which includes an extension of one of the airport's runways.

Due to the receipt of federal funding via four recent grants awarded to the Airport (see below), in FY2021 and FY2022 the Airport has been able to implement a number of Business Plan goals and fund the majority of its capital improvements as well as cover operating cost to rebuild airport reserves.



Tri-annual Mass Causality Incident Drill September 2021 - Photo by Britt Crosby

In addition to these grants, an additional \$1.4 million in federal and state reimbursable grant funds is expected to finance the FY2023 capital program and \$50 million expected to finance the 5-year program (FY2023 - FY2027). Airport revenues will be used to pay any annual debt service requirements or local costs linked to these projects as necessary.

Grant Title	Grant Allocation
Coronavirus Aid, Relief, and Economic Security (CARES) Act	\$17,971,966
Coronavirus Response and Relief Supplemental Appropriation Act (CRRSAA)	\$1,008,311
Concession Relief	\$5,240
American Rescue Plan Act (ARPA)	\$1,120,580
Concession Relief	\$20,959
Bipartisan Infrastructure Law	\$1,015,864
Total Grant Funding	\$21,142,920

Airport Enterprise Fund Recent Accomplishments

Over the past several years, the Airport has been busy with significant change and recent accomplishments that meet the various goals of providing affordable and economic travel opportunities to/from Hyannis to/from other major destinations across the country for travel, tourism, and commuting opportunities for a large professional labor force as well as the more recent goals of the 2018 Airport Business Plan and Marketing Plan and include the following:

- ➔ Within the last few years, the airport has leveraged over \$76M in grant funding to implement various airport safety, improvement and economic development projects:
 - New Airport Terminal and Tower (2011)
 - East Ramp Reconstruction (2014)
 - Airport Solar Array Development (2014)
 - Taxiway A Reconstruction and Centralized Wash Rack/Deicing Facility Development (2015)
 - Taxiway C Reconstruction (2016)
 - New Above Ground Fuel Farm (2016)
 - Runway 15/33 Reconstruction (2017)
 - Sanitary Sewer Upgrades and Stormwater Management (2017)
 - Airport Master Plan Update (2018)
 - Airport Rates and Charges Study (2019)
 - Airport Tree Clearing (2020)
 - Aircraft Rescue and Firefighting Building Roof Replacement (2020)
 - PFAS Mitigation Project (2020) (*project funded via Airport Reserves with no matching shares*)
 - Various Airport Equipment Purchases to meet Aircraft Firefighting and Snow Removal Requirements (2021)

- ➔ Implementation of a number of environmental enhancements that help reduce environmental impacts, help offset carbon emissions and to do our part as environmental stewards and stakeholders within the community such as:
 - Implementation and installation of storm water treatment facilities (8 Vortech Storm Water Treatment Systems) in 2014;
 - Development of a 7 megawatt 20-acre solar array in 2014;
 - Upgrading airport street and parking lot lights to LED using Cape Light Compact's lighting program;
 - Installation of a centralized aircraft washing and deicing pad that drains to the Barnstable Waste Water Treatment Plant in 2015;
 - Execution of a 0.5 megawatt rooftop solar array system in coordination with Cape Air on two existing aircraft hangars owned by the airport making Cape Air, a net zero electricity user in Barnstable and saving over \$1 million between 2010 and 2020;
 - Installation of 16 electric vehicle (EV) charging stations in 2020 and 2021;
 - Removal of underground fuel storage facilities and replacement of such structures with natural gas or above ground facilities in 2017;
 - Instituting paper reduction in the Airport Administration Office by moving to a digital footprint in various processes and purchasing reusable items for in-office staff use in 2019;
 - Procurement of propane and battery operated-solar powered airfield mowers through the Massachusetts Department of Transportation – Aeronautics Division (MassDOT) Leading by Example Greenhouse Gas Reduction Initiative in 2020;
 - Continued execution of various Good Housekeeping Practices throughout the facility annually; and
 - Installation of the first ever-electric aircraft charging station due to come online in 2022!

Airport Enterprise Fund Recent Accomplishments (Continued)

→ Implemented a number of Airport Business Plan and Marketing Plan goals, objectives, and tasks. As part of the 2018 Airport Business Plan and Marketing Plan, four main goals were identified: to maximize general aviation activity at the Airport, diversify airport revenue streams, become a regional air transportation leader, and enhance the airport image and branding. Because goals, objectives, and tasks overlap from one fiscal year to the next, the aim is not to achieve 100% completion within a given fiscal year but to make a concerted effort within the fiscal year across all four goals. Priorities are selected at the beginning of each fiscal year to focus efforts. Recent accomplishments include the following:

- Negotiation of a new lease, with assistance from Town of Barnstable Leadership, for a 27-acre parcel of airport managed land to WS Development (a.k.a K-Mart Plaza) to redevelop its retail footprint at The Landing at Hyannis (*diversify airport revenue streams*).
- Rebranded, selecting a new name and logo for the Airport – Cape Cod Gateway Airport (*enhance the airport image and branding*).
- Hosted a number of aviation educational events to entice young Cape area students to learn more about aviation as a career choice (*maximize general aviation activity at the airport and enhance the airport image and branding*).

This included:

- Hosting local Cub Scout Troop for an airport sleep over coined, “Night at the Terminal”, with various aviation related learning activities;
 - Hosting a number of Federal Aviation Administration Safety Seminars (FAASTeam) to local pilots - Safer Skies Through Education;
 - Hosting the first ever Aviation Career Fair in the airport terminal accommodating over 400 area students and providing them with the opportunity to meet and speak to over 40 aviation professionals learning more about aviation as a career choice; and
 - Hosting a number of Young Eagles events. Young Eagles is a program created by the US Experimental Aircraft Association designed to give children between the ages of 8 to 17 an opportunity to experience flight in a general aviation airplane while educating them about aviation. The program is offered free of charge with costs covered by the volunteers.
- Advocated to support our local communities and activities using the Airport’s facilities to host various events (*enhance the airport image and branding*), including:
 - Cape Cod Young Professionals Back to Business Bash;
 - 1st Electric Vehicle Car Show at the Airport;
 - Arts Barnstable - Art at the Airport;
 - We also accommodate a number of different non-profit entities on a year-round basis allowing them to use the facility free of charge for various meetings: the Cape Cod Concert Band and Brian Boru Pipe Band of Cape Cod for member practices; the Veterans of Foreign Wars Post 2578 and the Marine Corps League Cape Cod Detachment 125; the Coast Guard Auxiliary Division 11; and the Cape Cod and Islands Art Educators Association Art Program; WeCan Empowering Women, and a variety of other functions and meetings.
 - Embarked on a new campaign with focus on near monthly community-based events held at the airport known as the *Cape Cod Gateway Airport Community Event Series* featuring events in the terminal and on airport grounds; opening our doors and inviting the community to experience events in a unique setting at the airport in 2021 (*enhance the airport image and branding*).



**20-Acre Ground Mounted Solar Array
Cape Cod Gateway Airport**

Airport Enterprise Fund Recent Accomplishments (Continued)

- Completed an update to the Airport Rates and Charges to improve and update the airports fee based financial structure (*diversify airport revenue streams*).
- Continued working with the Massachusetts Air and Space Museum as they establish themselves on the Cape by offering terminal space to display aviation history. New terminal displays have been installed year-round to promote the museum and aviation. The museum continues to welcome guests in their temporary space in Hyannis (*maximize general aviation activity at the Airport and enhance the airport image and branding*)
- Completion of the Airport Master Plan Update; a comprehensive study of the facility that describes the short-, medium-, and long-term development plans to meet future aviation demand. (*Maximizes general aviation activity at the Airport, diversify airport revenue streams, become a regional air transportation leader, and enhance the airport image and branding*).
- Embarked on the development of an Environmental Assessment, the next planning step after the completion of the Airport Master Plan. The environmental assessment process further analyzes community impacts associated with the projects presented for future development in the Airport master Plan. (*Maximizes general aviation activity at the Airport, diversify airport revenue streams, become a regional air transportation leader, and enhance the airport image and branding*).
- Remained a collector of non-aviation related revenues from the airport's 6.669-megawatt (DC) ground mounted solar photovoltaic array. Revenues continue to exceed minimum annual guaranteed levels (*diversify airport revenue streams*).
- Continue to report, test, mitigate and monitor soils impacted by per- and polyfluoroalkyl substances (PFAS). Burning fuel from an aircraft accident relies on more than water to put out the flames. The FAA requires airports to carry chemical agents that are effective in smothering fuels and other onboard liquids such as hydraulic fluids, and for decades the industry standard, and only approved chemical, has been aqueous film-forming foams — known as AFFF. However, the same chemicals that make it effective for fighting fires are also linked to contamination in drinking water.
 - In working closely with Massachusetts Department of Environmental Protection (MassDEP) Bureau of Waste Site Cleanup, the Airport was able to pinpoint the boundaries of our site where firefighting foam use had occurred within the 639-acre parcel. Two locations of approximately 2.25-acres (0.39%) were identified and confirmed with MassDEP after extensive groundwater and soils tests to contain PFAS. Mitigation of PFAS effected soils occurred by capping those soils and installing monitoring wells to monitor mitigation success.
 - ➔ Continued maintenance and compliance with all Federal & State airport safety and certification requirements.
 - ➔ Completed our 8th year (2014 was the first flight) of major air carrier service with JetBlue Airways offering seasonal daily direct flights between Hyannis and New York City (JFK Airport).
 - ➔ Updated the Guidelines for Construction and Alteration at Cape Cod Gateway Airport. For over twenty years, the Airport Commission has worked with tenants to provide guidance on airport development for both new development and improvements to existing infrastructure that is either owned or leased by its tenants and associated businesses. Guidelines for Construction and Alteration were developed to assist tenants in receiving approvals from the Airport Commission for various development projects. The intent of this update is to encourage environmentally responsible “green” development of the Airport; to officially address green design and construction or to identify resources that help articulate ways to build/develop using green practices.



Airport Enterprise Fund Goals and Objectives

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

Short-Term Goals:

1. Plan for (depending upon FAA and MassDOT Aeronautics Division funding availability) implementation of the following projects within the short-term 1-2 year development/planning horizon **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, Regulatory Process & Performance, and Infrastructure & Assets)**:
 - a. Hangar Development.
 - b. Designing, Constructing and Replacing Runway 24 Departure End Safety Area Engineered Material Arresting System (EMAS) including Inspection and Field Strength Test.
 - c. Designing and Reconstructing Runway 6-24 Pavement (Approx. 4,700ft x 150ft.).
 - d. Reporting, Testing, and Monitoring of Mitigation Site for PFOS Soils - Phase III and IV.
 - e. PFOS Soils Mitigation Design and Implementation.
 - f. Replacing Snow Removal Equipment.
 - g. Replacing Airfield Mowing Equipment.
 - h. Replace Aircraft Rescue and Firefighting Equipment.
 - i. Replacement of Circa 1997 Mo-Gas and Diesel Fuel Farm.
 - j. Permitting for Short-Term Airport Master Plan Update Projects.
 - k. Design & Implement Airport Security Camera Upgrades to meet TSA requirements.
 - l. Implement Charging Stations and/or Electric Aircraft Support Vehicle for Battery Operated/Electrically Fueled Aircraft.
2. Continue investing in the development and implementation of a number of 2018 Airport Business Plan and Marketing Plan goals, objectives, and tasks. **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, Regulatory Process & Performance, Education, and Infrastructure & Assets)**
3. Continue working with "on-call" airport architect on the 20-year airport preventative maintenance, repair, and replacement program for all airport-owned structures to include passenger terminal improvements to meet potential increased demand for scheduled air carrier services. **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, Regulatory Process & Performance, and Infrastructure & Assets)**
4. Continue working with "on-call" airport engineers and planners to develop the airport and services. **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, Regulatory Process & Performance, and Infrastructure & Assets)**
5. Continue working with "on-call" airport environmental engineers and planners to plan a safe, efficient, and sustainable airport system and to maintain various permits, implement best practices for storm water pollution and prevention and continue efforts in environmental stewardship. **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, Regulatory Process & Performance, and Infrastructure & Assets)**
6. Remain working with "on-call" airport marketing team on our comprehensive marketing blueprint for a robust marketing and public relations plan that targets the airport's intended audiences, establishes a consistent and strong message, and spells out specific activities to communicate the airport's message and collective goals for the 2018 Airport Business Plan & Marketing Plan. **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, Regulatory Process & Performance, Education, and Infrastructure & Assets)**

Airport Enterprise Fund Goals and Objectives (Continued)

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

7. Continue to improve community relations with consideration to develop support for the Airport's plans and to address efforts for Economic Development, Environment and Natural Resources (noise and pollution abatement), Public Health and Safety, Regulatory Process & Performance, and Education. **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, Regulatory Process & Performance, and Education)**
8. Carry on with monitoring environmental impacts for potential releases of chemicals of emerging concern on airport property, as well as in hydrologically up and down gradient locations. **(SP: Environment and Natural Resources, Public Health and Safety, and Infrastructure & Assets)**
9. Communicate environmental stewardship and processes implemented to safeguard storm-water and groundwater management. **(SP: Environment and Natural Resources, Public Health and Safety, Education, and Infrastructure & Assets)**

Long-Term Goals:

1. Implement various Airport improvement projects outline in the Airport Master Plan Update including **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, Regulatory Process & Performance, Education, and Infrastructure & Assets):**
 - a. Extension of Runway 15-33
 - b. Improvement and Extension of Various Taxiways
 - c. Improvement and Expansion of the Existing Passenger Terminal
 - d. Improving General Aviation (GA) business facilities by building new/improving existing to meet the needs of general aviation demand and new marketing initiatives.
 - i. Addition of an aviation flight school
 - ii. Improved maintenance facilities
 - iii. Improved access for GA pilots
 - iv. Improved utilization of the East Ramp and access points
 - v. Improved restaurant access on-airport
 - vi. Improved educational and aviation museum facilities
2. Research and update the airport minimum standards. **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, Regulatory Process & Performance, Education, and Infrastructure & Assets)**
3. Continue to develop marketing strategies to attract additional prospective air carriers and scheduled air charter services to meet the Cape's demand for air travel. **(SP: Economic Development and Infrastructure & Assets)**
4. Diversify the airport's revenue stream by continuing to add to the Airport's portfolio non-aviation sources of revenue. **(SP: Economic Development and Infrastructure & Assets)**
5. Serve as an integral component of the Cape Cod Transportation Plan and more effectively promote the use of all transportation modes to meet the regional demand for better transportation and parking services. **(SP: Economic Development and Infrastructure & Assets)**
6. Continue working towards additional solar development at the airport and other "green" initiatives. **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, and Infrastructure & Assets)**

Airport Enterprise Fund Budget Comparison

Cape Cod Gateway Airport Enterprise Fund						
	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2021	FY 2022	FY 2022	FY 2023	FY22 - 23	Change
Intergovernmental Aid	\$3,290,192	\$3,345,327	\$58,400	\$58,400	\$0	0.00%
Fees, Licenses, Permits	1,721,393	1,286,258	1,776,777	1,821,125	44,348	2.50%
Charges for Services	5,934,324	7,625,175	5,160,250	7,431,297	2,271,047	44.01%
Interest and Other	406,333	416,652	426,338	444,228	17,890	4.20%
Total Operating Sources	\$11,352,243	\$12,673,412	\$7,421,765	\$9,755,050	\$2,333,285	31.44%
Intergovernmental Aid	1,567,890	-	-	-	-	0.00%
Borrowing Authorizations	-	-	25,550,000	2,178,000	-	-91.48%
Total Capital Sources	\$1,567,890	\$0	\$25,550,000	\$2,178,000	(\$23,372,000)	-91.48%
Total Sources of Funding	\$12,920,133	\$12,673,412	\$32,971,765	\$11,933,050	(\$21,038,715)	-63.81%
Direct Operating Expenses						
Personnel	\$1,860,984	\$1,979,435	\$1,966,601	\$2,178,332	\$211,731	10.77%
Benefits	180,019	156,469	188,798	240,862	52,064	27.58%
Operating Expenses	3,777,085	5,068,474	4,159,197	6,013,280	1,854,083	44.58%
Capital Outlay	195,516	-	126,000	326,000	200,000	158.73%
Debt Service	643,450	156,600	171,600	178,000	6,400	3.73%
Total Direct Operating Expenses	\$6,657,054	\$7,360,978	\$6,612,196	\$8,936,473	\$2,324,277	35.15%
Indirect Operating Costs						
General Fund Staff	\$172,689	\$153,257	\$153,257	\$171,779	18,522	12.09%
Pensions	334,432	356,898	356,898	388,300	31,402	8.80%
Audit & Software Costs	20,579	18,235	18,235	20,956	2,721	14.92%
Property, Liability Insurance	163,667	182,880	182,880	199,578	16,698	9.13%
Workers' Compensation Insurance	4,720	67,543	67,543	200	(67,343)	-99.70%
Retirees Health Insurance	30,323	30,756	30,756	37,764	7,008	22.79%
Total Indirect Operating Expenses	\$726,410	\$809,569	\$809,569	\$818,576	\$9,007	1.11%
Total Operating Expenses	\$7,383,464	\$8,170,547	\$7,421,765	\$9,755,050	\$2,333,285	31.44%
Capital Improvements Program	2,542,211	-	26,202,000	3,287,000	(22,915,000)	-87.46%
Total Capital Expenses	\$2,542,211	\$0	\$26,202,000	\$3,287,000	(\$22,915,000)	-87.46%
Total Expenses	\$9,925,675	\$8,170,547	\$33,623,765	\$13,042,050	(\$20,581,715)	-61.21%
Excess (Deficiency) Cash Basis	\$2,994,458	\$4,502,865	(\$652,000)	(\$1,109,000)	(\$457,000)	
Beginning Certified Free Cash	\$3,897,860		\$6,892,318	\$6,240,318		
FY22 Projected Excess (Deficiency)				4,502,865		
Ending Proj. Certified Free Cash	\$6,892,318		\$6,240,318	\$9,634,183		

Summary of Budget Changes

The direct operating Airport proposed FY 2023 budget increased by \$2,324,277, or 35.15% from the approved FY 2022 budget. Most of the increase in the proposed budget comes from operating cost associated with jet fuel purchases for resale at 24 % otherwise all other operating costs increase by 10% over FY2022. Personnel cost proposed budget is increasing 10.77% and benefits 27.58%. Capital outlay request includes request for airport facility/asset maintenance on various buildings, improvements to electronic equipment, vehicle replacements, and furniture and fixtures.

Airport Enterprise Fund Budget Reconciliation

Job Title	FY 2021	FY 2022	FY 2023	Change
Administrative Financial Assistant	1.00	1.00	1.00	-
Aircraft Rescue Fire Fighter	1.00	1.00	1.00	-
Airport Manager	1.00	1.00	1.00	-
Assistant Airport Manager	1.00	1.00	1.00	-
Assistant Operations Supervisor	1.00	1.00	1.00	-
Custodian	2.00	2.00	2.00	-
Executive Assistant to Airport Manager	1.00	1.00	1.00	-
Financial Analyst	1.00	1.00	1.00	-
Laborer Craftsperson	1.00	1.00	1.00	-
Maintenance Supervisor	1.00	1.00	1.00	-
Maintenance Technician	3.00	3.00	3.00	-
Mechanic Welder	1.00	1.00	1.00	-
Noise Abatement Officer	1.00	1.00	1.00	-
Operations Specialist	6.00	7.00	7.00	-
Operations Supervisor	1.00	1.00	1.00	-
Project Manager/Airfield Supervisor	-	-	1.00	1.00
Full-time Equivalent Employees	23.00	24.00	25.00	1.00

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2022 Approved Budget				\$7,421,765	
Contractual Obligations Net of Staff Turnover	128,534	-	-	128,534	-
Change in Indirect Costs	(28,933)	37,941	-	9,007	-
One-Time Charges	-	-	(126,000)	(126,000)	-
Debt Service	-	6,400	-	6,400	-
FY 2023 Budget Changes					
1. Project Manager/Airfield Supervisor	104,680	-	-	104,680	1.00
2. Seasonal Wage Increase	15,580	-	-	15,580	
3. Overtime	15,000	-	-	15,000	
4. Jet Fuel Purchases for Resale	-	1,684,372	-	1,684,372	-
5. Professional Services Other	-	128,110	-	128,110	-
6. Professional Appraisal Services	-	25,000	-	25,000	-
7. Advertising	-	16,600	-	16,600	-
8. Airport Facility Asset Improvement & Maintenance	-	-	150,000	150,000	-
9. Improvements - Electronic Equipment	-	-	28,000	28,000	-
10. Vehicles & Trucks	-	-	2,000	2,000	-
11. Furniture & Fixtures	-	-	146,000	146,000	-
FY 2023 Proposed Budget	\$234,861	\$1,898,423	\$200,000	\$9,755,049	1.00

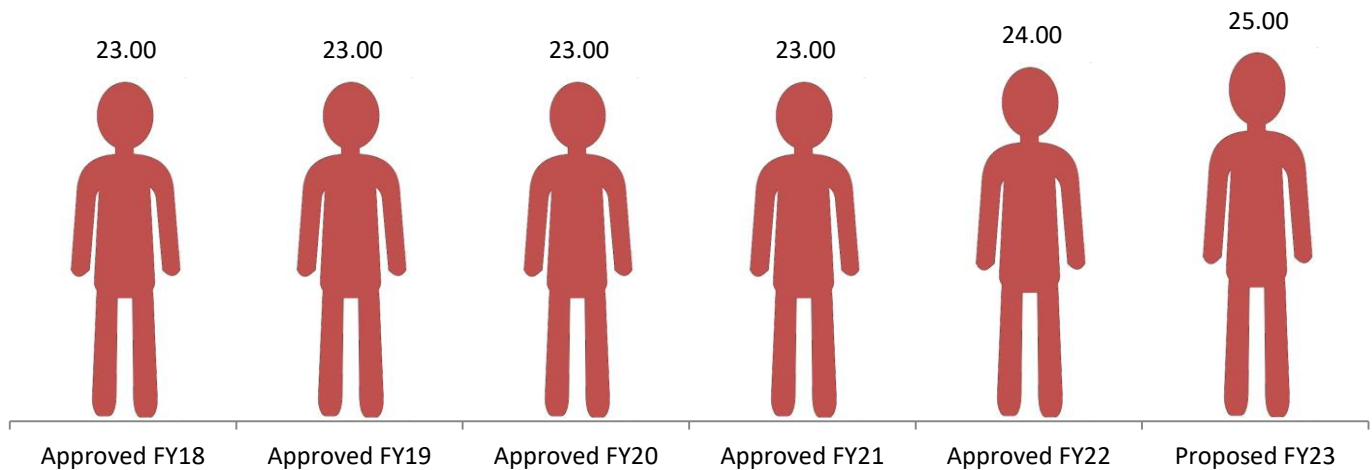
- 1. Project Manager/Airfield Supervisor** – To oversee airfield projects and the overall supervision of the facilities, training, and “boots on the ground” management of the field.
- 2. Temporary & Seasonal Employees** - In previous years, this included 4 seasonal (3 airport operations and 1 maintenance); this was reduced in FY2021 due to COVID. For FY2023 we are requesting 5 seasonal (3 airport operations and 2 maintenance) at \$17.50/hour (per HR as of 1/1/2022). The maintenance seasonals are needed for landscaping assistance. The amount of fueling that we have been selling requires the 3 operations seasonals.
- 3. Overtime** - reflects salaries including snow removal costs and unreimbursed OT due to construction; plus additional funds for custodian OT due to loss of one FT position as well as Operations OT due to loss in one FT position and the need to backfill from time to time for PER, VAC, SICK.

Airport Enterprise Fund Budget Reconciliation (Continued)

- 4. Jet Fuel Purchases for Resale** - The airport significantly increased its jet fuel sales during COVID. With a decrease in commercial airline travel trust, many flyers turned to private jets and aircraft in 2020 and have not returned to the airlines. This trend of flyers utilizing private jets for personal and leisure travel rather than business travel picked up steam in 2021 and continues into 2022. While only 10% of those who could afford to fly privately actually did so before the pandemic, research estimates that now 79% of people who can afford a private jet are inclined to fly privately. Considering more than half — 53% — of new flyers say they plan to fly privately on a regular basis post-pandemic, it doesn't look like the private aviation trend will be slowing down soon.
- 5. Professional Services Other** - This includes all on-call services for planning, engineering, architect, environmental, and inspections. The Airport will use in-house staff when able otherwise we seek assistance from aviation professionals.
- 6. Professional Appraisal Services** - For property transactions in FY 2023 and hangar development areas.
- 7. Advertising** - Cost to market the airport and increase business - Travel brochures, marketing materials and air service. Marketing the airport more in future is a high priority for the Airport Commission in the new incentive program for airlines but these can be in-kind or rent reductions. We also have a need to buy marketing material and giveaways.
- 8. Airport Facility Asset Improvement & Maintenance** – The Airports maintains a number of buildings with the youngest being constructed in 2011 and the oldest constructed in the 1950s. This funding would support maintaining and improving existing assets and to support equipment upkeep. Additionally, to be in alignment with its Business Plan (outlined below). The airport must maintain facilities in good working and attractive order to serve the community and the traveling public.
- 9. Improvements – Electronic Equipment** - The Airport maintains a number of gates to preserve secure access to/from the airport to meet Federal Aviation Regulations for our tenants, employees, and customers. The inability to maintain our gates would disrupt tenant/customer experience at the airport and could impede emergency access. The purchase of new digital fingerprinting capabilities is also included and would adequately or efficiently allow for quicker processing and rapid return of fingerprints necessary to meet security requirements and customer/tenants needs.
- 10. Vehicles & Trucks** – The Airport maintains a number of pieces of equipment to maintain airport grounds, buildings, and other equipment, to meet Federal Aviation Regulations, and to maintain the airport facility. This funding would support both supplemental equipment and the replacement of older equipment. Failure to purchase such equipment will lead to inefficiencies in proper airport maintenance, airport esthetics and/or the inability to meet federal requirements.
- 11. Furniture & Fixtures** - Airport staff is at the airport 24/7. Kitchens are equipped with appliances necessary for various meals. The existing Maintenance refrigerator was purchased in the 1990s and it is failing and needs to be replaced. Do to the 24/7 activity at the airport, often times prepared meals are purchased in advance of snowstorms or other weather events that may require staff to remain onsite for several days consecutively. With that being said, the existing freezer space is not adequate to hold the number of meals necessary to have on hand during snow or other emergency events; thus the Airport would like to purchase a freestanding freezer to accommodate the need.

Airport Enterprise Fund Factors Affecting FTE's

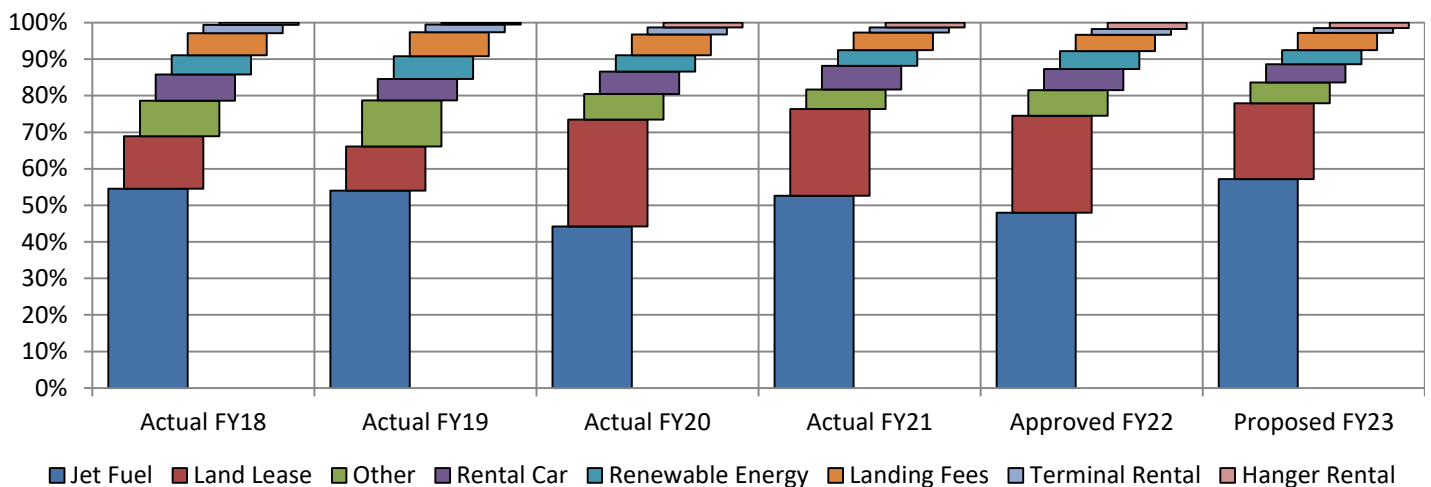
Full Time Employee History



Full-time positions have remained level funded until FY 2022, in which an Airport Operations Specialist position was reintroduced in FY 2022 to return the Operations Department to FY 2016 full time equivalent (FTE) numbers (10 FTEs) and to cover staffing shortfalls in the Airport Operations Department.

Airport Enterprise Fund Factors Affecting Revenues

Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Airport activities are financed primarily through jet fuel sales, airport land lease fees, renewable energy, rental car concession fees, passenger traffic, vehicle parking, and other user fees collected from recreational, corporate, and commercial airlines and concessionaires as well as emerging non-aviation revenue sources. Jet fuel sales and land leases are the highest revenue producers for the Airport and collectively account for approximately 70% of the airport's revenues. Jet fuel revenue averages between \$1M and \$1.2M annually depending on the price of fuel and gallons sold in a given year, but it is also the highest expense item (Jet fuel purchases for resale). Land leases are the second highest revenue generator for the Airport with aviation user fees being in the top 5 revenue producers.

The decline in passenger and aircraft operations continues to be of a concern and has a financial impact on the airport's revenue. However, with implementation of various goals, objectives and tasks of the 2018 Airport Business Plan and Marketing Plan, the airport is seeing expanding diversification in our revenue portfolio with "diversify airport revenue

Airport Enterprise Fund Factors Affecting Revenues (Continued)

streams” being one of the four pillars of the Plan. Diversifying the airport revenue stream is one of the highest priorities of the plan allowing the airport to remain self-sufficient and diversified enough to weather any impact, especially with the fluctuations in passenger air carrier activity. An equal diversification between aviation and non-aviation revenues is paramount to the Airport’s success. The lease of a 27-acre Airport property, commonly known as *CapeTown Plaza* but renamed *WS Landing at Hyannis*, for retail/non-aviation use provides a positive increase in the Airport budget. The Airport continues to collect from other non-aviation revenue sources within this budget such as non-aviation related land leases for vehicle parking, facility rental fees for events in the terminal and other non-aviation related sources of income such as airport advertisement. The Airport is also embarking on the expansion of Mary Dunn Way in 2022 using funds allocated from the Coronavirus Aid, Relief, and Economic Security (CARES) Act; a project that opens the eastside of the airport for aviation related development, of which there is significant interest.

The airport is still experiencing decreases in passenger traffic. There are a number of contributing factors however, the majority of flights to/from the Airport are to the Islands of Nantucket and Martha’s Vineyard, and a significant loss in passenger traffic between Hyannis and the islands is attributed to the lower cost and trip frequency of the high-speed ferries now in operation. A good alternative travel option for our community as a region but an effect on the airport nonetheless. The Airport continues to communicate with potential airline partners as part of the 2018 Airport Business Plan and Marketing Plan goal of “become a regional air transportation leader”. Management has attended various conferences designed to develop those partnerships and is seeking to hire airline marketing consultants in FY2023 to assist in implementation. Regardless of the declines, JetBlue seasonal service has been a boost in passenger traffic and continues in its 8th successful year.

During the past two years and as an effect on the industry due to the COVID-19 pandemic in which many travelers transitioned to private aircraft, the airport has experienced a major increase in corporate travel and jet fuel sales. Between FY2020 and FY2021, fuel sales increased per gallon sold by 24% (938,939 gallons sold in FY2020 versus 1,236,112 Gallons sold in FY2021). Likewise, within the first 6 months of FY2022, similar increases have been experienced with a fiscal year increase to date of 26% over FY2021 gallons sold! Although fuel sales are more difficult to project due to the volatility in wholesale prices and the cyclical trends in the aviation industry, the airport will continue to diversify its revenues. One such possibility is through the advent of electric aviation. Although it will be some time before the corporate aviation sector is affected, the airport is actively seeking opportunities to generate revenue under this new and emerging changing industry and greener fuel source.

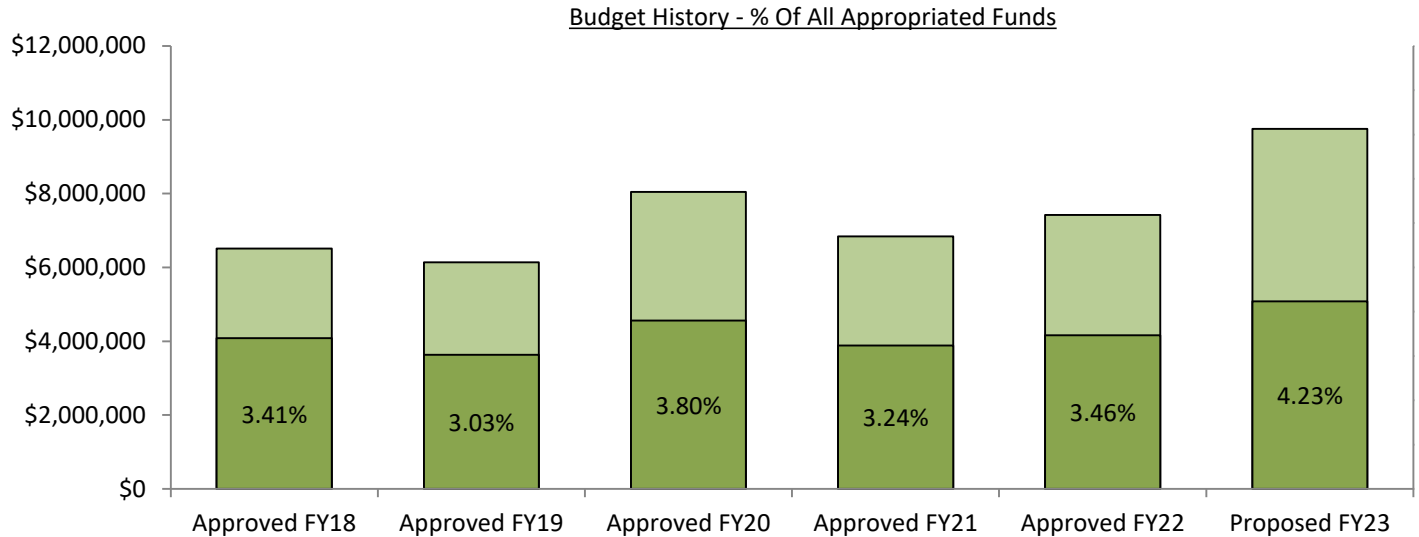
The Airport also continues to monitor its fee structure on a more regular basis with modifications implemented in FY2017 allowing the Airport to collect fees that are more comparable to other nearby airports with updates in FY2019 and FY2021. Fee increases in landing, aircraft parking, and cargo fees have shown increasing trends and proven to make a difference in this budget. The modifications in such user fees will contribute towards repaying bonds issued to construct various facilities and other approved airfield improvements.

As indicated previously, the receipt of federal funding via four recent grants awarded to the Airport totaling over \$21 million dollars has enabled the airport to implement a number of Business Plan and Marketing Plan goals. The federal funding has also funded the majority of the Airport’s local share of capital improvements as well as cover operating costs enabling the Airport to rebuild its cash reserves. In FY2019, the certified Airport cash reserves were \$2,761,211. Those reserves increased in FY2020 by 40% to \$3,885,899. With the introduction and receipt of the first of the four federal grants (June 25, 2020), the Airport was able to nearly double its certified cash reserves to \$6,240,318, an increase of 61%. With a total 5-year capital plan (FY2023 - FY2027) of \$54 million, which includes an extension of one of the airport’s runways, such reserves will assist the Airport in funding needed improvements. It is anticipated that \$50 million

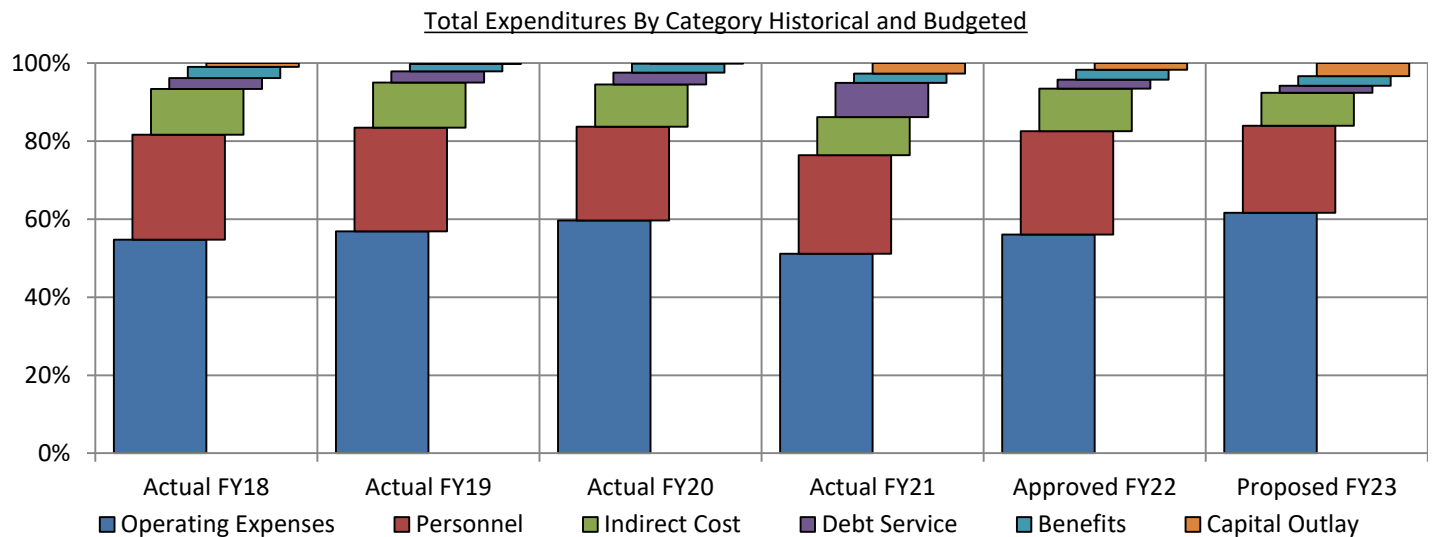
Airport Enterprise Fund Factors Affecting Revenues (Continued)

of the \$54 million estimated will be funded via federal and state reimbursable grant funds. Airport revenues will be used to pay the estimated \$4 million local share over the 5-year period.

Airport Enterprise Fund Factors Affecting Expenses



The budget has increased 8.31% annually on average over a six-year period. This operation has remained within the 3.41% to 4.23% range of all appropriated funds over the same period.

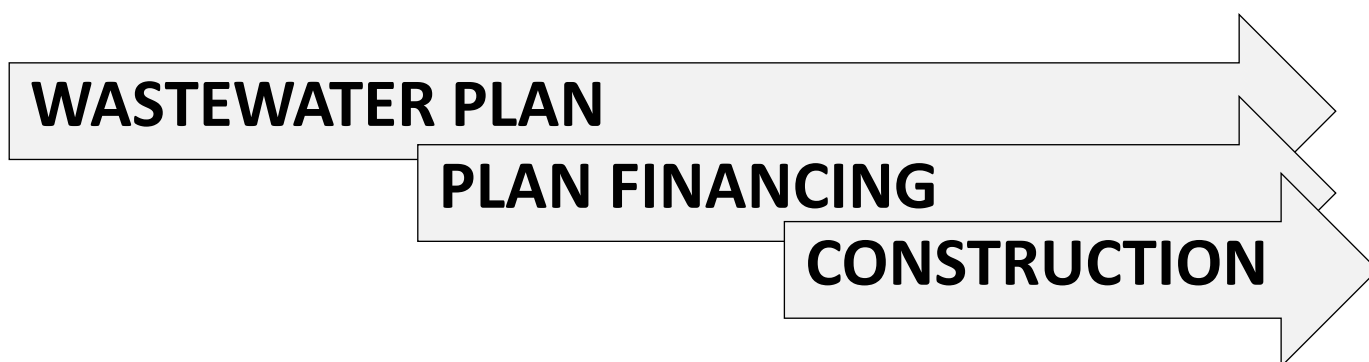


Expenses associated with personnel, operations, and maintenance will rise in response to projected increases in inflationary costs and union contracts. The annual loan payment for general obligation bonds issued to construct the new terminal is included in the budget as well as new debt service for the new fuel farm, the East Ramp construction project, and the taxiway Alpha reconstruction project. However, one callable bond was paid off with the use of the CARES Act grant, saving the Airport over \$87,000 in finance payments. Other factors affecting this budget include an increasing need to replace safety, maintenance, and emergency equipment; and to perform required preventative maintenance repairs to existing buildings and airfield facilities. Increases have also been experienced in training fees to meet federal aviation requirements and marketing and development fees to implement various goals, objectives, and tasks of the 2018 Airport Business Plan and Marketing Plan.

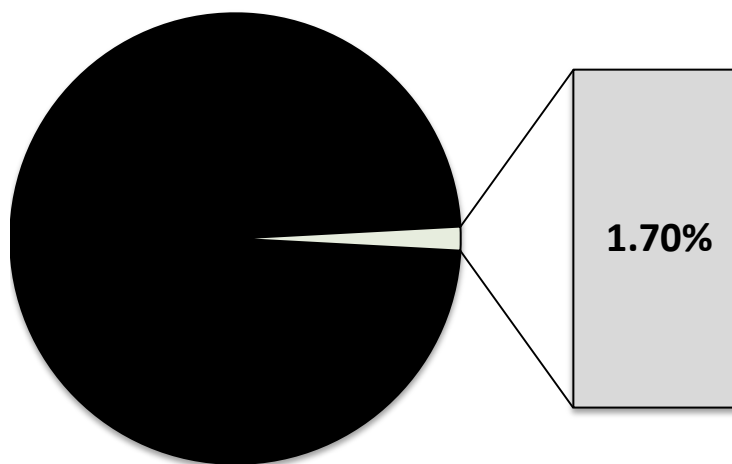
SEWER CONSTRUCTION & PRIVATEWAY MAINTENANCE IMPROVEMENT FUND

Department Purpose Statement

The CWMP is a town wide plan to protect Barnstable's coastal waters, ponds and drinking water by managing nutrient pollution from wastewater. To accomplish this, the plan calls for an expansion of the Town's wastewater infrastructure (sewers) as well as other innovative and nature-based approaches such as inlet dredging, cranberry bog conversions and use of nitrogen removing septic systems.



% of FY 2023 All Appropriated Funds



Sewer Construction & Privateway Maintenance Improvement Fund comprises 1.70% of all appropriated funds.

Special Revenue Fund Services Provided

<https://barnstablewaterresources.com/>

The Town's CWMP is a 30-year plan to ensure all the Town's estuaries return to healthy nutrient levels. The plan is estimated to cost over \$1 billion and has been approved by State regulators and the Cape Cos Commission. It will result in over 11,800 parcels being sewerred, and the collection of over 2,127,000 gallons of wastewater every day. The result will be that over 77,000 kg (approximately 170,000 pounds) of nitrogen will be removed from the environment every year.

Special Revenue Fund Recent Accomplishments

Comprehensive Wastewater Management Plan

- ✓ Prepared Final Comprehensive Wastewater Management Plan (CWMP) / Single Environmental Impact Report
- ✓ Received State Approval of CWMP
- ✓ Received Cape Cod Commission Approval of CWMP
- ✓ Continued Master Planning efforts
- ✓ Continued coordination with neighboring communities regarding TMDL compliance and potential partnership opportunities
- ✓ Prepared and commenced implementation of staffing plan

Sewer Expansion Projects

- ✓ Completed Design, Permitting and Bidding of the Strawberry Hill Road Sewer Expansion Project
- ✓ Commenced Construction of Strawberry Hill Road Sewer Expansion Project
- ✓ Commenced Final Design and Permitting of Route 28 East Sewer Expansion Project
- ✓ Commenced Survey and Preliminary Design of Route 28 West Sewer Expansion Project
- ✓ Commenced Survey and Preliminary Design of Phinney's Lane Sewer Expansion Project
- ✓ Commenced Survey and Preliminary Design of Long Pond Sewer Expansion Project
- ✓ Coordinated with MassDOT regarding installation of sewers within MassDOT's planned Route 28 and Yarmouth Road Intersection Improvement Project

Water Pollution Control Facility Projects

- ✓ Continued evaluation of Effluent Disposal Alternatives
- ✓ Commenced Evaluation of Nitrogen Improvements at the WPCF
- ✓ Completed Final Design of Solids Processing Facility Upgrades Project
- ✓ Completed Construction of Effluent Flow Meter Project

Non-Traditional Projects

- ✓ Continued evaluation, design and permitting of Mill Pond Dredging Project
- ✓ Completed Phase 3 of the Sampson's Island Dredging Project
- ✓ Coordination with project partners regarding Marstons Mills Cranberry Bog conversions
- ✓ Coordination with project partners regarding Innovative/Alternative Septic Systems

Funding

- ✓ Secured State Revolving Fund loan funding from the Clean Water Trust for the following projects:
 - Strawberry Hill Road Sewer Expansion Project
 - Solids Processing Facility Upgrades Project
 - Sewers Installation as part of MassDOT's Route 28 and Yarmouth Road Intersection Improvement Project
 - FY21 Pump Station Rehabilitation Project
 - WPCF Asset Management Project

- ✓ Listed on 2021 Intended Use Plan for State Revolving Fund loan funding from the Clean Water Trust for the following projects:
 - Route 28 East Sewer Expansion Project
 - FY22 Pump Station Rehabilitation Project

Special Revenue Fund Goals and Objectives

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

Short-Term:

1. Maintain CWMP compliance by continuing to implement projects consistent with CWMP schedule **(SP: Regulatory Process & Performance, Public Health and Safety, Environmental and Natural Resources, Communication, Infrastructure, Finance)**
2. Implement staffing plan to support program **(SP: Regulatory Process & Performance, Public Health and Safety, Environmental and Natural Resources, Communication, Infrastructure, Finance)**
3. Complete Construction of the Strawberry Hill Road Sewer Expansion Project **(SP: Environmental and Natural Resources, Infrastructure)**
4. Commence construction of the Route 28 East Sewer Expansion Project **(SP: Environmental and Natural Resources, Infrastructure)**
5. Complete design and permitting of Nitrogen Improvements at the WPCF **(SP: Environmental and Natural Resources, Infrastructure)**
6. Complete design and permitting of Mill Pond Dredging Project **(SP: Environmental and Natural Resources, Infrastructure)**
7. Identify and resolve program policy needs for program **(SP: Regulatory Process & Performance, Public Health and Safety, Environmental and Natural Resources, Communication, Infrastructure, Finance)**

Long-Term:

1. Maintain CWMP compliance by continuing to implement projects consistent with the CWMP schedule **(SP: Regulatory Process & Performance, Public Health and Safety, Environmental and Natural Resources, Communication, Infrastructure, Finance)**
2. Continue to implement staffing plan to support program **(SP: Regulatory Process & Performance, Public Health and Safety, Environmental and Natural Resources, Communication, Infrastructure, Finance)**
3. Prepare 5-Year Adaptive Management Plan Update (due in 2025) **(SP: Regulatory Process & Performance, Public Health and Safety, Environmental and Natural Resources, Communication, Infrastructure, Finance)**

Special Revenue Fund Budget Comparison

Sewer Construction and Private Way Maintenance and Improvements Fund						
	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2021	FY 2022	FY 2022	FY 2023	FY22 - 23	Change
Fines & Penalties	\$32,474	\$30,219	\$30,000	\$-	(\$30,000)	-100.00%
Hotel/Motel Tax-Traditional Lodging	597,706	1,044,852	\$1,000,000	\$1,030,000	30,000	3.00%
Meals Tax	1,361,575	1,671,108	1,500,000	\$1,545,000	45,000	3.00%
Special Assessments	88,689	97,612	80,000	88,335	8,335	10.42%
Interest and Other	130,525	86,725	90,000	90,739	739	0.82%
Total Operating Sources	\$2,210,969	\$2,930,516	\$2,700,000	\$2,754,074	\$54,074	2.00%

Capital Trust Fund	\$-	\$-	\$-	\$750,000	\$750,000	0.00%
Borrowing Authorizations	-	-	-	3,000,000	3,000,000	0.00%
Total Capital Sources	\$0	\$0	\$0	\$3,750,000	\$3,750,000	0.00%

Total Sources of Funding	\$2,210,969	\$2,930,516	\$2,700,000	\$6,504,074	\$3,804,074	140.89%
---------------------------------	--------------------	--------------------	--------------------	--------------------	--------------------	----------------

Expense Category						
Personnel	\$-	\$294,534	\$385,765	\$1,100,192	\$714,427	185.20%
Benefits	-	93,530	145,729	105,905	(39,824)	-27.33%
Operating Expenses	-	24,702	95,500	240,250	144,750	151.57%
Debt Service	589,358	579,437	575,945	2,199,576	1,623,631	281.91%
Capital Outlay	-	-	-	300,000	300,000	0.00%
Total Operating Budget	\$589,358	\$992,204	\$1,202,939	\$3,945,923	\$2,742,984	228.02%

Capital Improvements Program	1,720,970	-	-	5,250,000	5,250,000	0.00%
Total Capital Expenses	\$1,720,970	\$0	\$0	\$5,250,000	\$5,250,000	0.00%

Total Expenses	\$2,310,328	\$992,204	\$1,202,939	\$9,195,923	\$7,992,984	664.45%
-----------------------	--------------------	------------------	--------------------	--------------------	--------------------	----------------

Excess (Deficiency) Cash Basis	(\$99,359)	\$1,938,312	\$1,497,061	(\$2,691,849)	(\$4,188,910)	
---------------------------------------	-------------------	--------------------	--------------------	----------------------	----------------------	--

Beg. Unrestricted Fund Balance	<u>\$17,757,466</u>	<u>\$17,658,107</u>	<u>\$19,596,419</u>
FY22 Projected Excess/(Deficiency)	<u> </u>	<u>1,938,312</u>	<u>-</u>
Ending Projected Unrestricted Fund Balance	<u>\$17,658,107</u>	<u>\$19,596,419</u>	<u>\$16,904,570</u>

Summary of Budget Changes

This request is for the first fiscal year of CWMP implementation in-house costs. This includes funding 8.55fte's (ultimately 25 are projected to be needed by the end of Phase I), and associated expenses, plus miscellaneous technical services to support DPW during the CWMP execution. The FTEs includes several Project Engineers to oversee and run project operations.

Special Revenue Fund Budget Reconciliation

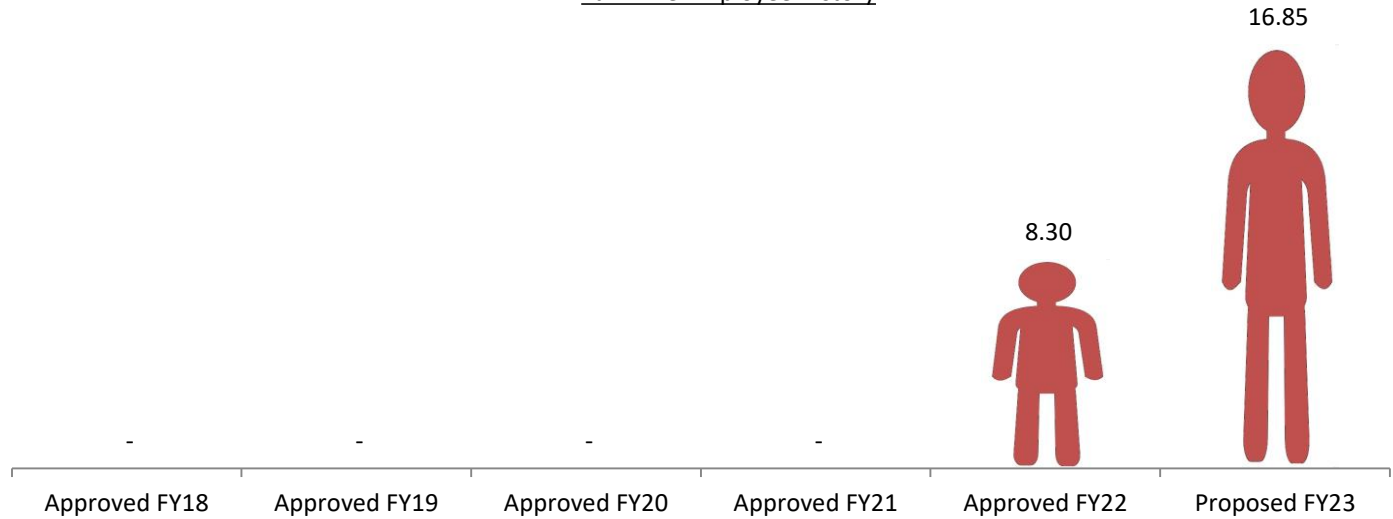
Job Title	FY 2021	FY 2022	FY 2023	Change
Betterment Coordinator	-	-	1.00	1.00
Chief Procurement Officer	-	0.15	0.15	-
Construction Inspector I	-	1.00	2.00	1.00
Construction Inspector II	-	2.00	3.00	1.00
Construction Project Inspector	-	1.00	1.00	-
Engineering Designer	-	1.00	1.00	-
Lead Project Engineer	-	1.00	1.00	-
Project Engineer I Design	-	1.00	2.00	1.00
Project Engineer II Construction	-	-	1.00	1.00
Project Engineer II Design	-	-	1.00	1.00
Purchasing Agent	-	0.15	0.70	0.55
Senior Project Manager Construction	-	-	1.00	1.00
Senior Project Manager Design	-	-	1.00	1.00
Senior Project Mgr Water-CWMP	-	1.00	1.00	-
Full-time Equivalent Employees	-	8.30	16.85	8.55

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2022 Approved Budget				\$1,202,939	
Contractual Obligations Net of Staff Turnover	60,452	-	-	60,452	-
Debt Service	-	1,623,631	-	1,623,631	-
FY 2023 Budget Changes					
1. Additional Personal	594,151	-	-	594,151	8.55
2. Overtime	20,000	-	-	20,000	-
3. Legal Fees	-	100,000	-	100,000	-
4. Training & Conferences	-	1,500	-	1,500	-
5. Advertising	-	25,000	-	25,000	-
6. Computers	-	4,000	-	4,000	-
7. Uniforms	-	12,750	-	12,750	-
8. Safety Equipment	-	1,500	-	1,500	-
9. Vehicles	-	-	300,000	300,000	-
FY 2023 Proposed Budget	\$674,603	\$1,768,381	\$300,000	\$3,945,923	8.55

- CWMP Program – Additional Personnel** - This request is for additional personnel necessary to manage the Town's Comprehensive Wastewater Management Plan (CWMP), which is consistent with DPWs staffing plan.
- Legal Fees** - Many aspects of this plan will require legal assistance, including title work, land acquisition, establishing policy, contracting, assessments, etc. Town staff has been determined that the most efficient and effective way to expeditiously complete the legal work necessary to implement the program is to establish an on-call contract with an outside legal firm. In the Winter of 2022, the Town issued a request for quotes to competitively procure an outside legal firm. The Town has contracted with Petrini & Associates, P.C. to provide these services.
- Vehicles** - This request will fund vehicles necessary for CWMP personnel to manage construction activities. This request will fund the purchase of six new vehicles. Without vehicles, personnel will not be able to oversee construction activities.
- Communications and Outreach** - This request will fund various necessary communication and outreach expenses for keeping the public informed relative to CWMP implementation. This funding will be used for items such as mailings to residents, preparation of CWMP brochures, preparation of guidance materials, etc.

Special Revenue Fund Factors Affecting FTE's

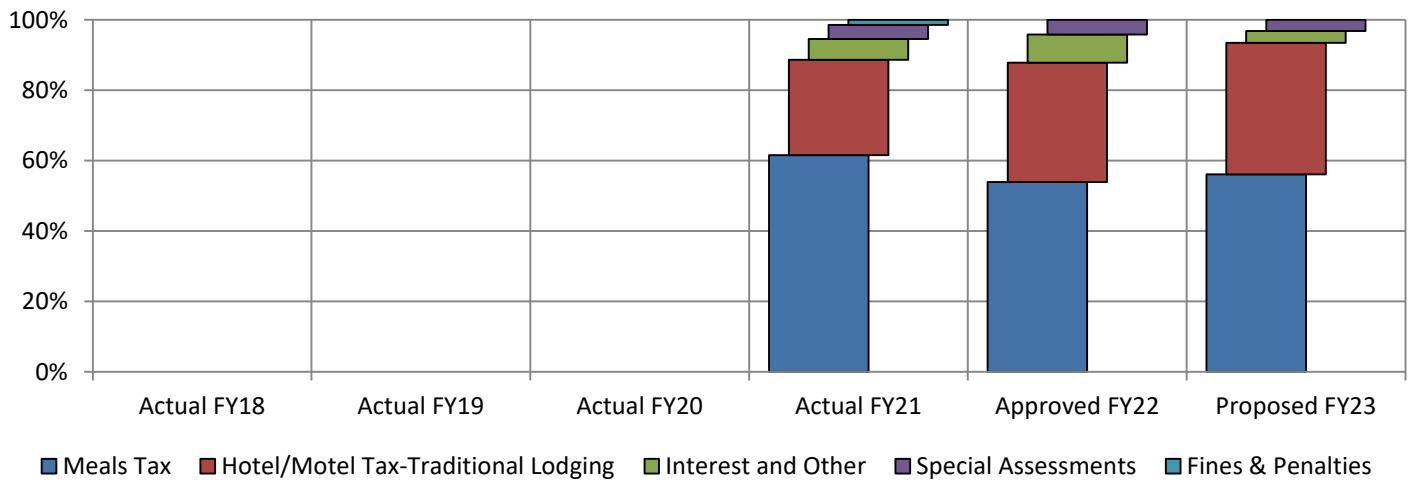
Full Time Employee History



FY 2023 is a continuation of increased staffing levels to support the CWMP as per the Department of Public Works staffing plan. FY 2022 was the first year of this implementation process.

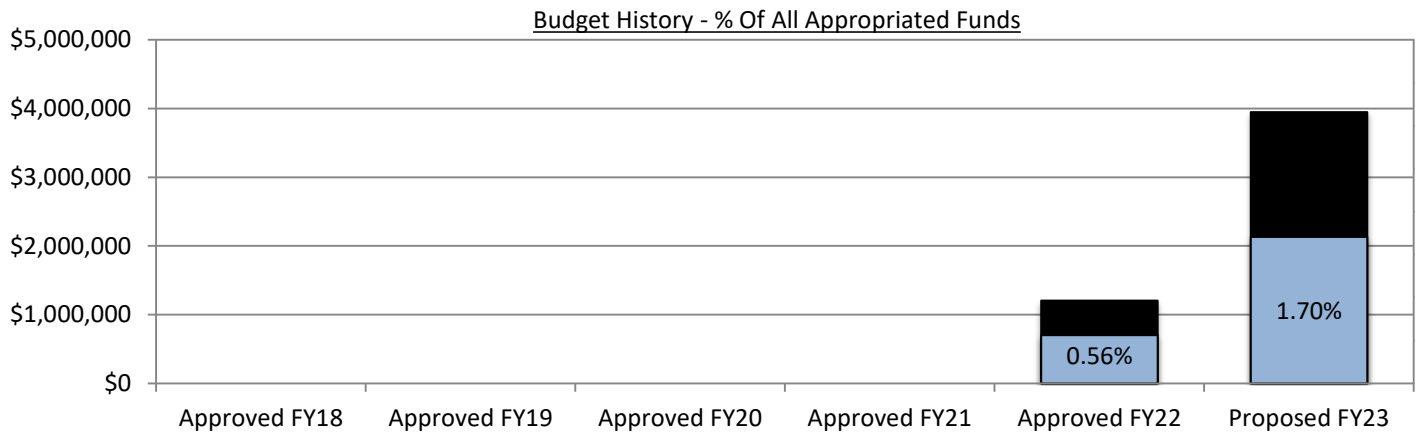
Special Revenue Fund Factors Affecting Revenues

Total Revenue Sources Historical and Budgeted

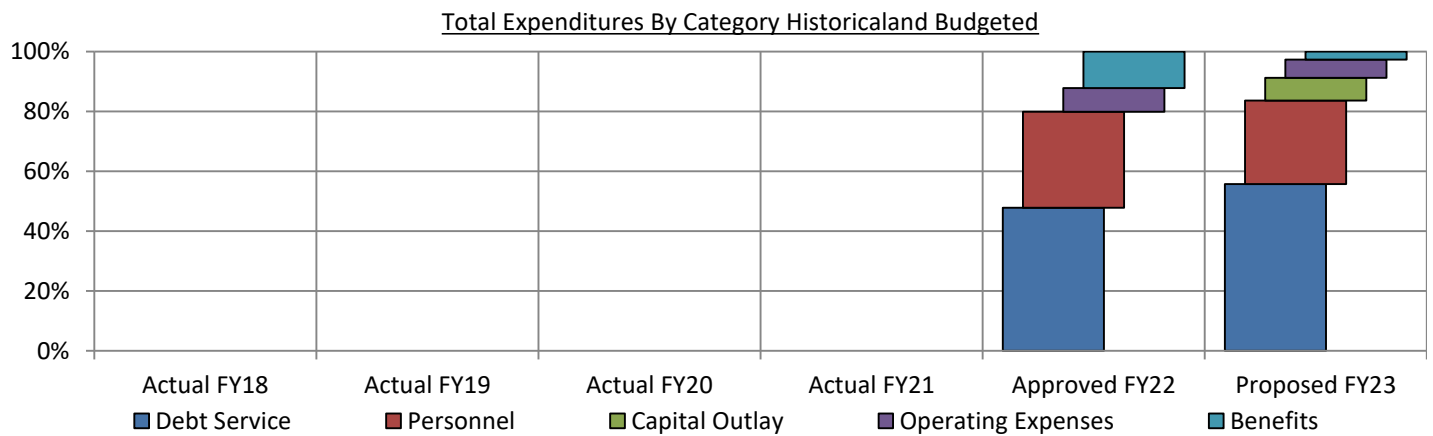


Currently the Sewer Construction & Private Way Improvement Fund is support by meals and hotel/motel taxes. Meals taxes contributes 56% and hotel/motel 37% of total sources of funding for special revenue fund.

Special Revenue Fund Budget Factors Affecting Expenses



The Sewer Construction & Private Way Improvement Fund FY 2023 budget represents 1.70% of all appropriated funds.



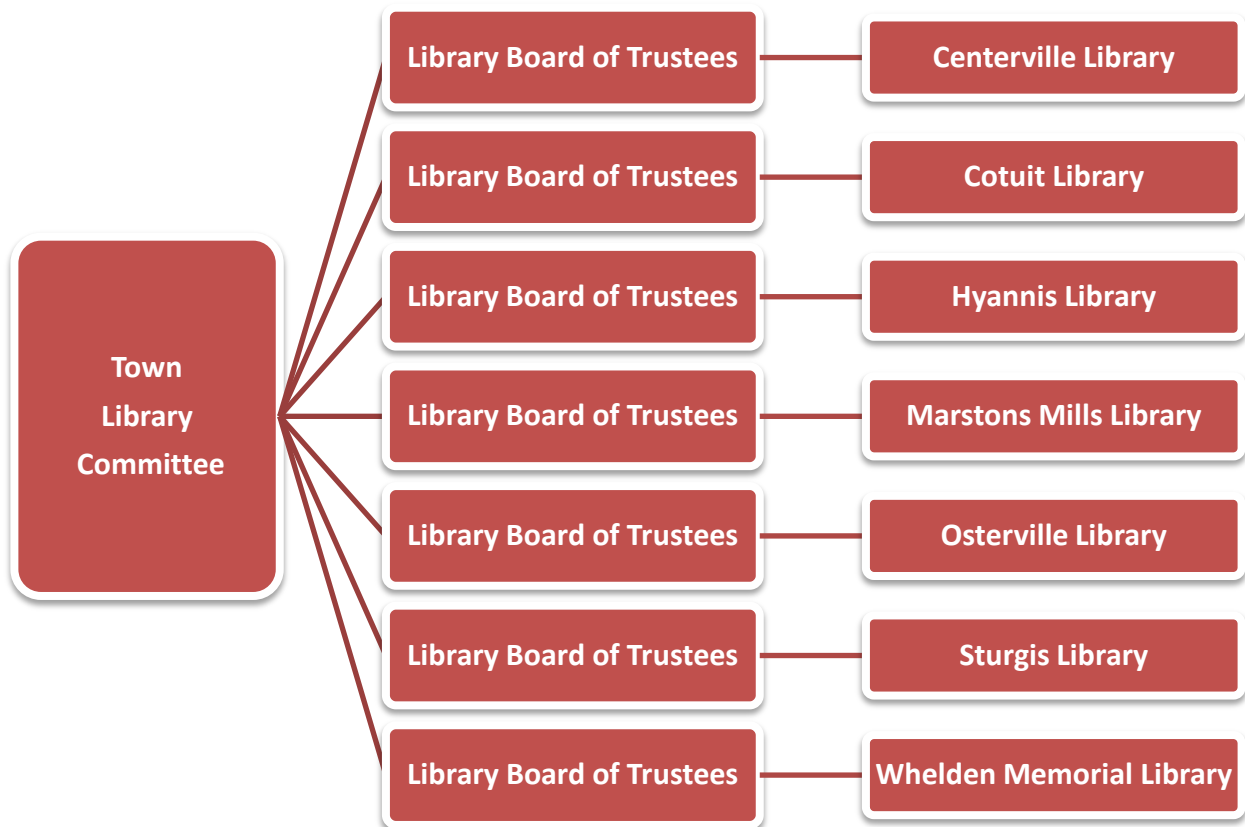
Debt service cost accounts for 56%, personnel and benefits represent 44%, and capital outlay 8% of the total proposed FY2023 budget.

THIS PAGE INTENTIONALLY LEFT BLANK

TOWN PUBLIC LIBRARIES

Purpose Statement

The primary purpose of the seven independent cooperating libraries in the Town of Barnstable is to promote lifelong learning and enrichment by offering free access to library materials and services to meet the educational, informational and recreation needs of residents of all ages, backgrounds, interests, and abilities.



The Town Libraries are not departments within the Town of Barnstable government, but are seven independent organizations each with their own Boards of Trustees. The Town has traditionally provided a portion of the libraries' operating funds in the form of grants, but has no administrative oversight of their operations and management of the libraries. The grant is included in the "Other Requirements" section of the Town's General Fund operating budget.

Library Description of Services Provided

Individuals, schools, organizations, and businesses within towns belonging to the CLAMS network are provided free access to library materials and services. Each of the seven libraries within the Town of Barnstable: Centerville Public Library, Cotuit Library, Hyannis Public Library, Marstons Mills Public Library, Osterville Village Library, Sturgis Library (Barnstable), and Whelden Memorial Library (West Barnstable) have distinct specialties, but all have committed themselves to providing the following programs and services:

Popular Materials Program

- As popular materials centers, the Barnstable libraries provide residents with collections of current high demand, high interest materials for reading, listening and viewing. Books, periodicals, non-print materials and electronic and online resources are available at each of the libraries, as are programs and workshops for adults, young adults and children, story hours, film series, book talks, community issues forums, speaker series and humanities programs.

Formal Educational Support/Independent and Lifelong Learning Program

- The libraries support individuals in their search for personal and work-related information, including materials on self-improvement, career development, health and nutrition, cultural interests, consumer topics, hobbies and family concerns. The joint collections of the seven libraries provide a wide range of subject materials in a variety of formats geared to all ages and reading abilities. The libraries offer assistance to local private and public schools, colleges, day-care centers, training and literacy programs, adult continuing education classes, senior centers, and homeschoolers. The seven village libraries work together to provide home and in-library access to online resources, databases and research tools to enhance their print and non-print resources, including eBooks, magazine and newspaper databases and indexes, language learning tools, online reference resources and self-paced independent learning courses.

Reference and Information Services

- The libraries provide timely, accurate, and useful resources for community residents of all ages in their pursuit of information. The libraries promote walk-in, telephone, email reference services, and assist researchers with in-depth studies. The reference and information services are provided by professional information specialists, via interlibrary loan, and through resource sharing provided through the CLAMS Network, the Massachusetts Library System, and the Commonwealth Catalog.

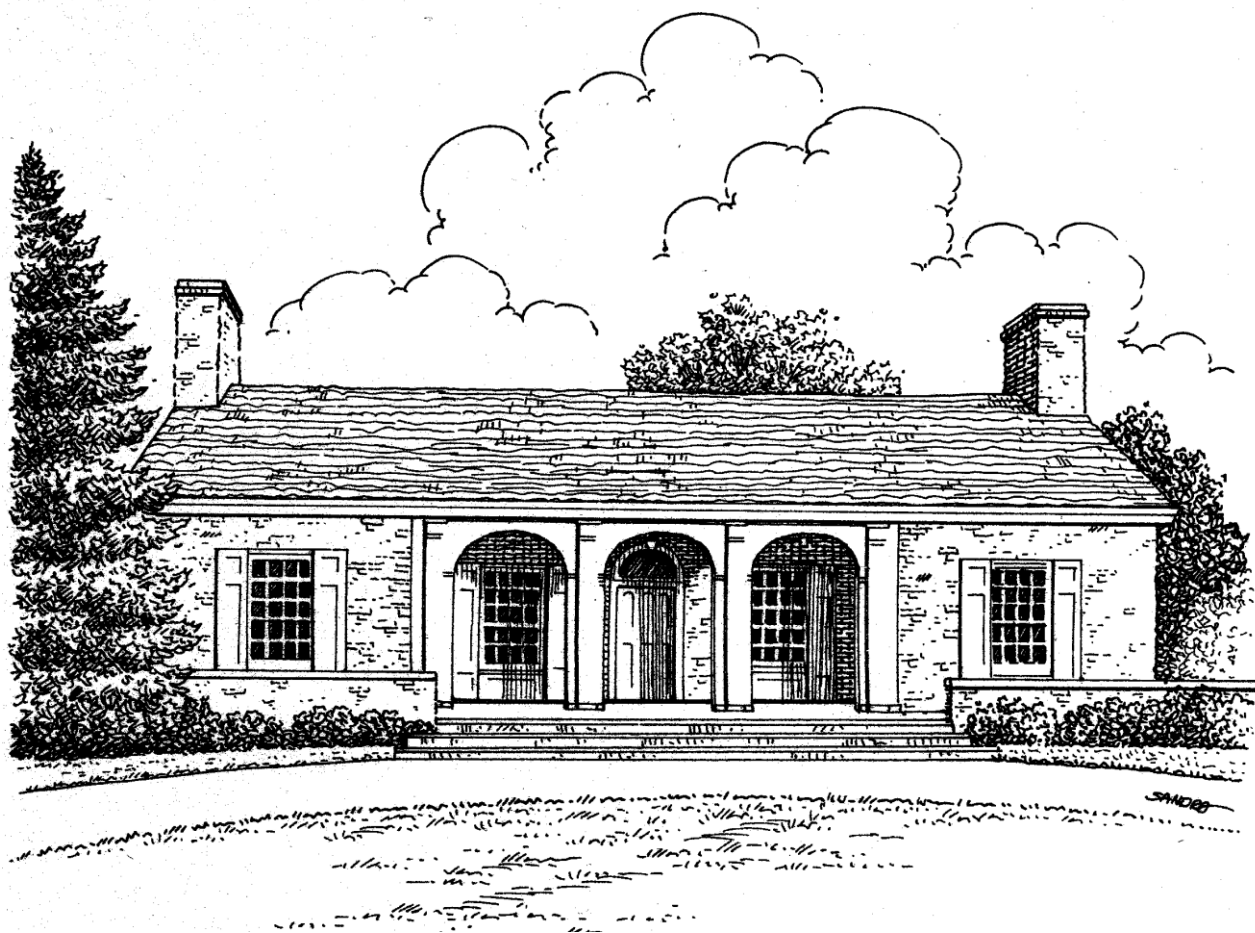
Community Activities and Programs

- The libraries serve as centers for community activities by making materials, facilities, and equipment available in support of the social, cultural, and recreational activities of community groups and by co-sponsoring events with other community organizations. Use of the libraries for meetings and exhibits is encouraged and promoted. The libraries support small and large group gatherings of all kinds.

CENTERVILLE PUBLIC LIBRARY

Purpose Statement

As a center of community life, the Centerville Public Library encourages and supports civic, intellectual, and cultural pursuits. It provides a wide range of information and materials to people of all ages, using traditional methods and innovative technology. The Library strives to adapt to the changing needs of the community. Its welcoming environment stimulates thinking, enhances knowledge of the world, and improves the quality of leisure time. The Library educates the community to understand, appreciate, and financially support its relevance.



Centerville Library Recent Accomplishments

- ✓ Ensured the safety of our staff and patrons during the ongoing pandemic by consistently adhering to COVID safety standards;
- ✓ Essential services were offered that included online and phone support, delivery to homebound patrons, access to 24/7 Wi-Fi, quality virtual and outdoor programming for adults, children and families, this year we offered 140 programs and had 861 patrons attend;
- ✓ Continued to offer technical support for digital literacy, reference services, and access to books, movies and other materials;
- ✓ Many library groups continued to meet virtually including a writing group, and three book clubs;
- ✓ Provided do-it-yourself craft kits and movie night kits for children and adults. Collaborated with the Cordial Eye Gallery and Artist Space in Hyannis to offer paint kits and canvases to patrons to paint a portrait of a woman they admire during Women's History Month;
- ✓ Fostered relationships and connections in the community and offered information to patrons through mailings, quarterly newsletters, ongoing publicity in newspapers, radio stations, email, and popular social media platforms such as: Facebook, Twitter, the library's website, and YouTube Channel;
- ✓ Provided customized support for educators and families until we allowed patrons back into the building. We offered book bundles, virtual programming for toddlers through teens, and an extensive variety of creative take-home projects paired with virtual readings. We utilized the beautiful side lawn for multiple story walks and outdoor events throughout the year;
- ✓ Kept the bookstore running by creating an open-air bookstore outside for patrons to browse and purchase used books and DVDs while the bookstore was closed during FY21;
- ✓ Critical fundraising included: an annual appeal, holiday Greens Sale, the Brick Memorial Walkway, item sales of new coffee mugs, coloring books, Lego kits and book bags;
- ✓ Centerville Library was awarded several grants to help supplement the operating budget. In addition, the library participated in the Payroll Protection Program and secured two loans that have since been forgiven;
- ✓ Participated in a revised version of the Centerville Christmas Stroll. Partnered with community organizations by holding a Gift Card Drive for Family to Family during the night of the drive-through Centerville Stroll, and a Veterans Food Drive for the Cape & Islands Veterans' Outreach Center;
- ✓ Further developed our collection of eBooks, e-Audiobooks, and Low Vision materials including Large Print Books and Audiobooks due to increased demand, and;
- ✓ After a long year of alarming spikes in COVID cases, Centerville Library opened our doors and allowed patrons to come back inside the building in late FY21. People are most grateful and continually tell us how much they appreciated all we have done to serve them during the pandemic.

Centerville Library Goals and Objectives

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

1. Evaluate library operations in order to maximize the effectiveness of our services. **(SP: Education, Communication)**
2. Continue to adopt post pandemic strategies and best practices to offer the best quality service to the community while keeping the safety of our staff and patrons in mind. **(SP: Education, Communication)**
3. Remain focused on providing essential services, while not losing sight of our greatest responsibility, which is to remain visible and relevant within the community. **(SP: Education, Communication)**
4. Fully restore indoor programs and room rentals. **(SP: Education, Communication)**
5. Improve our fundraising efforts and continue to explore new grant writing opportunities. **(SP: Education, Communication)**
6. Continue to foster relationships and collaboration within the community including consistent outreach to schools and organizations. **(SP: Education, Communication)**
7. Provide more staff development courses in various topics such as mental health, diversity, equity, and inclusion. **(SP: Education, Communication)**
8. Expand our collection of eBooks, e-Audiobooks, and Low Vision collections including Large Print books and Audiobooks. **(SP: Education, Communication)**
9. Provide continued lifelong learning opportunities for patrons of all ages. **(SP: Education, Communication)**
10. Strengthen our connections with Barnstable and Cape-wide libraries to generate ideas and pool resources for the benefit of our communities. **(SP: Education, Communication)**
11. Continue to assess the library's print and e-resources collections and acquire materials based on patron requests, use and needs, and to ensure diverse and marginalized perspectives are represented. **(SP: Education, Communication)**



Centerville Public Library

Centerville Library Description of Services Provided

Centerville Public Library has been the heart and soul of our village community, generation after generation, for almost 150 years. In 1869, local residents established the Centerville Public Library Association and provided books for the village along the shelves of the general store. Over the years, the library has become the center of community life thanks to the generous support of our donors, volunteers, and devoted patrons.

Centerville Public Library is a vibrant, active library known for its warm, welcoming environment and the staff who consistently offer exemplary customer care. The library's collection, innovative programming, excellent service, and annual events attract both summer visitors and local residents of all ages. The Alice Owen Williams Bookstore, managed and run solely by volunteers, boasts a well-organized collection of fiction, nonfiction, DVDs, and CDs for patrons of all ages.

Special services include on-going weekly and monthly programs, technical assistance, public computers, faxing, printing, photocopying, wireless access, digital literacy support, and homebound delivery. We engage our patrons through mailings of our Annual Report, quarterly newsletters, and ongoing publicity to newspapers, radio stations, email, and popular social media platforms. We also provide meeting space and outreach to local organizations and town officials.



Centerville Public Library

Summary of Budgets & Positions (FTE's)

Expenditure Category	Approved FY 2021	Approved FY 2022	Projected FY 2023
Library Funding	\$280,726	\$189,102	TBD
Town of Barnstable	\$356,175	\$365,102	TBD
Total	\$636,901	\$554,977	TBD

Positions	FY 2021 Actual	FY 2023 Proposed
Full Time	2.0	3.0
Part Time	4.5	4.5
Total FTE's	6.5	7.5

Centerville Library Workload Indicators

Description	Actual FY 2021	Estimated FY 2022	Projected FY 2023
Circulation	95,741	122,000	128,000
Items in Collection	89,191	93,500	97,500
Hours Open	1798	2,406	2,406
Programs Offered	140	700	900
Volunteer Hours	2,163	5,300	9,500

*Collection data reflects system-wide e-book holdings

COTUIT PUBLIC LIBRARY

Purpose Statement

Founded in 1874, the Cotuit Library's mission is to enhance village life by providing a place where community gathers, and all individuals achieve personal growth. The Cotuit Library Association provides and promotes open and equal access to the Library's resources and services in order to support life-long learning, advance general and technical knowledge, encourage creativity, strengthen our Town and the broader Cape Cod community, assist with the adaptation to new technology, and enhance individual quality of life.



Cotuit Library Recent Accomplishments

- ✓ Cotuit Library made further strides with our five-year Strategic Plan priorities and completed several initiatives including additional improvements to our physical plant to improve energy efficiency; hosting new intergenerational programming; and successfully completed a search for a new investment manager for improved financial stewardship;
- ✓ Cotuit Library shifted to a seasonal staffing model, increasing the number of positions during the summer, and refining the staffing model off-season to provide enhanced patron services at key times;
- ✓ The library welcomed Lindsay Hopkins as our Programming and Outreach Coordinator and Lauren Muller as our new Technical and Circulation Services Associate;
- ✓ Cotuit Library was awarded several grants that have and will continue to enhance our library programs and services and help us fulfill our mission.
 - The Massachusetts Cultural Council included Cotuit Library as part of its Cultural Investment Portfolio, creating a new stream of funding for creative programming.
 - The Mid-Cape Cultural Council funded a performance by singer/storyteller Davis Bates to wrap up our Summer Reading program.
 - The Town of Barnstable provided Cotuit Library with a tourism mini grant that allowed us to advertise the Cotuit Kite Festival online and in Kids on the Cape guidebook.
 - The Kirkman Trust Fund of the Town of Barnstable granted funds to Cotuit Library to support the purchase books, e-books, and technology.
- ✓ The Library's Children's Room underwent a facelift with new paint, a deep clean, and prolific weeding of the collection and toys. We were thankful to have funding in place for new materials and furniture, allowing the room to feel bright and spacious just in time for the summer crowds!
- ✓ Cotuit Library offered many popular programs and events for adults, young adults and children including our annual Read and Ramble in January; Go Green! St. Patrick's Day Celebration in March; a new Cookbook Club; Tie-Dye party, and an eco-lecture series for adults featuring content on water, natural landscapes, and home gardening;
- ✓ We fully reopened our library to the public in May, including weekend and evening hours. All areas and collections in the library are open and accessible. We continue to offer home delivery and curbside pickup;
- We expanded our technology offerings with help from the MBLC. We now have multiple Chromebooks for loan in addition to hotspots and e-readers. We did some additional fundraising in February to install a high-speed mesh network for our patrons, so that they can access the new high-speed internet in the parking lot and on the patio;
- ✓ We completed the ALA *Libraries Transforming Communities* grant by hosting a Tech Breakfast conversation to find out what our patrons needed more (or less) of in our technology offerings. This session has now informed the slate of technology programs and hardware offerings we are lining up for the year ahead;
- ✓ Cotuit Library revamped our annual fundraisers to include two new efforts and held a popular *Private Gardens of Cotuit* tour, as well as our most successful to date Golf Tournament. We now have four annual fundraisers to support the library through various events, and;
- ✓ Cotuit Library's current programs and events are focused on three primary themes: promoting accessibility; enhancing children's and family offerings; and innovating to build community through intergenerational appealing programming.

Cotuit Library Goals and Objectives

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

1. Provide high quality, comprehensive library services to the community by sharing, promoting, cooperating with, and celebrating the achievements, resources and programming together with all six other Barnstable libraries. **(SP: Education, Communication, Finance)**
2. Implement a comprehensive strategy to reach and engage children, parents, and intergenerational families that includes expanded offerings of non-print children's materials; vibrant programming; and rejuvenated and accessible spaces to fulfill a broad range of needs, thus encouraging library visitation and support. **(SP: Education, Communication, Finance)**
3. Strengthen the stewardship of our physical plant by refining our building maintenance plan. Evaluate our energy efficiency, refresh indoor and outdoor library spaces as needed to encourage patron access and use, promote materials circulation, and increase health and wellness offerings to reinforce our library's role as a lively village center and community meeting place. **(SP: Education, Communication)**
4. Refine and implement a holistic approach to library funding that clearly articulates the value of Cotuit Library in order to energize donors, encourage robust philanthropy, pursue new and sustainable sources of private and public support, and create worthwhile earned income opportunities. **(SP: Finance)**
5. Collect, analyze, and interpret data regarding in-person and online library use to strategically increase library visitation, materials access and circulation, and provision of community services through targeted efforts and increased visibility. **(SP: Communication, Finance)**
6. Install digital monitoring equipment in the storm water bio retention garden, and form partnerships with schools and other community groups to create extensive formal and informal science programming for all ages. **(SP: Education, Environment and Natural Resources)**

Cotuit Library Description of Services Provided

Cotuit Library is grateful to its hardworking staff, Board of Trustees, the Friends of Cotuit Library (our key organization for community volunteers), and to all of our patrons, neighbors, and supporters who ensure that our library remains the heart of the community all year.

Cotuit Library offers Barnstable and Cape Cod residents and visitors a comprehensive range of library services throughout the year. The Library's main service roles and priorities are summarized as follows:

The Cotuit Library is the 'heart-of-the-village,' both physically and in spirit. We provide a full range of essential library services to people of all ages, lending fiction, non-fiction and audiovisual material, offering reference and technological services, providing free Internet and wireless access and creating programs for children and adults. The Library supports the research of several local authors, provides a safe and quiet environment for support groups to meet, and continues to be an important community center and meeting place for a variety of volunteer and civic organizations. Increasingly, the Library is the space residents turn to for training in the use of a variety of technologies, including e-readers, computers, tablets and cell phones, all of which are used to access information. The Library runs a number of outreach and embedded programs in the community to support all forms of literacy and community connection, and will continue to develop new services to meet our patrons' needs, particularly for those who require special assistance.

Cotuit Library Description of Services Provided (Continued)

Characteristics and Specializations

Cotuit Library focuses on being a neighborhood nexus—a safe and welcoming place for individuals to meet and form community. Acting as a year-round meeting space for local community organizations, we are pleased to provide gathering space for the Cotuit Civic Association, the Historical Society of Cotuit and Santuit, the Cape Cod Writers' Club, and our Precinct's Town Councilor. We are always eager to be a place for local book, game, and hobby groups to gather.

Cotuit Library facilitates access to a range of health and wellness services, and provides information for seniors, as well as community space for therapy group sessions, and free blood pressure clinics. Cotuit Library encourages everyone to pursue personal growth and assists people of all ages in the development of traditional and digital literacy skills. As such, we provide accessible options for all our materials, programs, and services with assistive devices such as a wheelchair lift to all floors, ADA-compliant restrooms, digital magnifiers and low-vision aids including access to Perkins School for the Blind's library and reading devices. We also offer homebound delivery and outreach programs to local family homeless shelters and other local groups and schools.

Our technology services include one-on-one computer training and e-reader classes, along with outreach programs at the Barnstable Senior Center. We have the latest hand-held mobile devices for in-Library use, and internet-ready public access computers with wireless access throughout the building. We also offer a scanner/printer/photocopier and a fax machine for use by the public.

Cotuit Library offers popular titles and materials that focus on current topics of interest, as well as rich collections of vintage mysteries and classic science fiction. In addition, we hold specialized collections such as the Fine Arts Collection, the Peck Maritime Collection, and the Kirkman Collection of Rare Books. The Library focuses on engaging our adult community with frequent programs and groups including four monthly book discussions, educational luncheons hosted by the Friends of the Cotuit Library, weekly handcrafts, card games, board games, music concerts, movie and documentary showings, crafts, and talks with authors and other guest speakers.

Cotuit Library has an active children's department with thematic story hour throughout the week and many seasonal and summer reading activities. We offer dynamic STEM programs for children and families and a popular Astronomy Program featuring high-powered telescopes for public borrowing.

Collaborative Efforts

Cotuit Library has been part of many successful collaborations during the last year including

- We installed a storm water monitoring system in partnership with the Association to Preserve Cape Cod (APCC) and Horsley Witten Group, to generate open-source scientific data that is shared with the Barnstable Public Schools for use in their science classrooms.
- During the summer of 2021, Cotuit Library created a Village-wide Kite Festival that brought thematic programming from Cotuit Center for the Arts, the Cahoon Museum, Barnstable Land Trust, the Civic Association of Cotuit Santuit, and Cotuit Federated Church together on one calendar and website with integrated signage and cross promotion.
- We continued our partnership with the Cape Cod Children's Place to distribute robust seasonal activity kits to families in Cotuit.

Summary of Budgets & Positions (FTE's)

Expenditure Category	Approved FY 2021	Approved FY 2022	Projected FY 2023
Library Funding	\$188,171	\$183,250	TBD
Town of Barnstable	\$184,432	\$184,432	TBD
Total	\$372,603	\$367,682	TBD

Positions	Approved FY 2021	Approved FY 2022
Full Time	2.00	4.00
Part Time	2.40	0.75
Total FTE's	4.40	4.75

Cotuit Library Workload Indicators

Description	Actual FY 2020	Actual FY 2021	Projected FY 2022
Circulation	43,745	30,793	50,000
Items in Collection	72,335	77,089	77,000
Hours Open	1,512	1,512	1,700
Programs Offered	358	167	375
Volunteer Hours	1,281	1,107	1,285
*Collection data reflects system-wide e-book holdings			

HYANNIS PUBLIC LIBRARY

Purpose Statement

As a cultural and informational hub, the Hyannis Public Library is committed to cultivating a strong and stable connection with our surrounding community. The Library's mission is to embrace diversity, inspire creativity, stimulate intellectual curiosity, and facilitate lifelong learning by providing high quality resources, programming, and services to all.



Hyannis Library Goals and Objectives

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

1. Educate and support the community through planning and implementing a wide range of informational and cultural programs, including literacy, ESL, play-based and STEM offerings. **(SP: Education, Communication)**
2. Collaborate with area libraries to provide excellent library services. **(SP: Education, Communication)**
3. Upgrade/replace current technological equipment and services for the public and for Library staff. **(SP: Education, Infrastructure, Communication)**
4. Create greater community engagement by serving as a gathering place and hub for cultural activities, interest groups, and community organizations. **(SP: Communication)**
5. Develop our accessibility options for low vision users with materials from Perkins Talking Books library and other assistive technology. **(SP: Communication)**
6. Continue to provide proctoring services for students enrolled in distance learning schools or on semester break. **(SP: Education, Communication)**
7. Make the Library building more welcoming, accessible, and sustainable. **(SP: Education, Communication)**

Hyannis Library Recent Accomplishments

- ✓ Secured a \$10,000 Library Services and Technology Act grant from the Institute of Museum and Library Services and the Massachusetts Board of Library Commissioners to partner with other local organizations to create Family Engagement programs focused on ESL (with the Health Ministry) and nutrition (with the Cape Cod Cooperative Extension);
- ✓ Received funding from Mass Cultural Council and the Town of Barnstable for a Multicultural Stories Series featuring programs in four community spoken languages—Brazilian Portuguese, Haitian Creole, Spanish and French—and English;
- ✓ Developed a new Strategic Plan with input from community stakeholders, staff and Board, under the guidance of the consulting firm Harrington Management International;
- ✓ Maintained partnerships with various volunteer groups, community organizations, and Town Departments, such as Arts Barnstable, the Barnstable Adult Community Center, Barnstable Coordinated Family and Community Engagement and the Hyannis Garden Club, to create programming, drop-in support and an attractive and inviting space for the benefit of Library users;
- ✓ Continued to offer digital materials, online databases, and virtual programming in addition to restarting in-person programming, browsing, and extended public computer use as part of our evolving service model response to the ongoing pandemic;
- ✓ Invited the Hyannis Historical Society to set up in a room in the original Hinckley wing of the Library, and collaborated with the Society to present local author and historian, Nancy Shoemaker. Nancy spoke about the book she co-authored with the late Jim Gould, entitled “Women of Barnstable”;
- ✓ Re-opened the Library’s used bookstore, which was moved into the old reference area in the Hinckley Wing and rechristened “Ora’s Parlor” In honor of HPL’s first librarian, Ora Adams Hinckley;
- ✓ Bid a fond farewell to Youth Services Librarian, Mary Bianco, who retired after 33 years, and welcomed new YS Librarian, Kelly Depin, and;
- ✓ Hired Lauren Medeiros for the newly created position of Community and Communications Coordinator, dedicated to community engagement and outreach.

Hyannis Library Description of Services Provided

The name of our village is internationally recognized, and the Hyannis Public Library provides services to people from across the nation and around the world, as well as the diverse and growing community at home. Our professional and experienced staff is available to provide library services to patrons on-site, by telephone and online.

The Library provides print and digital books and magazines, audio books, music CDs, entertainment, and documentary DVDs and large print books for public borrowing, as well as free online resources such as language-learning instruction.

The educational needs of children, young adults and their families are served through borrowing materials, story hours, story-telling projects, library visits from teachers and students, as well as active outreach to public and private schools, daycare facilities and home-schooling groups. These activities take place virtually as well as in-person, as need dictates.

The literacy goals of the community are supported through the Library's services and resources for English Language Learning, which also include tutoring sessions for public school students and adult learners and acting as a research and interlibrary loan center for the Sturgis Public Charter School.

The Library supports and meets the unique needs of our community's special populations, which include at-risk and unhoused singles and families as well as immigrant families from all over. Outreach service is also available for the distinctive needs of the homebound and those in care home settings through delivery of books by a network of volunteers and in cooperation with facilities in our area.

HPL offers space and support for cultural awareness and cooperates with local organizations to promote beneficial services to the families, businesses, and professionals within the Barnstable community.

Summary of Budgets & Positions (FTE's)

Expenditure Category	Approved FY 2021	Approved FY 2021	Projected FY 2023
Library Funding	\$133,800	\$152,000	TBD
Town of Barnstable	\$504,662	\$517,481	TBD
Total	\$638,462	\$669,481	TBD
Positions	Actual FY 2021	Actual FY 2022	
Full Time	6.10	8.10	
Part Time	1.50	1.40	
Total FTE's	7.60	9.50	

Hyannis Library Workload Indicators

Description	Actual FY 2020	Actual FY 2021	Projected FY 2022
Circulation	84,512	94,788	90,000
Items in Collection	91,146	90,587	88,000
Hours Open	1,677	1,003	1,400
Programs Offered	280	134	200
Volunteer Hours	572	743	1,000
*Collection data reflects system-wide e-book holdings			

MARSTONS MILLS PUBLIC LIBRARY

Purpose Statement

The purpose of the Marstons Mills Public Library (MMPL) is to meet the informational, educational, recreational, and cultural needs of the residents, schools, businesses, and organizations in the Town of Barnstable through personal service, information resources and public programs. In its role as a village library, MMPL serves as a popular materials center, a reference resource, a computer facility, a community-gathering place, as well as a facility where children are welcomed and nurtured.



Marston Mills Library Goals and Objectives

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

1. To continue to collaborate with the Senior Service Corp and Elder Services to recruit volunteer support for circulation in the children's room and events once we are physically able to do so. **(SP: Education, Communication)**
2. To improve the aesthetics of the Library's landscaping and grounds. **(SP: Infrastructure)**
3. To investigate new and innovative funding ideas. **(SP: Finance)**
4. To provide sufficient and diverse print and Library materials in all formats to meet the interests and needs of all Library users, specifically in the areas of recreation, finance, employment, community services and health. **(SP: Education, Communication)**
5. To provide professional development opportunities to our staff and valued volunteers. **(SP: Education, Communication)**
6. To continue to provide support and access for new information formats and devices such as streaming audio and video, digital e-books and e-book readers and research databases. **(SP: Education, Communication)**
7. To continue to provide outreach to schools and youth organizations in Marstons Mills and to collaborate with schools to provide programs and resources. **(SP: Education, Communication)**
8. To increase collaborations and partnerships with area conservancy, literacy and human service agencies to provide both increased programming and access to those programs. **(SP: Education, Communication)**
9. To work in collaboration with the six other village libraries in Barnstable to provide comprehensive library services to the residents of the Town of Barnstable and to identify areas for collaboration and cost savings. **(SP: Education, Communication, Finance)**

Marston Mills Library Recent Accomplishments

- ✓ MMPL's Fourth Annual Teen Writers Conference, a weeklong writing workshop featuring some of the bestselling YA authors in the country, was held virtually again this year. Through the generosity of the Kirkman Trust and sponsorships from local businesses we were able to attract the same renowned authors, supply participants with books and materials and encourage our local teen writers to explore their creativity;
- ✓ Virtually collaborated with the National Novel Writing Month with writing programs;
- ✓ MMPL provided many online learning opportunities for patrons with memberships to several online classrooms;
- ✓ Through the generosity of the Kirkman Foundation volunteers were able to maintain and replant the Library's "Patchwork Educational Garden" they were also able to deliver over 1150 bouquets of fresh flowers to Barnstable residents who could use a smile during such trying times!
- ✓ The library collaborated with both the other Barnstable and with libraries state wide to provide virtual programs, and;
- ✓ Through the generosity of the Enoch Cobb Trust, we were able to add many children's books for Summer Reading.

Marston Mills Library Recent Accomplishments (Continued)

- ✓ Enhanced collaboration with the other Barnstable libraries on the Summer Reading Program- virtually;
- ✓ Enhanced collaboration with other Cape libraries with regard to shared Virtual programming;
- ✓ MMPL provided Adult “Book Bundles” to all patrons who preferred curbside pick up to coming into the building;
- ✓ MMPL installed a large multi shelved Free Library in front of the building, giving free hardcover books, paperbacks magazine and puzzles to any who want them;
- ✓ MMPL increased the number of patrons for whom “Home Bound” delivery was increased by 75%;
- ✓ We were also able to provide 25 “Story Hour Bundles” each week, totaling 1,300; comprised of at least four books per bundle, multiple activities and links to our virtual reading programs to all participants;
- ✓ Each week we provided 30 “Make and Take Crafts” to the children of Barnstable numbering 1,560;
- ✓ 32 “Subscription Boxes” numbering 384 were made each month for Barnstable youth comprising a book, a project to go with the book, relevant items of interest and leads on where to find more information, and;
- ✓ Summer Reading Program was enhanced with an additional program and craft per week, along with free books relevant to the craft and story of the week.

Marston Mills Library Description of Services Provided

The Library serves the residents of the village of Marstons Mills, the Town of Barnstable, and the Commonwealth of Massachusetts. The Library provides books, magazines, audio CDs and mp3s, music CDs, DVDs, e-book, audio, and digital downloads, e-book readers, and databases. This also includes Wi-Fi internet access and specialized collections and services for the four primary user groups who comprise our patrons: preschool children and families; school-aged children and families; adult readers and information seekers; and older adults who look to the Library for specific services, recreational programs and continuing education.

Marstons Mills is the third largest village in the Town of Barnstable, but it is second largest in terms of population growth. According to the 2010 census, 19% of Barnstable’s overall population resides in Marstons Mills. The village is home to West Villages Elementary School and the Barnstable United Elementary School. Together these schools provide service to 878 students. The village population is composed primarily of working families with children. Most of our population lives on-Cape year-round, and as a result, MMPL is busy throughout all seasons. The Library’s primary services are:

- Popular materials center
- Computer access center
- Children’s information and activity center
- Lifelong learning center
- Community meeting and information center
- Technology resource center

Marston Mills Library Description of Services Provided

The Marstons Mills Public Library offers its users the following services in addition to its circulating collection:

- Special collections include the Nancy Reardon Drama and Theatre arts collection; Lilith Gordon Women's Poetry Collection; and the Susan Martin Speculative Fiction Collection;
- When regulations allowed the library to be open it serves as a meeting place for many community organizations including the Marstons Mills Historical Society, Academy of Life Long Learning classes, and Cape Cod Writer's Center and neighborhood associations;
- Active children's department with story hours, 4-H, home school club, and other after-school activities when open;
- Technology classes and one-to-one technical support for e-readers;
- Partnership with Elder Services to provide volunteer support;
- Designated as a lending site for materials from the Perkins Braille and Talking Book Library;
- Collections include materials that support diverse cultures and languages;
- Regular and special adult programs, and;
- Homebound delivery service.

Summary of Budgets & Positions (FTE's)

Expenditure Category	Actual FY 2021	Approved FY 2022	Requested FY 2023
Library Funding	\$85,000	\$ 94,500	TBD
Town of Barnstable	\$211,692	\$216,000	TBD
Total	\$296,692	\$311,000	TBD

Positions	Actual FY 2021	Actual FY 2022
Full Time	1.50	2.00
Part Time	3.50	3.50
Total FTE's	5.00	5.50

Marstons Mills Library Workload Indicators

Description	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Circulation	33,000	41,000	45,000
Items in Collection	62,000	58,000	60,500
Hours Open	2,396	2,396	2,300
Programs Offered	150	250	350
Volunteer Hours	750	750	1,200
*Collection data reflects system-wide e-book holdings			

OSTERVILLE VILLAGE LIBRARY

Purpose Statement

The mission of the Osterville Village Library is to inspire lifelong learning, advance knowledge, and strengthen our community. To fulfill our mission, we rely on library staff, collections, programs and the participation of our patrons and community.

“Libraries open minds, open doors, open lives”

As we continue to evolve the Osterville Village Library it has served both as a resource for continued learning and as a center for village traditions. Since the new library building opened its doors in 2012, the Library’s role in the village and the Town has been growing through its enriched programming and resources. It has become a 21st century library as a cultural, social, and intellectual center for the community, while continuing the rich traditions that have always been the hallmark of the library to the village.



Osterville Library Goals and Objectives

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

1. To enhance the lives of the residents of Barnstable by serving as a cultural, social and intellectual center for the community, through access to our library's collection, programming and special events. In addition, serving the community through difficult times and adapting to meet those needs.
2. To offer a thoughtful, well rounded collection of books and media to meet patron's needs and a variety of educational, artistic, entertaining and informative programs and services for children and adults.
3. Expand our databases to assist people in remote learning & up skilling along with support to parents and teachers to assist with hybrid learning. To develop and grow our "21st Century Innovation Center and Community Maker Space Learning and Creativity Lab."
4. To work in collaboration with the other six Barnstable Village Libraries to provide comprehensive library services to the residents of the Town of Barnstable, including cooperative planning, programming and services/resource sharing.
5. To be the central gathering spot for meetings and interactions in the community. To expand our collaboration with other non-profits and to bring more diverse programming to the Library.
6. To continue to provide information and knowledge in whatever form it takes and educate our patrons on emerging technologies.



Osterville Library hosting monthly blood drives

7. To provide both PC and Mac computers for patron use. Along with copiers capable of printing large format, scanning and faxing documents. The library also has a HIPPA level 3 shredder for disposing of sensitive documents.
8. The library continues to provide space for in-person reading of the top local and national print newspapers along with numerous print magazine of interest.
9. The library also provides a large format enhancer so people with vision issues can easily read what they choose.
10. The library houses and welcome people to browse our extensive collection of books in our 20,000SF building.

Osterville Library Recent Accomplishments

- ✓ We received the Southeastern Massachusetts Community Leader Award from the American Red Cross for our efforts to provide space for needed blood drives during the pandemic. We continue to hold blood drives on a monthly basis;
- ✓ We received a citation from the Massachusetts State Legislator for our work in support of the community during the pandemic;
- ✓ We provided a weekly newsletter with helpful info for navigating the pandemic along with trusted resources and fun things to do;
- ✓ The Children's Room is continually evolving to meet the needs of young children. Our take away crafts and activity sheets and First Chapter Friday's are extremely well received. Story time in our beautiful Gazebo outside provided much needed in person story times;
- ✓ The summer reading program was enhanced by the addition of an online format called Beanstack. Along with the generosity of the Enoch Cobb Trust, numerous children's books were added to the collection through this grant;
- ✓ We provided programming on demand in the form of interviews with local leaders, interesting people on seasonal subjects and fun and informative author talks. In all over 80 videos were made to keep our patrons engaged;
- ✓ Our Calvin C. Gould Library Green now has full internet coverage 24/7 through Open Cape;
- ✓ Library staff was trained by NAMI in Mental Health First Aide. This training helped the staff to be able to better serve patrons in distress;



Osterville Public Library

- ✓ Under our tent we hosted a 45' whale and presented a program on our Oceans and marine life;
- ✓ We provide meeting space to several groups including Dept. of Children & Families, Alnon, AARP, EforAll, Cape Cod Symphony, Elder Services, VNA, Business Network International and many more;
- ✓ Attended by many and broadcasted on local TV, the 2020 Library's Veteran's Day Walk guided members of the community on a tour of several monuments in Osterville that commemorate important contributions of those who have served. A special dedication was held at Armstrong- Kelley Park for Major David Richardson;
- ✓ This past summer we co-hosted along with Harbor Point, Picnic in the Park, a chance for Dementia patients and their caregivers to have lunch and enjoy an activity, such as painting, flower arranging and drumming, and;
- ✓ The past summer featured several concerts made possible through the Kirkland Trust Fund.

Osterville Library Recent Accomplishments (Continued)

- ✓ The library offered and continues to offer space to the Red Cross for monthly blood donations;
- ✓ OVL continues to provide 7 days a week services such as printing, faxing, copying and computer use;
- ✓ OVL remains a safe place when power outages and more recently, tornado warnings, occur in our area;
- ✓ OVL offers a special print and curbside materials pick-up for people who want limited contact;
- ✓ We provided space to the AARP to train the volunteers for the upcoming tax season;
- ✓ We hosted Dan Clark, the Singing Trooper for a night of wonderful, patriotic music, and;
- ✓ OVL collaborated with Harbor Point of Centerville for Picnic in the Park, a series of special programs for Dementia patients and their caregivers.

Osterville Library Highlights

- ✓ Computer Training: Providing the UdeMy database of over 4000 online classes has been a boost to those who want to upskill or learn something new on their schedule;
- ✓ Growing our “Library of Things” where patrons can check out a volleyball set, Bocce, croquet, sewing machine, ukulele, coding kit, keyboard, bird watching kits, and many more fun and educational items;
- ✓ Programming geared towards providing assistance toward life and issues. Programs and interactive events for adults such as dealing with grief, and mental health to name a few;
- ✓ Our demonstration rain garden continues to attract people to Osterville to see how to responsible landscape can protect our resources. Our website provides support materials;
- ✓ OVL’s “Used Bookstore” is open the same hours as the library. New space allows for easier browsing. Proceeds from the bookstore help to support library services;
- ✓ Test preparation guides through Mometrix. Test prep materials such as study guides, flash card and practice questions for over 2000 standardized exams;
- ✓ To assist our vision-impaired patrons we have a large assortment of large print books, and a Merlin Enhanced Vision machine for desktop magnification. We also provide resources from the Perkins School;
- ✓ In our expanded Makerspace area children, ages 7 and up can experiment, problem-solve, and create with STEAM materials. They can try and/or borrow electronic, robotic, coding, drafting and building kits. Plus, try out quality apps on the Makerspace iPad, learn American Sign Language and handwriting;
- ✓ In addition to a variety of enrichment programs for all ages, our traditional story hours are offered outside in our gazebo;
- ✓ Technology assistance, is available by appointment, with tablets, phones, e-readers, and Mac and PC computers;
- ✓ Free books are provided year round at Dowses Beach in our Little Lending Library;
- ✓ We have expanded our e-book collection and continue to offer newspapers and magazines, and;
- ✓ Provide a guide in support of our local business that benefits the Library. Experience Osterville, now in its 9th year, the guide is full of local stories, a calendar of events and a directly. New this year, is a web app at ExperinceOsterville.com for interactive experience and the latest on events and specials.

OVL started an Endowment with the Cape Cod Foundation to help ensure the sustainability of the library;

Osterville Library Description of Services Provided

As we continue to evolve the Osterville Village Library it has served both as a resource for continued learning and as a center for village traditions. Since the new library building opened its doors in 2012, the Library's role in the village and the Town has been growing through its enriched programming and resources. It has become a 21st century library as a cultural, social and intellectual center for the community, while continuing the rich traditions that have always been the hallmark of the library to the village.

The Osterville Village Library is the only Barnstable Library that is open seven days a week throughout the year and offers the following:

- Art exhibits: recent example includes the works of master sculptor David Lewis, the works of Sam Barber, Karen Crocker and Susan Ferriman-Jenkins;
- Growing our "Library of Things" where patrons can check out a volleyball set, a portable screen, sewing machine, ukulele, watt tester, coding kit, keyboard, bird watching kits and many more fun and educational items;
- Programming geared towards educating to deal with life and current issues, numerous programs and interactive events for adults such as dealing with grief, using Google and zoom, genealogy, and mental health to name a few;
- Our demonstration rain garden continues to attract people to Osterville to see how to responsible landscape around their homes and protect our resources;
- The Friends Bookstore is open the same hours as the library. The new space allows for easier browsing. Proceeds from the bookstore help to support library services;
- Hosted AARP Tax-aides who, in conjunction with the IRS are certified volunteers who provided to low and middle-income taxpayers free preparation and electronic filing of Federal and Massachusetts income taxes forms;
- To assist our vision-impaired patrons we have a large assortment of large print books, and a Merlin Enhanced Vision machine for desktop magnification. We also provide resources and info from the Perkins School;
- In our expanded Makerspace area children, ages 7 and up, can experiment, problem-solve, and create with STEAM materials. They can use and/or borrow electronic, robotic, coding, drafting and buildings kits, and try out quality apps on the Makerspace iPad, learn American Sign Language, handwriting, and all about dinosaurs;
- In addition to a variety of enrichment programs for all ages, our traditional story hours are offered outside in our gazebo;
- Technology assistance with tablets, phones, e-readers, and Mac and PC computers available by appointment;
- Free books are provided year round at Dowses Beach in our Little Lending Library;
- Our YouTube channel provides informational and entertaining videos on demand, and;
- We have expanded our e-book collection and continue to offer, newspapers and magazines.

Osterville Library Fundraising is continuous focus:

- Plein Air continues to bring people to the village to watch local artist paint. Later in the day the painting are available to purchase to benefit the library;
- The annual Experience Osterville Guide continues to be popular and this past year designed a web app to allow mobile access. Visit www.ExperienceOsterville.com;
- The Annual 5K Road Race was successfully held virtually and in person;
- The Annual Car Raffle was a near sell-out of tickets for the Land Rover Discovery Sport, and ;
- The library staff is always coming up with new, creative ways to engage patrons, and raise funds.

Summary of Budgets & Positions (FTE's)

Expenditure Category	Actual FY 2021	Approved FY 2022	Projected FY 2023
Library Funding	\$589,376	\$597,879	\$615,815
Town of Barnstable	\$271,224	\$578,121	\$285,100
Total	\$860,600	\$876,000	\$910,915

Positions	Actual FY 2021	Approved FY 2022
Full Time	6.00	5.00
Part Time	7.00	4.00
Total FTE's	13.00	9.00

Osterville Library Workload Indicators

Description	Actual FY 2020	Actual FY 2021
Circulation	98,339	131,911
Items in Collection	80,225	87,936
Hours Open	2,028	2,491
Programs Offered	850	850
Volunteer Hours	2,009	1,560
*Collection data reflects system-wide e-book holdings		

STURGIS LIBRARY

Purpose Statement

The Sturgis Library, a historic public library in the village of Barnstable, is dedicated to providing services and resources to meet the needs of a contemporary community while preserving and promoting Cape Cod history.



Sturgis Library Goals and Objectives

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

1. To work in cooperation with the six other village libraries in Barnstable to provide comprehensive library services to the residents of the Town of Barnstable, including cooperative resource sharing services, reference and information services, local history and genealogy research services, cooperative planning, programming, and scheduling of events. **(SP: Education, and Communication)**
2. To act as a community gathering place and center for civic, cultural, and other events. **(SP: Education, Communication)**
3. To identify and attract new sources of funding, including support from public and private grant funding agencies, foundations, businesses, and individuals. **(SP: Finance)**
4. To provide increased access to the library's Special Collections, including our genealogy, maritime, and Cape Cod history collections, and to enhance and preserve the collections. In addition, to provide comprehensive reference service in this area, as well as general reference service to the public. **(SP: Education, Communication)**
5. To offer diverse and comprehensive collections, programs, and services to adults, young adults and children, including curriculum support and lifelong learning opportunities. **(SP: Education, Communication)**

Sturgis Library Recent Accomplishments

FY 2021 has been another challenging but rewarding year at Sturgis Library. We are extremely grateful to our dedicated staff for their hard work in the face of adversity, and to our Board members for their commitment to the Library. Our patrons and visitors were patient with the many changes that took place during the year, and adapted willingly as we took two steps forward and one-step back many times over.

- ✓ After having been closed from March through April of 2020, and offering curbside-only service May through much of July, we were able to re-open for in-person visits at the end of July 2020 with COVID restrictions in place. At the beginning of 2021, as COVID numbers spiked again, we resumed curbside-only service in January and February. In-person service resumed in March, and slowly more services were added back, hours were expanded, and in June of 2021 we went back to pre-COVID-level hours.
- ✓ We offered 169 informative and entertaining programs throughout the year for visitors of all ages. Most were held on Zoom, but in the spring we were able to offer in-person programming outdoors.
- ✓ We held a number of great events:
 - Hydrangea Festival Garden Tours
 - Annual plant and garden sale
 - Annual jewelry and accessories sale
 - Pop-up yard sale
 - Book sales
 - Holiday ornament sale
 - Paddle board raffle
- ✓ The Library embarked on a branding project to update our logo, and worked with Community Web Development to re-design the Library's website.

Sturgis Library Recent Accomplishments (Continued)

- ✓ We worked with Catalyst Architecture to develop a plan for a number of Library improvements, including a new cedar roof on the historic portion of the building, replacement of an old bay window, exterior door replacement and repair, drainage work, and replacement of exterior signage.
- ✓ We applied for and were awarded grants from the Massachusetts Cultural Facilities Fund and the Barnstable Community Preservation Committee to fund the improvements.
- ✓ We joined other libraries on Cape Cod – and around the nation – in adopting a fine-free borrowing model. The only charges that will now be assessed will be for lost or damage library materials.
- ✓ Two new garden projects were completed with generous assistance from the Mid-Cape Cultural Council and the Association to Preserve Cape Cod. Our new edible native plant garden is on the hillside above the new stone wall, and a rain garden is to the west of the building. The rain garden will be completed in the summer and fall of 2021.
- ✓ We welcomed new Library Trustees Edie Vonnegut, Dan Philos-Jensen, Marcy Lay, and Michelle Black.
- ✓ We thank the Town of Barnstable for providing about 45% of our operating funding. We raise the rest through donations, proceeds from events and sales, grants, and other non-municipal income. Sturgis Library is a 501(c)(3) nonprofit organization.
- ✓ We also thank the Enoch Cobb Fund and Kirkman Trust Fund, both of the Town of Barnstable, for providing grants that allow us to provide some of the materials for the annual Summer Reading Program, ebooks and eaudiobooks, computer resources, and more.

Sturgis Library Description of Services Provided

Sturgis Library is grateful to its hardworking staff, Board of Trustees, volunteers, and most of all its library patrons and visitors, who support us throughout the year. The success of Sturgis Library is due to the people who enter its doors – to visit, to relax and read, do research, check out library materials, attend events, or to share a part of themselves with us. Many, many thanks.

Sturgis Library offers Barnstable and Cape Cod residents and visitors a comprehensive range of library services six days a week throughout the year. The Library's main service roles and priorities are summarized as follows:

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.

Sturgis Library Description of Services Provided (Continued)

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.

Sturgis Library Characteristics and Specializations

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, puzzles, ebooks, eaudiobooks, and music on CD. There is a circulating collection of books about Cape Cod and by Cape Cod authors, as well as a dynamic selection of materials for young adults and children. We also offer a lending "Library of Things" including a telescope, ukulele, knitting kits, outdoor games, learning toys for children, equipment, and other educational items for the public to borrow.

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.

The Library offers an Everyday Book Sale year around, as well as gift items and pop-up special sales. Proceeds go towards enhancing library services and programs, and preserving our historic collections and building.

The Library 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 book discussion groups and author talks. The Library hosts an on-going exhibit of artwork by local artists and crafters, and has monthly displays of collectibles, artifacts, antiques, and other items of local interest.

In addition to the Sturgis Library's busy schedule of events and activities, the Library hosts meetings and events sponsored by other area organizations. Our meeting spaces are available to local groups of all kinds. We welcome visits by school and other groups, and are happy to organize special tours of our historic building for groups or individuals.

Summary of Budgets & Positions (FTE's)

Expenditure Category	Approved FY 2021	Approved FY 2022	Projected FY 2023
Library Funding	\$298,370	\$301,069	TBD
Town of Barnstable	\$253,642	\$260,252	TBD
Total	\$552,012	\$552,012	TBD
Positions	Approved FY 2021	Approved FY 2022	
Full Time	4.70	4.70	
Part Time	2.00	2.00	
Total FTE's	6.70	6.70	

Sturgis Library Workload Indicators

Description	Actual FY 2020	Actual FY 2021	Projected FY 2022
Circulation	55,826	71,036	73,000
Items in Collection	70,481	74,491	72,000
Hours Open	1,731	1,704	1,900
Programs Offered	259	169	200
Volunteer Hours	410	65	100
*Collection data reflects system-wide e-book holdings			

WHELDEN MEMORIAL LIBRARY

Purpose Statement

Our mission is to serve West Barnstable Village by providing popular reading materials, reference resources for independent and formal learning, and electronic access to the information network. We work to preserve and promote the heritage of both West Barnstable and Cape Cod. Whelden Memorial Library serves the Village as a meeting place and a forum for civic and cultural events.



Whelden Library Goals and Objectives

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

1. Examine our mission and create a new strategic plan for future development. **(SP: Finance, Communication)**
2. Analyze our fundraising efforts and explore new directions for funding sources. **(SP: Finance)**
3. Continue to Investigate new opportunities to build relationships and collaboration with other Village community organizations to enhance services within the community. **(SP: Communication, Education)**
4. Increase professional development opportunities for our staff and volunteers. **(SP: Communication, Education)**
5. Expand our services to older adults to support lifelong learning opportunities. **(SP: Communication, Education)**
6. Support digital literacy in the community by increasing programming in emerging technologies to adults, young adults, and children. **(SP: Communication, Education)**
7. Continue to develop thoughtful and engaging programs of interest for patrons of all ages. **(SP: Communication, Education)**
8. Continue to evaluate the library's entire collection to meet the evolving needs of all patrons and to ensure that diverse and marginalized perspectives are represented. **(SP: Communication, Education)**
9. Continue to revise and improve our homebound delivery program to provide a wider range of services. **(SP: Communication, Education, Finance)**
10. Continue to assess and expand our collection of large print books and audiobooks. **(SP: Communication, Education)**

Whelden Library Recent Accomplishments

- ✓ The library re-opened its doors full-time to the public in May 2021, with no plans to close the building for the foreseeable future. We are slowly but steadily increasing our circulation and patron visits, we continue to require masks on in the building and while attending any in-person library program;
- ✓ Continued to offer contactless curbside service upon request to any patrons who wish to utilize it;
- ✓ Offered in-person (outdoor) story-times in the warmer months, switching to one on one in person story sessions for the winter upon request;
- ✓ Continued to partner with multiple organizations to offer a variety of story times and interactive programming for all ages including;
 - The West Barnstable Fire Department
 - Mass Audobon Society
 - The Barnstable and Cape Libraries
 - Meetinghouse Farm
 - The West Parish Family School
 - The YMCA
 - Public school camps for surrounding villages in and around Barnstable
 - Family Table Collaborative at Hyannis
 - Youth and Community Center
 - Cape Cod Community College
 - Luke's Love Playground
- ✓ Through the Barnstable Council on Aging we offer monthly sessions with their Ageing Caregiver/Support Services Coordinator. Plans have been made to collaborate with the COA to offer more programming in the spring, and;
- ✓ The library and Friends of the Whelden Library maintained the Little Free Library at Luke's Love Playground.

Whelden Library Recent Accomplishments

- ✓ Provided patrons with take-home sustainable outdoor craft kits;
- ✓ Continued to support patrons in need of homebound delivery services through our reorganized and enhanced delivery program.
- ✓ Continue to offer a “Shared Warmth” program to encourage children and their caregivers to cultivate a bond with each other and books. Participants received free books (to keep) and a reading calendar. Once their hours are met, each participant will receive a special prize;
- ✓ Expanded our social media and digital presence with Constant Contact Facebook, and Instagram. Currently, 547 patrons receive email notifications about programs, critical fundraisers, and library closings;
- ✓ Offered one-on-one tutoring sessions to support the digital literacy goals of the community, with plans to partner with Grow with Google to offer virtual group sessions;
- ✓ The Trustees hired a new Director in November. Andrea Figaratto is a librarian familiar with the Cape library network through her many years working in libraries on the Vineyard. She brings a depth of knowledge and enthusiasm to the position;
- ✓ The Summer Reading program was small but steady, as expected. In keeping with this year’s theme (Tails to Tales) the library offered multiple animal educational programming with live animals through local organizations;
- ✓ A grant previously provided a two-year subscription to Bean Stack, a reading program designed to challenge children to read more. The grant has been extended into a third year, and;
- ✓ The Board of Trustees and the Friends of the Whelden Memorial Library continued to sponsor essential fundraising events, such as Book Sales, participation in the annual West Barnstable Village Festival, Bake Sales and the bottle and can recycling fundraiser that takes place at the Transfer Station. The funds raised through these efforts contributed critical financial support to the annual operating expenditures of the library.

Whelden Library Characteristics and Specializations

Whelden Memorial Library is a historic building named in honor of Martha Lee Whelden, a schoolteacher in West Barnstable in the 1880s who was renowned for encouraging her students to read. The library is an active gathering place that has a warm and welcoming atmosphere, and the staff is dedicated to serving the residents and visitors of West Barnstable, the Town of Barnstable, Cape Cod, and the Commonwealth of Massachusetts. Information literacy, lifelong learning, and serving West Barnstable Village continue to be our highest priority;

- The devoted staff of the Whelden Memorial Library continues to be our greatest asset. They are knowledgeable and eager to provide our patrons with exemplary and consistent service;
- The library maintains an extensive history of West Barnstable in a well-indexed archival collection. This index is also available online;

Whelden Library Characteristics and Specializations

- The devoted staff of the Whelden Memorial Library continues to be our greatest asset. They are knowledgeable and eager to provide our patrons with exemplary and consistent service;
- Special collections include books and DVDs on beekeeping, health and wellness, cookbooks, Cape Cod history, a revived collection of current large print books and audiobooks. The library also has a growing collection of graphic novels for both children and young adults;
- The Friends of the Whelden Memorial Library have an exceptionally well-organized bookstore. While the Bookstore closed in November and did not reopen, staff continues to have an ongoing book sale for interested patrons, and;
- Whelden Memorial Library has a full complement of Trustees and a supportive and dedicated Friends Group.

Whelden Library Description of Services Provided

- Whelden Memorial Library serves the residents and visitors of West Barnstable, the Town of Barnstable, and Cape Cod. We are the hub of our community and center for village traditions;
- The library offers year-round meeting space for various groups and clubs, hosts events sponsored by other area organizations, and provides tutoring space for young and adult learners;
- The Youth Services Department is very active and offers weekly story time, family Movie Night, and an array of educational and entertainment activities for all ages;
- The library provides a comprehensive collection of print books, audiobooks, large print books, digital downloads, periodicals, music CDs, DVDs, and an expansive collection of materials for children and young adults;
- The library has one of the largest circulating collections of materials on beekeeping;
- The library offers access to many databases, including remote access to Ancestry.com Library Edition and Fold3 genealogical databases;
- Special services include free internet and access to upgraded Wi-Fi access throughout the building, 3 internet-ready public access computers, and fax, scanning, and photocopying services;
- The library continues to increase our services to children, young adults, families, and older adults through programming and collection development, and;
- Whelden Memorial Library continues to offer homebound book delivery services to our patrons who would not otherwise receive services.

Summary of Budgets & Positions (FTE's)

Expenditure Category	Actual FY 2020	Approved FY 2021	Projected FY 2022
Library Funding	\$59,816	\$59,811	\$59,680
Town of Barnstable	\$120,360	\$117,953	\$120,922
Total	\$180,176	\$179,189	\$180,602
Positions	Actual FY 2020	Approved FY 2021	Projected FY 2022
Full Time	1.0	1.0	1.0
Part Time	1.75	1.75	1.75
Total FTE's	2.75	2.75	2.75

Whelden Library Workload Indicators

Description	Actual FY 2020	Actual FY 2021	Projected FY 2022
Circulation	25,473	21,365	30,196
Items in Collection	53,090	59,741	60,000
Hours Open	1,130	122	1,130
Programs Offered	209	44	60
Volunteer Hours	1,332	532	200
*Collection data reflects system-wide e-book holdings			
+ Circulation data reflects pandemic closures and lack of ease to collection			

OTHER FUNDS NOT PART OF THE BUDGET PROCESS

Capital Projects Funds

The General Fund Capital Improvements Plan proposed for FY 2023 totals \$27,212,939. Funding for the General Fund capital will be provided from reserves within the Town's Capital Trust Fund, General Fund Reserves, and borrowing authorizations. The General Fund capital program is required by State law to be accounted for in a separate "Capital Projects Fund". The capital project accounting requirement allows for the segregation of capital related expenditures from operating expenses for a clearer presentation. The amount listed in the *Consolidated Resource/Appropriation Summary* includes not only the FY 2023 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 \$500,000 of program activity per year (per COVID). The largest school revolving fund is the School Lunch Revolving Fund. Other notable school revolving funds include School Choice Tuition. Tuition received from other communities who send their children to Barnstable Schools is credited to this account and the School Committee is allowed to expend the funds for school related purposes, particularly to offset the costs of educating the out-of-town students.

Receipts Reserved for Appropriation

Certain revenues collected by the town are restricted under state laws as to their use and require the Town Council's approval in order to expend. These must be kept separate from other receipts that are credited to the General Fund.

Receipts from the sale of Town-owned property can only be expended on purposes for which the Town can borrow funds. In other words, these receipts cannot be used to pay for operating costs. They can only be used for capital related expenditures.

Parking meter receipts are derived from the parking activities at Bismore Park. Special legislation enacted by the state upon petition from the town restricts these receipts for being used to maintain and improve the Bismore Park area. The expenditures include debt service on the visitor center in Bismore Park as well as the maintenance costs of the facility

and park area.

Wetland protection fees are assessed by the Conservation Commission in accordance with the Wetland Protection Act and are used to cover the cost of administering the act, which is part of the Conservation Division's operating budget.

Embarkation fees are derived from a \$0.50 fee added to every ferry passenger ticket. These receipts are used to mitigate the cost of having ferry operations in the harbor area, which are incurred by the Police and Public Works Departments. This is also used to pay the debt service on the welcoming center and pier reconstruction at the harbor. Revenue is shared with the Town of Yarmouth. Barnstable receives 75% of the embarkation fee revenue while Yarmouth receives 25%.

Mooring fees are credited to the Waterways Improvement Fund (WWIF) in accordance with state law. The WWIF can be used for administering the mooring program, maintaining, and improving the Town's waterways. Expenditures are currently used to offset the mooring operations and a portion of the Harbormaster operating budget within the General Fund.

Gifts

Similar to grants, gifts must be kept separate from General Fund operations and accounted for within the special revenue fund structure unless it is an enterprise fund gift, which can be combined within the enterprise fund accounting records. Authorization to expend gifts received by municipal operations is performed by the Town Council, and the School Committee authorizes the expenditure of School Department gifts.

The Town receives an entitlement allocation from the federal government every year as part of the Community Development Block Grant Program (CDBG). These allocations have been declining due to cuts at the federal level as well as the Town's population decline. The Town pays for approximately 1 FTE's out of this program for administering the program as well as conducting program activities.

Other Designated Revenue

This category includes certain receipts received by the Town that must be spent on specific designated purposes. These receipts must be kept separate from general fund resources. The largest receipt in this category includes Community Preservation Fund surtaxes.

The Community Preservation Fund is funded from a 3% surtax on real estate bills. In accordance with state laws, these receipts must be accounted for separately from other General Fund revenues. The revenue can be used to finance open space land acquisitions, recreation improvements, and historic preservation and community housing projects. Expenditure activity levels will be determined by the level of project requests brought forward to the Community Preservation Committee throughout the year. Revenue will track with the real estate tax levy change every year.

Grants

Federal, state and other grants must be accounted for separately from the General Fund and Enterprise Fund grants are included within the Enterprise Funds. Any department can accept grants but grants received by the municipal operations must be brought forward to the Town Council for their authorization to expend. Grants received by the School Department must receive School Committee approval. The greatest impact to the Town's grant activity is in the School Department, which receives several federal and state grants. Some are entitlement grants and many are competitive.

Trust and Agency Funds

The Town uses the trust funds to account for assets held in a trustee capacity. Normally, the principal assets remain intact, and income that is generated can be used in accordance with the terms and conditions of the will or gift.

The Town Treasurer, in conjunction with the Trust Fund Advisory Committee, work to formulate a plan that will provide the Town with the maximum amount of resources possible while simultaneously protecting the integrity of the principal investments. In accordance with the Town's Charter, the Town Manager is trustee of all trust funds except those administered by a court appointed trustee, and those under the School Committee.

All revenues from trust funds are generated primarily from investment income, and each year, expenditures from these funds are based on anticipated expendable income. As a matter of policy or for legal reasons, trust fund principal is not utilized for general expenditures with the exception of the Pension Reserve Fund. The trusts generated approximately \$1 million in investment income annually. Future earnings will depend upon interest rates and investment appreciation.

Expenditures are based on the current year needs and anticipated expendable income. Notable trust funds are the Other Post-Employment Benefits, Pension Reserve, Cobb Fund and Kirkman Fund.

Assets are being accumulated in a trust fund to address the Town's other post-employment benefits. The proposed FY 2022 budget includes a transfer of \$650,000 to the trust which has a current balance of approximately \$6 million. The Town's liability exceeds \$200 million. Once the pension liability is fully funded (projected to be in 2035) the town can significantly increase funding for this liability. For now, the plan is to increase the annual appropriation by \$50,000 per year.

The Pension Reserve Fund is used to offset tax support for the county retirement assessment. As of June 30, 2020, the fund had a market value of just over \$1.8 million. The Pension Reserve Fund will transfer \$220,000 in FY 2022 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 \$11 million at the end of FY 2020. The Trustee sold some real estate in FY 2014, 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 ranged from \$150,000 to \$200,000 per year. All awards are for the benefit of Barnstable schoolchildren.

The Kirkman Fund, with a market value of about \$6.1 million as of June 30, 2020, will be used to provide beautification projects first at the Mosswood Cemetery and then all other town cemeteries. This fund is also used for the Cotuit Library and finally, all other public libraries. Proposals will be solicited from DPW's Structures & Grounds Division, and the seven village libraries for project funding. No operating expenses from the Department Public Works, which maintains the cemeteries, are paid for out of this fund. Approximately \$150,000 to \$300,000 has been awarded annually out of this fund for the past few years.

THIS PAGE INTENTIONALLY LEFT BLANK

APPROPRIATION ORDERS

Appendix A
FY2023 Budget Appropriation Orders

PART A CAPITAL PROGRAM BUDGET:

2022-081 APPROPRIATION ORDER

Comprehensive Wastewater Management Plan (Two-thirds Vote Full Council)

ORDERED: That the sum of **\$1,000,000** be appropriated for the purpose of funding the Effluent Disposal Alternatives Project as outlined in the FY 2023- FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$250,000** be provided from the Sewer Construction and Private Road Maintenance and Improvement Special Revenue Fund reserves and that **\$750,000** be provided from the Capital Trust Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-082 APPROPRIATION ORDER

Comprehensive Wastewater Management Plan (Majority Vote Full Council)

ORDERED: That the sum of **\$600,000** be appropriated for the purpose of funding the Old Craigville Road Sewer Expansion Design Project as outlined in the FY 2023- FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$600,000** be provided from the Sewer Construction and Private Road Maintenance and Improvement Special Revenue Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-083 APPROPRIATION ORDER

Comprehensive Wastewater Management Plan (Majority Vote Full Council)

ORDERED: That the sum of **\$375,000** be appropriated for the purpose of funding the Shootflying Hill Road Sewer Expansion Design Project as outlined in the FY 2023- FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$375,000** be provided from the Sewer Construction and Private Road Maintenance and Improvement Special Revenue Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-084 APPROPRIATION ORDER

Comprehensive Wastewater Management Plan (Majority Vote Full Council)

ORDERED: That the sum of **\$275,000** be appropriated for the purpose of funding the Old Yarmouth Road Sewer Expansion Design Project as outlined in the FY 2023- FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$275,000** be provided from the Sewer Construction and Private Road Maintenance and Improvement Special Revenue Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

APPROPRIATION ORDERS

2022-085 APPROPRIATION AND LOAN ORDER
Comprehensive Wastewater Management Plan (Two-thirds Vote Full Council)

ORDERED: That the sum of **\$3,000,000** be appropriated for the purpose of funding the Nitrogen Removal Improvements at Water Pollution Control Facility Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$3,000,000** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-086 APPROPRIATION AND LOAN ORDER
Water Pollution Control Enterprise Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the sum of **\$2,860,000** be appropriated for the purpose of funding the Pump Station Rehabilitation Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$2,860,000** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-087 APPROPRIATION AND LOAN ORDER
Water Pollution Control Enterprise Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the sum of **\$5,540,000** be appropriated for the purpose of funding the 720 Main Street Pump Station Replacement Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$5,540,000** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-088 APPROPRIATION AND LOAN ORDER
Water Pollution Control Enterprise Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the sum of **\$330,000** be appropriated for the purpose of funding the Water Pollution Control Facility Improvements Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$330,000** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs,

APPROPRIATION ORDERS

thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-089 APPROPRIATION AND LOAN ORDER

Water Pollution Control Enterprise Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the sum of **\$760,000** be appropriated for the purpose of funding the Sewer System Rehabilitation Infiltration and Inflow Removal Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$760,000** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-090 APPROPRIATION ORDER

Water Pollution Control Enterprise Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the sum of **\$165,000** be appropriated for the purpose of funding the Crane Truck Replacement Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$165,000** be provided from the Water Pollution Control Enterprise Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-091 APPROPRIATION ORDER

Water Pollution Control Enterprise Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the sum of **\$70,000** be appropriated for the purpose of funding the Truck Replacement project as outlined in the FY 2023- FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$70,000** be provided from the Water Pollution Control Enterprise Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-092 APPROPRIATION AND LOAN ORDER

Water Supply Enterprise Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the sum of **\$1,050,000** be appropriated for the purpose of funding the Pipe Replacement and Upgrade Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,050,000** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

APPROPRIATION ORDERS

2022-093 APPROPRIATION AND LOAN ORDER

Water Supply Enterprise Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the sum of **\$1,000,000** be appropriated for the purpose of funding the Straightway Filtration Plant Design Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,000,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-094 APPROPRIATION AND LOAN ORDER

Water Supply Enterprise Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the sum of **\$480,000** be appropriated for the purpose of funding the Ocean Street Water Main Looping Construction Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$480,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-095 APPROPRIATION ORDER

Water Supply Enterprise Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the sum of **\$200,000** be appropriated for the purpose of funding the Wells, Pump Stations, Treatment Plant Repair and Upgrade Project as outlined in the FY 2023- FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$200,000** be provided from the Water Supply Enterprise Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-096 APPROPRIATION ORDER

Water Supply Enterprise Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the sum of **\$65,000** be appropriated for the purpose of funding the Mary Dunn 1 Water Storage Tank Repainting Project as outlined in the FY 2023- FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$65,000** be provided from the Water Supply Enterprise Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-097 APPROPRIATION ORDER

Solid Waste Enterprise Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the sum of **\$50,000** be appropriated for the purpose of funding the Container Unit Replacement Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related

APPROPRIATION ORDERS

thereto; and that to meet this appropriation, that **\$50,000** be provided 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.

2022-098 APPROPRIATION ORDER

Solid Waste Enterprise Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the sum of **\$130,000** be appropriated for the purpose of funding the Generator Replacement Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$130,000** be provided 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.

2022-099 APPROPRIATION ORDER

Solid Waste Enterprise Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the sum of **\$242,347** be appropriated for the purpose of funding the Transfer Station Maintenance Building Improvements Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$242,347** be provided 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.

2022-100 APPROPRIATION ORDER

General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the sum of **\$3,750,000** be appropriated for the purpose of funding the Public Roads Maintenance Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$3,750,000** be provided from the Capital Trust Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-101 APPROPRIATION ORDER

General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the sum of **\$136,400** be appropriated for the purpose of funding the Monitoring and Management Plan Report - Freshwater Ponds Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$136,400** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-102 APPROPRIATION ORDER

General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the sum of **\$350,000** be appropriated for the purpose of funding the Stormwater Improvements Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$350,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

APPROPRIATION ORDERS

2022-103 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the sum of **\$2,950,000** be appropriated for the purpose of funding the Ocean Street Sidewalks and Kalmus Beach Entrance Project Construction Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$2,950,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-104 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the sum of **\$283,989** be appropriated for the purpose of funding the Department of Public Works Office Expansion Design Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$283,989** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-105 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the sum of **\$1,400,000** be appropriated for the purpose of funding the Snows Creek Culvert Replacement Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,400,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-106 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the sum of **\$431,313** be appropriated for the purpose of funding the Emergency Generator Implementation Plan Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$431,313** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

APPROPRIATION ORDERS

2022-107 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the sum of **\$2,025,852** be appropriated for the purpose of funding the Town Hall Mechanical Improvements Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$2,025,852** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-108 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the sum of **\$1,906,100** be appropriated for the purpose of funding the School Administration Building Mechanical Cooling Upgrades Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,906,100** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-109 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the sum of **\$231,000** be appropriated for the purpose of funding the Cape Cod Airfield Fuel Tank Replacement Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$231,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-110 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the sum of **\$1,167,321** be appropriated for the purpose of funding the Barnstable Police Department Facility Improvement Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,167,321** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

APPROPRIATION ORDERS

2022-111 APPROPRIATION AND LOAN ORDER

Hyannis Youth and Community Center Enterprise Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the sum of **\$1,770,000** be appropriated for the purpose of funding the Hyannis Youth & Community Center Mechanicals Improvements Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,770,000** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-112 APPROPRIATION AND LOAN ORDER

General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the sum of **\$827,376** be appropriated for the purpose of funding the Centerville Recreation Site Improvements Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$827,376** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-113 APPROPRIATION AND LOAN ORDER

General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the sum of **\$450,000** be appropriated for the purpose of funding the Hathaway's Pond Bathhouse and Site Improvements Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$450,000** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-114 APPROPRIATION ORDER

General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the sum of **\$290,000** be appropriated for the purpose of funding the Keyes Memorial Beach Parking Lot Rehabilitation Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$290,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

APPROPRIATION ORDERS

2022-115 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the sum of **\$289,604** be appropriated for the purpose of funding the Marine and Environmental Affairs Facility Interior Improvements Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$289,604** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-116 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the sum of **\$50,000** be appropriated for the purpose of funding the Long Pond Fishway Design and Permitting Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$50,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-117 APPROPRIATION AND TRANSFER ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the sum of **\$65,000** be appropriated for the purpose of funding the McCarthy's Landing Dinghy Dock Design and Permitting Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$44,000** be provided from the General Fund Reserves and that **\$21,000** be transferred from the remaining available funds in Town Council Order 2019-149, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-118 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the sum of **\$120,000** be appropriated for the purpose of funding the Mill Pond Fishway Design and Permitting Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$120,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-119 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the sum of **\$150,000** be appropriated for the purpose of funding the Town Wide Bulkhead Assessment Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$150,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-120 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the sum of **\$80,000** be appropriated for the purpose of funding the Inspectional Services Department Replacement of the 1992 Measurement Compliance Unit Vehicle Project as outlined in the FY 2023 - FY 2027 Capital

APPROPRIATION ORDERS

Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$80,000** be provided from the General Fund Reserves; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2022-121 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the sum of **\$4,156,984** be appropriated for the purpose of funding the Barnstable High School and Barnstable Intermediate School Roof Top Unit Ventilator Replacement project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$4,156,984** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

2022-122 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the sum of **\$1,000,000** be appropriated for the purpose of funding the School Department Door and Window Replacement project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,000,000** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

2022-123 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the sum of **\$650,000** be appropriated for the purpose of funding the Barnstable West Barnstable, Barnstable Community Innovation School and Centerville Elementary School Emergency Generator Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to fund this appropriation that **\$650,000** be provided from the General fund Reserves; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

2022-124 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the sum of **\$1,622,000** be appropriated for the purpose of funding the Barnstable High School Tennis Court Replacement Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,622,000** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such

APPROPRIATION ORDERS

premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

2022-125 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the sum of **\$60,000** be appropriated for the purpose of funding the School Department Transportation and Facilities Fuel Pump and Vehicle Lift Replacement Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$60,000** be provided from the General Fund Reserves; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

2022-126 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the sum of **\$350,000** be appropriated for the purpose of funding the School Department Campus Wide Paving and Sidewalk Repair Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$350,000** be provided from the General Fund Reserves; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

2022-127 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the sum of **\$250,000** be appropriated for the purpose of funding the School Department Campus Wide Mechanical Upgrades Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$250,000** be provided from the General Fund Reserves; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

2022-128 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the sum of **\$100,000** be appropriated for the purpose of funding the School Department Campus Wide Flooring Replacement and Upgrade Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$100,000** be provided from the General Fund Reserves; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

2022-129 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the sum of **\$300,000** be appropriated for the purpose of funding the School Department Electric Utility Transformer Upgrade Project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$300,000** be provided from the General Fund Reserves; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

APPROPRIATION ORDERS

2022-130 APPROPRIATION AND LOAN ORDER **Airport Enterprise Fund Capital Improvement Plan (Two-thirds Vote Full Council)**

ORDERED: That the sum of **\$978,000** be appropriated for the purpose of funding the replacement of the 1992 Aircraft Rescue and Fire Fighting Class IV Vehicle with High Reach Extendable Turret project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$978,000** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Barnstable Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

2022-131 APPROPRIATION ORDER **Airport Enterprise Fund Capital Improvement Plan (Majority Vote Full Council)**

ORDERED: That the sum of **\$105,000** be appropriated for the purpose of funding the Airport's Reporting, Testing, Mitigation, Monitoring (PFOS Soils) Phase IV project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the sum of **\$105,000** be provided from the Airport Enterprise Fund reserves, and that the Barnstable Airport Commission is authorized to contract for and expend the appropriation made available for these purposes.

2022-132 APPROPRIATION ORDER **Airport Enterprise Fund Capital Improvement Plan (Majority Vote Full Council)**

ORDERED: That the sum of **\$1,004,000** be appropriated for the purpose of funding the PFAS Mitigation Design and Implementation project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the sum of **\$1,004,000** be provided from the Airport Enterprise Fund reserves, and that the Barnstable Airport Commission is authorized to contract for and expend the appropriation made available for these purposes.

2022-133 APPROPRIATION AND LOAN ORDER **Airport Enterprise Fund Capital Improvement Plan (Two-thirds Vote Full Council)**

ORDERED: That the sum of **\$1,200,000** be appropriated for the purpose of funding the Airport's Design and Construction of the Replacement of the Circa 1997 Mo-Gas and Diesel Fuel Con-Vault, Gas Boy and Alarm and Emergency Generator project as outlined in the FY 2023 - FY 2027 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,200,000** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Barnstable Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION ORDERS

PART B – OPERATING BUDGET:

APPROPRIATION ORDER 2022-160

Cape Cod Gateway Airport Enterprise Fund

ORDERED:

That the sum of **\$8,936,473** be appropriated for the purpose of funding the Town's FY2023 Airport Enterprise Fund budget, and to meet such appropriation that **\$8,936,473** be raised from current year revenues by the Airport Enterprise Fund, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2022-161

School Department

ORDERED:

That the sum of **\$76,781,611** be appropriated for the purpose of funding the Town's FY2023 Barnstable Public Schools budget, and to meet this appropriation that **\$76,781,611** be raised from current year revenues, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2022-162

Police Department

ORDERED:

That the sum of **\$16,423,419** be appropriated for the purpose of funding the Town's FY 2023 Barnstable Police Department budget; and to meet such appropriation that **\$16,423,419** be raised from current year revenues, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2022-163

Planning and Development Department

ORDERED:

That the sum of **\$2,203,860** be appropriated for the purpose of funding the Town's FY 2023 Planning and Development Department budget, and to meet this appropriation that **\$1,981,560** be raised from current year revenues, that **\$45,000** be provided from the Wetlands Protection Special Revenue Fund, and that **\$177,300** be provided from the Bismore Park Special Revenue Fund, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2022-164

Community Services Department General Fund

ORDERED:

That the sum of **\$2,392,497** be appropriated for the purpose of funding the Town's FY 2023 Community Services Department General Fund budget; and to meet such appropriation that **\$2,392,497** be raised from current year revenues, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDERS

APPROPRIATION ORDER 2022-165

Community Services Department Golf Course Enterprise Fund

ORDERED:

That the sum of **\$3,469,498** be appropriated for the purpose of funding the Town's FY 2023 Golf Course Enterprise Fund budget; and to meet such appropriation that **\$3,029,821** be raised from Enterprise Fund revenues, that **\$288,200** be transferred from the set-aside for recreation and open space within the Community Preservation Fund, and that **\$151,477** be provided from the Golf Course Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2022-166

Community Services Department Hyannis Youth and Community Center Enterprise Fund

ORDERED:

That the sum of **\$3,362,110** be appropriated for the purpose of funding the Town's FY 2023 Hyannis Youth and Community Center Enterprise Fund budget; and to meet such appropriation that **\$323,157** be raised from Enterprise Fund revenues, that **\$1,391,458** be raised in the General Fund, that **\$1,234,875** be transferred from the Capital Trust Fund, and that **\$412,620** be provided from the Hyannis Youth and Community Center Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2022-167

Marine & Environmental Affairs Department General Fund

ORDERED:

That the sum of **\$1,439,303** be appropriated for the purpose of funding the Town's FY 2023 Marine & Environmental Affairs Department General Fund budget, and to meet such appropriation, that **\$1,091,303** be raised from current year revenue and that **\$348,000** be provided from the Waterways Special Revenue Fund, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2022-168

Marine & Environmental Affairs Department Marina Enterprise Fund

ORDERED:

That the sum of **\$785,442** be appropriated for the purpose of funding the Town's FY 2023 Marina Enterprise Fund budget; and to meet such appropriation that **\$645,361** be raised from Enterprise Fund revenues, that **\$45,400** be provided from the Capital Trust Fund, that **\$30,000** be raised in the General Fund, and that **\$64,681** be provided from the Marina Enterprise Fund reserves as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2022-169

Marine & Environmental Affairs Department Sandy Neck Park Enterprise Fund

ORDERED:

That the sum of **\$973,203** be appropriated for the purpose of funding the Town's FY2023 Sandy Neck Park Enterprise Fund budget; and to meet such appropriation that **\$866,186** be raised from Enterprise Fund revenues, and that **\$107,017** be provided from the Sandy Neck Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDERS

APPROPRIATION ORDER 2022-170 **Inspectional Services Department**

ORDERED:

That the sum of **\$2,400,693** be appropriated for the purpose of funding the Town's FY 2023 Inspectional Services Department budget, and to meet such appropriation, that **\$2,400,693** be raised from current year revenue as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2022-171 **Public Works Department General Fund**

ORDERED:

That the sum of **\$10,859,063** be appropriated for the purpose of funding the Town's FY 2023 Department of Public Works General Fund budget, and to meet such appropriation, that **\$10,775,923** be raised from current year revenue, that **\$56,320** be provided from the Embarkation Fee Special Revenue Fund, and that **\$26,820** be provided from the Bismore Park Special Revenue Fund, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2022-172 **Public Works Department Solid Waste Enterprise Fund**

ORDERED:

That the sum of **\$3,373,191** be appropriated for the purpose of funding the Town's FY 2023 Department of Public Works Solid Waste Enterprise Fund budget, and to meet such appropriation that **\$3,301,814** be raised from the Enterprise Fund revenues, and that **\$71,377** be provided from the Solid Waste Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2022-173 **Public Works Department Water Pollution Control Enterprise Fund**

ORDERED:

That the sum of **\$4,404,025** be appropriated for the purpose of funding the Town's FY 2023 Department of Public Works Water Pollution Control Enterprise Fund budget, and to meet such appropriation that **\$4,404,025** be raised from the Enterprise Fund revenues, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2022-174 **Public Works Department Water Supply Enterprise Fund**

ORDERED:

That the sum of **\$7,910,121** be appropriated for the purpose of funding the Town's FY 2023 Department of Public Works Water Supply Enterprise Fund budget, and to meet such appropriation that **\$7,234,871** be raised from the Enterprise Fund revenues, that **\$634,000** be provided from the Water Stabilization Fund, that **\$41,250** be provided from the Capital Trust Fund, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2022-175 **Comprehensive Wastewater Management Plan**

ORDERED:

That the sum of **\$3,945,923** be appropriated for the purpose of funding the FY2023 Comprehensive Wastewater Management Plan operating budget, and to meet such appropriation, that **\$3,945,923** be provided from the Sewer

APPROPRIATION ORDERS

Construction and Private Way Maintenance and Improvement Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2022-176

Town Council Department

ORDERED:

That the sum of **\$285,992** be appropriated for the purpose of funding the Town's FY 2023 Town Council budget and to meet such appropriation, that **\$285,992** be raised from current year revenue, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2022-177

Town Manager Department

ORDERED:

That the sum of **\$1,348,165** be appropriated for the purpose of funding the Town's FY 2023 Town Manager budget and to meet such appropriation, that **\$1,348,165** be raised from current year revenue, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2022-178

Public, Education & Government Access Channels Enterprise Fund

ORDERED:

That the sum of **\$870,427** be appropriated for the purpose of funding the Town's FY 2023 Public, Education & Government (PEG) Access Channels Enterprise Fund budget, and to meet such appropriation, that **\$870,427** be raised from the PEG Enterprise Fund revenues, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2022-179

Administrative Services Department

ORDERED:

That the sum of **\$6,645,590** be appropriated for the purpose of funding the Town's FY 2023 Administrative Services Department budget, and to meet such appropriation, that **\$6,645,590** be raised from current year revenue, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2022-180

Town Council Reserve Fund

ORDERED:

That the sum of **\$250,000** be appropriated for the purpose of funding the Town Council's FY 2023 Reserve Fund and to meet such appropriation, that **\$250,000** be provided from the General Fund reserves.

APPROPRIATION ORDER 2022-181

Other Requirements General Fund

ORDERED:

That the sum of **\$54,084,840** be appropriated for the purpose of funding the Town's FY2023 Other Requirements budget, and to meet such appropriation, that **\$46,193,354** be raised from current year revenue, that **\$210,000** be provided from the Pension Reserve Trust Fund, that **\$6,798,286** be provided from the Capital Trust Fund, that **\$43,680**

APPROPRIATION ORDERS

be provided from the Embarkation Fee Special Revenue Fund, that **\$39,520** be provided from the Bismore Park Special Revenue Fund, and that the sum of **\$800,000** be transferred from the General Fund reserves, all for the purpose of funding the Town's FY 2023 General Fund Other Requirements budget as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2022-182

Community Preservation Fund Program Set-Asides and Administrative Expenses

ORDERED:

That, pursuant to the provisions of General Law Chapter 44B Section 6, for the fiscal year beginning July 1, 2022, the following sums of the annual revenues of the Community Preservation Fund be set aside for further appropriation and expenditure for the following purposes: **\$546,161** for open space and recreation; **\$546,161** for historic resources; **\$546,161** for community housing; **\$2,614,771** for a budget reserve, and that the sum of **\$200,000** be appropriated from the annual revenues of the Community Preservation Fund for the administrative expenses of the Community Preservation Committee, to be expended under the direction of the Town Manager or the Community Preservation Committee with the prior approval of the Town Manager.

APPROPRIATION ORDER 2022-183

Community Preservation Fund Debt Service

ORDERED:

That the sum of **\$1,083,029** be appropriated for the purpose of paying the FY 2023 Community Preservation Fund debt service requirements, and to meet such appropriation, that **\$1,008,354** be provided from current year revenues of the Community Preservation Fund and that **\$74,675** be provided from the reserves for the historic preservation program within the Community Preservation Fund.

FISCAL YEAR 2023 SPENDING LIMITATIONS 2022-184

Revolving Funds

RESOLVED:

That the Town Council hereby authorizes the following spending limitations for fiscal year 2023 revolving funds:

Senior Services Classroom Education Fund - **\$100,000**

Recreation Program Fund - **\$525,000**

Shellfish Propagation Fund - **\$200,000**

Consumer Protection Fund - **\$600,000**

Geographical Information Technology Fund - **\$10,000**

Arts and Culture Program Fund - **\$50,000**

Asset Management Fund - **\$500,000**

APPROPRIATION ORDERS

THIS PAGE INTENTIONALLY LEFT BLANK

Appendix B

Glossary

The following definitions explain the meaning of some of the terms frequently used in documents and discussions related to the Town's financial matters:

Abatement	A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit. (See Commitment).
Accounting system	The total structure of records and procedures that identify, record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.
Accrued interest	The amount of interest that has accumulated on the bond since the date of the last interest payment, and in the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See Interest).
Ad valorem	A Latin phrase meaning according to the value. For example, the property tax is an Ad Valorem tax because it is based on the full and fair cash value (FFCV) of the real or personal property. (See Assessed Valuation).
Adopted Budget	The resulting budget that has been approved by the Town Council.
Advance refunding of debt	This occurs when new debt is issued to replace or redeem old debt before the maturity or call date of the old debt. Under these circumstances, the proceeds of the new debt must be placed in escrow and used to pay interest on old, outstanding debt as it becomes due, and to pay the principal on the old debt either as it matures or at an earlier call date. (See also Refunding of Debt).
Allocation	The distribution of available monies, personnel, buildings and equipment among various Town departments, divisions or cost centers.
Amortization	The gradual repayment of an obligation over time and in accordance with a pre-determined payment schedule.
Annual budget	An estimate of expenditures for specific purposes during the fiscal year (July 1 - June 30) and the proposed means (estimated revenues) for financing those activities.
Appellate Tax Board (ATB)	Appointed by the governor, the ATB has jurisdiction to decide appeals from local decisions relating to property taxes, motor vehicle excises, state owned land (SOL) valuations, exemption eligibility, property classification, and equalized valuations.
Appropriation	An authorization granted by a town meeting, city council or other legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended. (See Encumbrance, Line-Item Transfer, Free Cash).
Arbitrage	As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. Section 103 of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.
Assessed valuation	A value assigned to real estate or other property by a government as the basis for levying taxes. In Massachusetts, assessed valuation is based on the property's full and fair cash value as set by the Assessors. (See Ad Valorem; Full And Fair Cash Value).

Assessment date	The date property tax liability is fixed. In Massachusetts, property taxes are assessed as of the January 1 prior to the fiscal year. Assessors determine the physical status of taxable real and personal property, its ownership, fair cash value and usage classification as of that date. By local option (MGL Ch. 59 §2A9a), the physical status of real property on June 30 is deemed to be its condition on the previous January 1.
Audit	An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool for evaluating the fiscal performance of a community.
Audit committee	A committee appointed by the selectmen, mayor, or city council, with specific responsibility to review a community's independent audit of financial statements and to address all issues relating to it as well as those outlined in the accompanying management letter.
Audit management letter	An independent auditor's written communication to government officials, separate from the community's audit. It generally identifies areas of deficiency, if any, and presents recommendations for improvements in accounting procedures, internal controls and other matters.
Audit report	Prepared by an independent auditor, an audit report includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions; (d) financial statements and schedules; and (e) statistical tables, supplementary comments, and recommendations. Almost always accompanied by a management letter.
Automated recapitulation	An automated method that municipalities can use to submit data for the annual tax recapitulation process. DLS provides this Excel-based alternative to submitting data on paper forms. Municipal personnel enter required data in specially designed Excel spreadsheets and send the completed spreadsheets as computer files to DLS for uploading to a database.
Available funds	Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other onetime costs. Examples of available funds include free cash, stabilization fund, overlay surplus, water surplus, and enterprise retained earnings. (See reserves).
Balance sheet	A statement that discloses the assets, liabilities, reserves, and equities of a fund or governmental unit at a specified date.
Balance budget	A budget in which receipts are greater than (or equal to) expenditures. A requirement for all Massachusetts cities and Towns.
Base aid	A component of Chapter 70 state aid to a municipality for education costs. Districts are guaranteed a certain base amount of aid that is increased annually by new increments in the following categories: Minimum aid Foundation aid School Choice aid
Betterments (special assessments)	Whenever part of a community benefits from a public improvement, or betterment (<i>e.g.</i> , water, sewer, sidewalks, etc.), special property taxes may be assessed to the property owners of that area to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property parcel receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of up to 20 years. In this case, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

Boat excise	An amount levied on boats and ships in lieu of a personal property tax for the privilege of using the Commonwealth's waterways. Assessed annually as of July 1, the excise is paid to the community where the boat or ship is usually moored or docked.
Bond	A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See Note).
Bond and interest record (bond register)	The permanent and complete record maintained by a municipal treasurer for each bond issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.
Bond Anticipation Note (BAN)	Short-term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years (MGL Ch. 44 §17). Principal payments on school related BANs may be deferred up to seven years (increased in 2002 from five years) if the community has an approved project on the Massachusetts School Building Authority (MSBA) priority list. BANs are full faith and credit obligations.
Bond authorization	Action of town meeting or a city council authorizing the executive branch to raise money through the sale of bonds in a specific amount and for a specific purpose. Once authorized, issuance is by the treasurer upon the signature of the mayor, or selectmen. (See Bond Issue).
Bond counsel	An attorney or law firm engaged to review and submit an opinion on the legal aspects of a municipal bond or note issue.
Bond issue	The actual sale of the entire, or a portion of, the bond amount authorized by a town meeting or city council.
Bond premium	The difference between the market price of a bond and its face value (when the market price is higher). A premium will occur when the bond's stated interest rate is set higher than the true interest cost (the market rate). Additions to the levy limit for a Proposition 2½ debt exclusion are restricted to the true interest cost incurred to finance the excluded project. Premiums received at the time of sale must be offset against the stated interest cost in computing the debt exclusion. If receipt of the premium and the payment of interest at maturity of an excluded debt occur in different fiscal years, reservation of the premium for future year's debt service is required at the end of the fiscal year when the premium was received.
Bond rating	A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies such as Moody's and Standard and Poor's use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.
Bonds authorized and unissued	Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by town meeting or the city council to be removed from community's books.
Budget	A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Level Funded Budget,

Budget basis of accounting

The Town's general fund and enterprise fund budgets are prepared on a basis other than generally accepted accounting principles (GAAP basis). The actual results of operations are presented on a "budget (cash) basis" to provide a meaningful comparison of actual results with the budget.

Budget calendar

The schedule of key dates or milestones which a government follows in the preparation and adoption of the budget.

Budget message

A statement that, among other things, offers context by summarizing the main points of a budget, explains priorities, describes underlying policies that drive funding decisions, and otherwise justifies the expenditure plan and provides a vision for the future.

Business-type activities

One of two classes of activities reported in the GASB 34 government-wide financial statements. These activities are financed in whole or in part by fees charged to users for goods or services. Some examples are enterprise (MGL Chapter 44 §53F½), special revenue (MGL Ch. 41 §69B) water, and municipal electric fund.

Capital assets

All tangible property used in the operation of government which is not easily converted into cash, and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Asset).

Capital budget

An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing for each recommended expenditure, i.e., tax levy, rates, and identify those items that were not recommended. (See Capital Asset, Fixed Asset).

Capital expenditures /improvements

Items generally found in the capital budget such as construction or major repairs to municipal buildings. The fees for architects, engineers, lawyers, and other professional services, plus the cost of financing advance planning, may be included in addition to the cost of materials and installation/construction.

Capital improvements program

A blueprint, for planning a community's capital expenditures that comprises an annual capital budget and a five-year capital program. It coordinates community planning, fiscal capacity and physical development. While all of the community's needs should be identified in the program, there is a set of criteria that prioritizes the expenditures.

Capital outlay

The exchange of one asset (cash) for another (capital asset), with no ultimate effect on net assets. Also known as "pay as you go," it is the appropriation and use of available cash to fund a capital improvement, as opposed to incurring debt to cover the cost.

Capital outlay expenditure exclusion

A temporary increase in the tax levy to fund a capital project or make a capital acquisition. Exclusions require two-thirds vote of the selectmen or city council (sometimes with the mayor's approval) and a majority vote in a community-wide referendum. The exclusion is added to the tax levy only during the year in which the project is being funded and may increase the tax levy above the levy ceiling.

Capital projects fund

Fund type used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds).

Cash	Currency, coin, checks and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.
Cash basis of accounting	An accounting method used that records and recognizes revenues when cash is received and expenses when cash is paid out of the Town treasury.
Cashbook	A source book of original entry, which a treasurer is required to maintain, for the purpose of recording municipal receipts, adjustments to balances, deposits to municipal accounts and disbursements through warrants.
Cash management	The process of monitoring the ebb and flow of a money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short-term borrowing and investment of idle cash.
Cash receipts	Any money received by a municipality or its departments whether by cash, check or electronic transfer.
Categorical aid (see offset item)	Type of state aid distributed to jurisdictions via the Cherry Sheet. An offset item constitutes categorical aid and as such the funds must be spent for specific municipal and regional school district programs. The funds may be spent with appropriation in the local budget.
Categorical grant	A type of intergovernmental payment, which is characterized by extensive restrictions on the uses to which the funds may be "spent" by the recipient government.
Cemetery perpetual care	Funds donated by individuals for the care of gravesites. According to MGL Ch. 114 §25, funds from this account must be invested and spent as directed by perpetual care agreements. If no agreements exist, the interest (but not principal) may be used as directed by the cemetery commissioners for the purpose of maintaining cemeteries.
Certificate of Deposit (CD)	A bank deposit evidenced by a negotiable or non-negotiable instrument that provides on its face that the amount of such deposit, plus a specified interest, is payable to the bearer or to any specified person on a certain date specified in the instrument, at the expiration of a certain specified time, or upon notice in writing.
Chapter 200 (tax recapitulation)	<p>Chapter 200 of the Acts of 1988 provides relief for those communities in which the maximum shift results in a residential share that is larger than the prior year's. Those communities may increase the commercial and industrial properties share of the levy by as much as 75 percent if the residential class would not be reduced to less than 50 percent of its single tax rate share by doing so. However, this residential share cannot be less than the residential share in any year since the community was first certified at full and fair cash value.</p> <p>General reference to the regulations and associated procedure for determining the maximum shift of tax burden from the Residential property class to the Commercial, Industrial, and Personal Property classes (CIP). The Chapter 200 form used in the tax rate approval process develops the maximum shift allowed</p>
Chapter 59 assessment of local taxes	<p>Portion of the Massachusetts General Laws that defines how municipalities assess local taxes. This chapter defines the role and responsibilities of assessors and methods for assessing property.</p> <p>Section 5 describes property and persons entitled to exemptions. There are a number of exemptions that a municipality can vote to adopt. A municipality can be reimbursed by the state for some tax exemptions mandated by Chapter 59 - Section 5. A municipality applies for reimbursement by submitting documentation to DOR each year.</p>

Chapter 61 land	Forest, agricultural/horticultural, and recreational lands valued according to MGL Chapters 61, 61A, and 61B. Land is valued at its current use rather than the full and fair cash value. The commercial property tax rate is applicable for land defined under these chapters.
Chapter 70 school funds	Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which state aid is distributed through the Cherry Sheet to help establish educational equity among municipal and regional school districts.
Chapter 90 highway funds	State funds derived from periodic transportation bond authorizations and apportioned to communities for highway projects based on a formula under the provisions of MGL Ch. 90 §34. The Chapter 90 formula comprises three variables: local road mileage (58.33 percent) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83 percent) derived the Department of Employment and Training (DET), and population estimates (20.83 percent) from the US Census Bureau. Local highway projects are approved in advance, and then later on the submission of certified expenditure reports to MHD, communities receive cost reimbursements to the limit of the grant. Under the formula, communities with a larger number of road miles receive proportionately more aid than those with fewer road miles.
Charges for services	(Also called User Charges or Fees) The charges levied on the users of particular goods or services provided by local government requiring individuals to pay for the private benefits they receive. Such charges reduce the reliance on property tax funding.
Charter school aid	A component of Chapter 70 state aid provided to a municipality for public education. Beginning in fiscal year (FY) 99, no new charter aid will be included in Chapter 70 aid, and any Charter Aid distributed in FY98 and prior years has been included in FY99 base aid.
Cherry sheets	A form showing all state charges and reimbursements to the Town as certified by the state director of accounts. Years ago this document was printed on cherry colored paper.
Cherry sheet assessments	Estimates of annual charges to cover the cost of certain state and county programs.
Cherry sheet offset items	Local aid that may be spent without appropriation in the budget, but which must be spent for specific municipal and regional school district programs. Current offset items include racial equality grants, school lunch grants, School Choice Receiving Tuition and public libraries grants. (See also Offset Receipts).
Cherry sheet receipts	Chapter 58, Section 25A of the Massachusetts General Laws provides that the Commissioner of Revenue estimate the state's funding of local reimbursement and assistance programs as authorized by law and appropriated by the legislature. Local assessors are required to use these figures when determining the local property tax rate.
Classification of the tax rate	Each year, the selectmen or city council vote whether to exercise certain tax rate options. Those options include choosing a residential factor to adopt (MGL Ch. 40 §56), and determining whether to offer an open space discount (Ch. 61, 61A and 61B), a residential exemption (Ch. 59, §5C), and/or a small commercial exemption (Ch. 59, §5I) to property owners.
Collective bargaining	The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union.

Commercial, Industrial, Personal property (CIP)

A group of three property types used to describe the effect of multiple tax rates. A municipality can take a number of actions to shift the levy burden associated with a single tax rate from Open Space and Residential categories to the CIP categories.

Commitment

An authorization to collect taxes, fees or other charges due a municipality. For example, the assessors' commitment of real estate taxes authorizes the collector to pursue and receive payment from property owners.

Community Preservation Act (CPA)

Enacted as MGL Ch. 44B in 2000, the community preservation act permits cities and towns accepting its provisions to establish a restricted fund from which monies can only be appropriated for a) the acquisition, creation and preservation of open space; b) the acquisition, preservation, rehabilitation, and restoration of historic resources; and c) the acquisition, creation and preservation of land for recreational use; d) the creation, preservation and support of community housing; and e) the rehabilitation and restoration of open space, land for recreational use and community housing that is acquired or created using monies from the fund. Acceptance requires town meeting or city council approval, together with referendum approval by majority vote. The local program is funded by a local surcharge up to 3 percent on real property tax bills and matching dollars from the state generated from registry of deeds fees. (See DOR IGR 00-209 as amended by IGR 01-207 and IGR 02-208).

Community preservation fund

Formerly known as the "Landbank Fund" in Town, this was a voter approved surtax levied at 3 percent on all real estate taxes. The State had initially set up a \$15 million dollar matching fund and reimbursed Cape Cod Town's 50 cents per dollar of surtax collected. This matching fund has been depleted as of FY04. The matching fund is now supported by a real estate transfer fee collected by the registry of deeds across the state. The revenue collected from this program can be used for land acquisitions for recreation and to preserve open space, historic preservation and affordable housing.

Computer Assisted Mass Appraisal (CAMA)

An automated system for maintaining property data, valuing property, notifying owners, and ensuring tax equity through uniform valuations.

Conservation fund

A city or town may appropriate money to a conservation fund, which money may be expended for lawful conservation purposes as described in MGL Ch. 40 §8C. The money may also be expended for damages arising from an eminent domain taking provided that the taking was approved by a two-thirds vote of city council or town meeting.

Contingent appropriation

An appropriation that authorizes spending for a particular purpose only if subsequently approved in a voter referendum. Under MGL Ch. 59 §21C (m), towns may make appropriations from the tax levy, available funds or borrowing, contingent upon the subsequent passage of a Proposition 2½ override or exclusion question for the same purpose. If initially approved at an annual town meeting, voter approval of the contingent appropriation must occur by September 15. Otherwise, the referendum vote must occur within 90 days after the town meeting dissolves. The question may be placed before the voters at more than one election, but if not approved by the applicable deadline, the appropriation is null and void. If contingent appropriations are funded through property taxes, DOR cannot approve the tax rate until the related override or exclusion question is resolved or the deadline passes, whichever occurs first.

Contingent liabilities

Items that may become liabilities as a result of conditions undetermined at a given date, such as guarantees, pending law suits, judgments under appeal,

unsettled disputed claims, unfilled purchase orders, and uncompleted contracts.

Cost-benefit analysis

A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

Cost Of Living Adjustment (COLA)

Reference to language in municipal contracts that provide for annual or periodic increases in salaries and wages for employees over the course of the contract. The amount of an increase is most often negotiated based on a community's ability to pay, but is sometimes tied to the annual change in a specified index, i.e., consumer price index (CPI).

Cost Center

The lowest hierarchical level of allocating monies. Often referred to as a program, project or operation.

Debt authorization

Formal approval by a two-thirds vote of town meeting or city council to incur debt, in accordance with procedures stated in MGL Ch. 44 §§1, 2, 3, 4a, 6-15.

Debt burden

The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget.

Debt Exclusion

An action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2½. By approving a debt exclusion, a community calculates its annual levy limit under Proposition 2½, then adds the excluded debt service cost. The amount is added to the levy limit for the life of the debt only and may increase the levy above the levy ceiling.

Debt limit

The maximum amount of debt that a municipality may authorize for qualified purposes under state law. Under MGL Ch. 44 §10, debt limits are set at 5 percent of EQV for a city and 5 percent of EQV for a town. By petition to the Municipal Oversight Board, cities and towns can receive approval to increase their debt limit to 5 and 10 percent of EQV, respectively.

Debt policy

Part of an overall capital financing policy that provides evidence of a commitment to meet infrastructure needs through a planned program of future financing. Debt policies should be submitted to elected officials for consideration and approval.

Debt service

The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

Debt service fund

Governmental fund type used to account for the accumulation or resources for, and the payment of, general long-term debt principal and interest. In Massachusetts, these are only allowed by special legislation.

Debt statement

Reference to a report, which local treasurers are required to file with the DOR, showing authorized and issued debt, debt retired and interest paid by a community during the prior fiscal year, as well as authorized but unissued debt at year-end. Also known as the "Statement of Indebtedness."

Deferred revenue

Amounts that do not meet the criteria for revenue recognition. Also, earned amounts that are not yet available to liquidate liabilities of a current period.

Deficit

The excess of expenditures over revenues during an accounting period. Also refers to the excess of the liabilities of a fund over its assets.

Demand letter

Notice to a delinquent taxpayer of overdue taxes typically mailed soon after the thirty day, or otherwise determined, payment period has ended.

Demand notice

When a tax bill becomes past due, the collector sends a demand notice requesting payment. The collector is required to issue a demand before

initiating a tax taking.

Department

A principal, functional, and administrative entity created by statute and the Town Manager to carry out specified public services.

Department Of Revenue (DOR)

State department responsible for collecting a wide variety of taxes, providing taxpayer support, and administering programs related to municipal finance through the Division of Local Services (DLS).

Designated unreserved fund balance

A limitation on the use of all or part of the expendable balance in a governmental fund.

Division of Local Services (DLS)

A division within the DOR (Department of Revenue) responsible for helping Massachusetts cities and towns achieve sound and efficient fiscal management through technical assistance, training, and oversight. DLS bureaus are responsible for ensuring the fairness and equity of local property taxation, the accuracy and quality of local accounting and treasury management, interpreting state laws that affect local governance, distributing local aid, maintaining a comprehensive databank on local finances, and auditing local school districts.

Education Reform Act of 1993

State law that authorized the seven-year, Ch. 70 funding program for education and that established spending targets for school districts as a means to remedy educational inequities. Scheduled to end by FY00, the program has been extended, pending agreement on further reforms.

Emergency spending

MGL Chapter 44 §31 allows a community to spend in excess of appropriation in cases of major disasters that pose an immediate threat to the health or safety of persons or property, following the emergency declaration by council or selectmen and the approval of the Director of Accounts.

Eminent domain

The power of a government to take property for public purposes. Frequently used to obtain real property that cannot be purchased from owners in a voluntary transaction. Property owner receives fair compensation (market value at the time of the taking) as determined through court proceedings.

Encumbrance

A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that is chargeable to, but not yet paid from, a specific appropriation account.

Enterprise Funds

An enterprise fund, authorized by MGL Ch. 44 §53F½, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs--are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or retained earnings generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services. Barnstable has seven: water pollution, solid waste, golf course, airport, marinas, water and Sandy Neck Park. Both the costs and the revenues of the enterprise are segregated from other finances of the Town.

Equalized Valuations (EQV)

The determination of an estimate of the full and fair cash value of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some state aid accounts and for determining

county assessments and other costs. The Commissioner of Revenue, in accordance with MGL Ch. 58 §10C, is charged with the responsibility of biannually determining an equalized valuation for each city and town in the Commonwealth.

Estimated receipts

A term that typically refers to anticipated local revenues listed on page three of the Tax Recapitulation Sheet. Projects of local revenues are often based on the previous year's receipts and represent funding sources necessary to support a community's annual budget. (See Local Receipts).

Excess levy capacity

The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the board of selectmen or city council must be informed of excess levy capacity and their acknowledgment must be submitted to DOR when setting the tax rate.

Exemptions

A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include veterans, blind individuals, surviving spouses, and persons over 70 years of age.

Expendable trust

A fund, administered by the treasurer, from which both principle and interest can be expended for the purposes specified and agreed upon when the money was donated or transferred to the community. (See Trust Fund; Non-Expendable Trust).

Expenditure

An outlay of money made by municipalities to provide the programs and services within their approved budget.

Expense

An identified cost incurred to accomplish a particular goal.

Fair market value

Fair cash value has been defined by the Massachusetts Supreme Judicial Court as "fair market value, which is the price an owner willing but not under compulsion to sell ought to receive from one willing but not under compulsion to buy. It means the highest price that a normal purchaser not under peculiar compulsion will pay at the time, and cannot exceed the sum that the owner after reasonable effort could obtain for his property. A valuation limited to what the property is worth to the purchaser is not market value. The fair cash value is the value the property would have on January first of any taxable year in the hands of any owner, including the present owner" (Boston Gas Co. v. Assessors of Boston, 334 Mass. 549, 566 (1956)).

Fiduciary funds

Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include expendable trust, non-expendable trust, pension trust, and agency funds.

Financial statement

A presentation of the assets and liabilities of a community as of a particular date and most often prepared after the close of the fiscal year.

Fiscal Year

Since 1974, the Commonwealth and municipalities have operated on a budget cycle that begins July 1 and ends June 30. The designation of the fiscal year is that of the calendar year in which the fiscal year ends. For example, the 2000 fiscal year is July 1, 1999 to June 30, 2000. Since 1976, the federal government fiscal year has begun October 1 and ended September 30.

Fixed assets

Long-lived, tangible assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

Fixed costs

Costs that are legally or contractually mandated such as retirement,

FICA/Social Security, insurance, debt service costs or interest on loans.

Foundation budget

The spending target imposed by the Education Reform Act of 1993 for each school district as the level necessary to provide an adequate education for all students.

Free Cash

Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the balance sheet as of June 30, which is submitted by the community's auditor, accountant, or comptroller. Important: free cash is not available for appropriation until certified by the Director of Accounts. (See Available Funds)

Full accrual

A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

Full and Fair Cash Value (FFCV)

Fair cash value has been defined by the Massachusetts Supreme Judicial Court as "fair market value", which is the price an owner willing but not under compulsion to sell ought to receive from one willing but not under compulsion to buy. It means the highest price that a normal purchaser not under peculiar compulsion will pay at the time, and cannot exceed the sum that the owner after reasonable effort could obtain for his property. A valuation limited to what the property is worth to the purchaser is not market value. The fair cash value is the value the property would have on January first of any taxable year in the hands of any owner, including the present owner" (Boston Gas Co. v. Assessors of Boston, 334 Mass. 549, 566 (1956)).

Fund

An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

Fund accounting

Organizing the financial records of a municipality into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

Fund balance

The difference between assets and liabilities reported in a governmental fund. Also known as fund equity. (See also Unreserved Fund Balance)

GASB 34

A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering services and value estimates on public infrastructure assets, such as bridges, road, sewers, etc. It also requires the presentation of a narrative statement analyzing the government's financial performance, trends and prospects for the future.

GASB 45

This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other post-employment benefits (See OPEB) in its accounting statements. Through

actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service. For additional information see Technical Assistance Best Practice: Other Post-Employment Benefits

General fund	The fund used to account for most financial resources and activities governed by the normal town meeting/city council appropriation process.
General fund subsidy	Most often used in the context of enterprise funds. When the revenue generated by rates, or user fees, are insufficient to cover the cost to provide the particular service, general fund money is used to close the gap in the form of a subsidy. The subsidy may or may not be recovered by the general fund in subsequent years.
General ledger	The accountant's record of original entry, which is instrumental in forming a paper trail of all government financial activity.
General obligation bonds	Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.
Generally Accepted Accounting Principles (GAAP)	Uniform minimum standards and guidelines for financial accounting and reporting that serve to achieve some level of standardization
Generally Accepted Auditing Standards (GAAS)	Accounting standards that define the conventions, rules, and procedures necessary to make valid financial presentations. The Governmental Accounting Standards Board (GASB) provides specific interpretations of the GAAP for application in state and local governments. Criteria used by auditors to determine if financial statements are fairly presented.
Generally Accepted Government Auditing Standards (GAGAS)	These are auditing standards established by the U.S. General Accounting Office publication "Government Auditing Standards" (1988) also known as the "Yellow Book ". GAGAS for financial statement audits incorporate the field work and reporting standards of GAAS.
Government accounting standards board (GASB)	The ultimate authoritative on accounting and financial reporting standard-setting body for state and local governments.
Governmental funds	Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, capital projects funds, debt service funds, and permanent funds.
Grant	A contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal government. Grants are usually made for specific purposes.
Grant Anticipation Notes (GAN)	Short-term, interest-bearing notes issued by a government to raise capital to be repaid by grants proceeds, which are anticipated at a later date. GANS allow the recipient of the grant to begin carrying out the purpose of the grant immediately.
Hotel/Motel Excise	A local option since 1985 that allows a community to assess a tax on short-term room occupancy. The community may levy up to 4 percent of the charge for stays of less than 90 days at hotels, motels and lodging houses. The convention center legislation imposed an additional 2.75 percent charge in Boston, Cambridge, Chicopee, Springfield, West Springfield and Worcester.
House 1 (Governor's)	Designation given to the Governor's annual budget request, which is submitted to the House of Representatives by the fourth Wednesday of January. Except

budget proposal)	that a newly elected governor has eight weeks from the day he/she takes office to submit a budget. The budget is designated House 1 in the first year of the two-year legislative session and House 1A in the second year.
Income approach	A method of estimating property value by converting anticipated net rental revenue, generated by the property, into an indication of market value. Used primarily to value commercial/industrial properties and apartment buildings, which are normally bought and sold on the basis of their income producing capability.
Indirect cost	Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.
Inside debt	Municipal debt incurred for purposes enumerated in MGL Ch. 44, §7, and measured against the community's debt limit as set under Ch. 10. Consequently, the borrowing is inside the debt limit and referred to as inside debt. (See also Outside Debt).
Interest	Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis, but are paid every six months.
Interest rate	The interest payable, expressed as a percentage of the principal available, for use during a specified period of time. It is always expressed in annual terms.
Interfund transactions	Payments from one administrative budget fund to another, which results in the recording of a receipt and an expenditure.
Intrafund transactions	Financial transactions between activities within the same fund. An example would be a budget transfer.
Interim year valuation adjustment	State law requires that local assessed values reflect market value every year. Every three years, BLA reviews and certifies that an individual community's assessed values meet the standard. In between these triennial revaluations, a community should complete an annual analysis to determine whether an interim year value adjustment is warranted. Depending on market conditions and property value trends, adjustments may increase, decrease or leave values unchanged. If the overall assessed value of the community changes by 10 percent, up or down, BLA must be notified.
Internal control structure	The policies and procedures established by management to ensure the integrity and comprehensiveness of the data collected by the accounting system for use in internal and external financial reports, as well as the overall control environment in which the government operates.
Internal service fund	A municipal accounting fund used to accumulate the cost of central services such as data processing, printing, postage, motor pool. Costs or charges to an internal service fund are then allocated to other departments or funds within the government unit.
Land court	Established in 1898, the Land Court has the exclusive jurisdiction to foreclose rights of redemption on a property in tax title.
Legal Level of Budgetary Control	The level at which a government's management may not reallocate resources without approval from the legislative body
Levy	The amount a community raises through the property tax. The levy can be any amount up to the levy limit, which is re-established every year in accordance

with Proposition 2½ provisions.

Levy ceiling

A levy ceiling is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2½). It states that, in any year, the real and personal property taxes imposed may not exceed 2½ percent of the total full and fair cash value of all taxable property. Property taxes levied may exceed this limit only if the community passes a capital exclusion, a debt exclusion, or a special exclusion. (See Levy Limit).

Levy limit

A levy limit is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2½). It states that the real and personal property taxes imposed by a city or town may only grow each year by 2½ percent of the prior year's levy limit, plus new growth and any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion. (See Levy Ceiling).

Lien

A legal claim against real or personal property to protect the interest of a party (i.e., a city or town) to whom a debt is owed (i.e., taxes). In the case of real property, the lien in favor of a municipality automatically arises each January 1, but must be secured through other action. On other property, a lien must be recorded to become secure.

Line item budget

A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

Local aid

Revenue allocated by the Commonwealth to cities, towns, and regional school districts. Estimates of local aid are transmitted to cities, towns, and districts annually by the "Cherry Sheets." Most Cherry Sheet aid programs are considered general fund revenues and may be spent for any purpose, subject to appropriation.

Local receipts

Locally generated revenues, other than real and personal property taxes. Examples include motor vehicle excise, investment income, hotel/motel tax, fees, rentals, and charges. Annual estimates of local receipts are shown on the tax rate recapitulation sheet.

Long-term debt

Community borrowing, or outstanding balance at any given time, involving loans with a maturity date of 12 months or more. (See Permanent Debt).

Maintenance budget

A no-growth budget that continues appropriations for programs and services at their current year levels. The actual appropriation to maintain programs and services may still increase due to inflation or other factors.

Market value

Fair cash value has been defined by the Massachusetts Supreme Judicial Court as "fair market value, which is the price an owner willing but not under compulsion to sell ought to receive from one willing but not under compulsion to buy. It means the highest price that a normal purchaser not under peculiar compulsion will pay at the time, and cannot exceed the sum that the owner after reasonable effort could obtain for his property. A valuation limited to what the property is worth to the purchaser is not market value. The fair cash value is the value the property would have on January first of any taxable year in the hands of any owner, including the present owner" (Boston Gas Co. v. Assessors of Boston, 334 Mass. 549, 566 (1956)).

Mass appraisal

Use of standardized procedures for collecting data and appraising property to ensure that all properties within a municipality are valued uniformly and equitably.

Massachusetts General

Laws passed by the Massachusetts legislature. The MGL is organized by chapters with multiple sections in each chapter. Currently there are 282

Laws (MGL)	chapters. See www.mass.gov/legis/laws/mgl/index.htm . Note that laws enacted prior to the current legislative session are in one location and those enacted in the current session are located in a separate location.
Minimum local contribution	The minimum that a city or town must appropriate from property taxes and other local revenues for the support of schools (Education Reform Act of 1993).
Modified Accrual Basis of accounting	A method of accounting that recognizes revenues in the accounting period in which they become available and measurable.
Motor Vehicle Excise (MVE)	A locally imposed annual tax assessed to owners of motor vehicles registered to an address within the community. The excise tax rate is set by statute at \$25.00 per \$1000 of vehicle value. Owner registration and billing information is maintained by the State Registry of Motor Vehicles and is made available to a city or town, or to the Deputy Collector who represents it.
Municipal Revenue Growth Factor (MRGF)	An estimate of the percentage change in a municipality's revenue growth for a fiscal year. It represents the combined percentage increase in the following revenue components: automatic 2½ percent increase in the levy limit, estimated new growth, the change in selected unrestricted state aid categories, and the change in selected unrestricted local receipts (Education Reform Act of 1993).
Net Assets Unrestricted	(Formerly Retained Earnings) An equity account reflecting the accumulated earnings of an enterprise fund that may be used to fund capital improvements, to reimburse the general fund for prior year subsidies, to reduce user charges and to provide for enterprise revenue deficits (operating loss).
Net School Spending (NSS)	School budget and municipal budget amounts attributable to education, excluding long-term debt service, student transportation, school lunches and certain other specified school expenditures. A community's NSS funding must equal or exceed the NSS Requirement established annually by the Department of Education (DOE) (Education Reform Act of 1993).
Net school spending requirement	Sum of a school district's minimum local contribution and the Chapter 70 aid received in a given fiscal year (FY). Municipalities and regional school districts must appropriate funds sufficient to the net school spending requirement. In addition to the NSS requirement funds need to be appropriated to support costs of student transportation, fixed assets, long term debt service, and other costs not part of the NSS. Section 126 of Chapter 194 of the Acts of 1998 limits the net school spending requirement for regional vocational districts to 150 percent of the foundation budget. When the net school spending requirements exceed 150 percent of the foundation budget, the required local contributions of the member towns are reduced proportionately. Any reduction is applied to any below foundation districts to which the municipality belongs.
New Growth	The additional tax revenue generated by new construction, renovations and other increases in the property tax base during a calendar year. It does not include value increases caused by normal market forces or by revaluations. New growth is calculated by multiplying the assessed value associated with new construction, renovations and other increases by the prior year tax rate. The additional tax revenue is then incorporated into the calculation of the next year's levy limit. For example, new growth for FY09 is based on new construction, etc. that occurred between January and December 2007. In the fall of 2008, when new growth is being estimated to set the FY09 levy limit, the FY08 tax rate is used in the calculation.

Non-allocated receipts	Municipal receipts that need not be expended in a particular way due to their source. Non-allocated receipts are listed on page 3 of the Tax Rate and Pro Forma Recapitulation form. Specifically excluded are offset receipts, enterprise funds, and revolving funds.
Non-expendable trust	A trust fund administered by the treasurer, from which principle, but not interest, can be expended for the purposes specified by the donor or agreed upon when the money was donated or transferred to the community. See Trust Fund; Expendable Trust.
Non-recurring revenue source	A one-time source of money available to a city or town. By its nature, a non-recurring revenue source cannot be relied upon in future years. Therefore, such funds should not be used for operating or other expenses that continue from year-to-year. (See Recurring Revenue Source).
Objects of expenditures	A classification of expenditures that is used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay".
Official statement	A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.
Offset Receipts	A local option that allows estimated receipts of a particular department to be earmarked for use of the department and appropriated to offset its annual operating budget. If accepted, MGL Ch. 44 § 53E limits the amount of offset receipts appropriated to no more than the actual receipts collected for the prior fiscal year. The Director of Accounts must approve use of a higher amount before appropriation. Actual collections greater than the amount appropriated close to the general fund at year-end. If actual collections are less, the deficit must be raised in the next year's tax rate.
Operating budget	A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.
Operational audit	A private-sector term used to describe economy and efficiency audits and program result audits.
Other Post-Employment Benefits (OPEB)	(Other Post-Employment Benefits) Employees of state and local governments may be compensated in a variety of forms in exchange for service that will not be received until after their employment with the government ends. The most common type of these post-employment benefits is a pension. Post-employment benefits other than pensions generally take the form of health insurance and dental, vision, prescription, or other healthcare benefits provided to eligible retirees, including in some cases their beneficiaries. They may also include some type of life insurance. As a group, these are referred to as OPEB. (See GASB 45).
Outside debt	Municipal borrowing for purposes enumerated in MGL Ch. 44, §8, the debt incurred for which is not measured against the community's debt limit per Ch. 10. Consequently, the borrowing is outside the debt limit and referred to as outside debt. (See Inside Debt).
Overlapping debt	A community's proportionate share of the debt incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.
Overlay reserve	An account established annually to fund anticipated property tax abatements, exemptions and uncollected taxes in that year. The overlay reserve is not established by the normal appropriation process, but rather is raised on the tax rate recapitulation sheet.

Overlay Deficit	A deficit that occurs when the amount of overlay raised in a given year is insufficient to cover abatements, statutory exemptions, and uncollected taxes for that year. Overlay deficits must be provided for in the next fiscal year.
Overlay Surplus	Any balance in the overlay account of a given year in excess of the amount remaining to be collected or abated can be transferred into this account. Within ten days of a written request by the chief executive officer of a city or town, the assessors must provide a certification of the excess amount of overlay available to transfer. Overlay surplus may be appropriated for any lawful purpose. At the end of each fiscal year, unused overlay surplus is "closed" to surplus revenue; in other words, it becomes a part of free cash.
Override	A vote by a community at an election to permanently increase the levy limit. An override vote may increase the levy limit no higher than the levy ceiling. The override question on the election ballot must state a purpose for the override and the dollar amount. (See underride)
Override capacity	The difference between a community's levy ceiling and its levy limit. It is the maximum amount by which a community may override its levy limit.
Payments in lieu of taxes	An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the payer agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.
Performance audit	Such audits examine the implicit assertion of management, that it is meeting its responsibilities efficiently and effectively. Performance audits typically focus on individual departments, agencies, activities, or functions within a government.
Performance budget	A budget that stresses output both in terms of economy and efficiency.
Personal property tax	Movable items not permanently affixed to, or part of the real estate. It is assessed separately from real estate to certain businesses, public utilities, and owners of homes that are not their primary residences.
Personnel Costs	The cost of salaries, wages and related employment benefits.
Preliminary tax bill	The tax bill for the first two quarters of the fiscal year sent, no later than July 1, by communities on a quarterly tax billing cycle. The tax due on a preliminary tax bill can be no greater than the amount due in the last two quarters of the previous fiscal year.
Program	A combination of activities to accomplish an end.
Program budget	A budget that relates expenditures to the programs they fund. The emphasis of a program budget is on output.
Property tax levy (see levy)	The amount a community raises through the property tax. The levy can be any amount up to the levy limit, which is re-established every year in accordance with Proposition 2½ provisions.
Proposition 2 1/2	State law enacted in 1980 that regulates local property tax administration. Major provisions of this legislation are located in MGL Ch 59 - Assessment of Local Taxes § 21C and relate to the determination of a levy limit and levy ceiling for each town.
Proprietary funds	Funds that account for government's business-type activities (e.g., activities that receive a significant portion of their funding through user charges). The fund types included in proprietary funds are the enterprise fund and the internal service fund. The internal service fund accounts for certain central services (e.g., data processing, printing, postage, motor pool) and then

allocates the cost among departments or funds within the governmental unit.

Public Employee Retirement Administration (PERAC)	The Public Employee Retirement Administration oversees and directs the state retirement system and administers benefits for members.
Purchase order	An official document or form authorizing the purchase of products and services. Outstanding purchase orders are called encumbrances.
Quarterly tax bills	Local option to issue two estimated (or three estimated when authorized by the General Court) property tax bills followed by two (or one, if three estimated) regular bills by prescribed dates.
Real property	Land, buildings and the rights and benefits inherent in owning them.
Receipts reserved	Proceeds that are earmarked by law and placed in separate accounts for appropriation for particular purposes. For example, parking meter proceeds may be appropriated to offset certain expenses for parking meters and the regulation of parking and other traffic activities.
Recertification (see triennial certification)	The Commissioner of Revenue, through the Bureau of Local Assessment, is required to review local assessed values every three years and to certify that they represent full and fair cash value (FFCV). Refer to MGL Ch. 40 §56 and Ch. 59 §2A(c).
Requisition	Form used by the requesting department when ordering products and services from external vendors. This document generates a Purchase Order.
Reserve for abatements and exemptions (see overlay)	An account established annually to fund anticipated property tax abatements, exemptions and uncollected taxes in that year. The overlay reserve is not established by the normal appropriation process, but rather is raised on the tax rate recapitulation sheet.
Reserve Fund	An amount set aside annually within the budget of a city (not to exceed 3 percent of the tax levy for the preceding year) or town (not to exceed 5 percent of the tax levy for the preceding year) to provide a funding source for extraordinary or unforeseen expenditures. In a town, the finance committee can authorize transfers from this fund for "extraordinary or unforeseen" expenditures. Other uses of the fund require budgetary transfers by town meeting. In a city, transfers from this fund may be voted by the city council upon recommendation of the mayor.
Reserves	Money accumulated for future expenditure. The General Fund savings account and the Stabilization Fund are general reserves that may be used for a wide variety of purposes. Some reserves are available only for restricted purposes, for example, the Pension and Insurance reserve.
Rating agencies	This term usually refers to Moody's Investors Service, Standard and Poor's Corporation, and Fitch IBCA, Inc. These are the three major agencies which issue credit ratings on municipal bonds.
Registered bonds	Bonds registered on the books of the issuer as to ownership; the transfer of ownership must also be recorded on the books of the issuer. Recent changes in federal tax laws mandate that all municipal bonds be registered if their tax exempt status is to be retained.
Reserve for contingencies	A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for. The Town Council has a 4 percent policy reserve that sets aside a portion of the certified General Fund savings account balance that is equal to 4 percent of the Town's General Fund budget, net of transfers.

Residential exemption

An option that allows a community to grant an exemption to owner occupied residential properties of up to 20 percent. The exemption shifts a portion of the tax burden, within the residential class, away from lower valued, single family homes to multi-family properties, apartment buildings and non-resident property owners. Boston, Cambridge and Somerville have been granted special legislation to increase the percentage shifted to 30 percent. The legislation is as follows:

Boston - Chapter 403 of the Acts of 2003

Cambridge -Chapter 90 of the Acts of 2003

Somerville -Chapter 257 of the Acts of 2000

Retained earnings

An equity account reflecting the accumulated earnings of an enterprise fund that may be used to fund capital improvements, to reimburse the general fund for prior year subsidies, to reduce user charges and to provide for enterprise revenue deficits (operating loss).

Revaluation

The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information. Every three years, assessors must submit property values to the DOR for certification. Assessors must also maintain current values in the years between certifications so that each taxpayer in the community pays his or her share of the cost of local government in proportion to the value of his property. (See Triennial Certification)

Revenue Anticipation Note (RAN)

A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANS are full faith and credit obligations. (See Tax Anticipation Notes, Bond Anticipation Notes)

Revenue deficit

The amount by which actual revenues at year-end fall short of projected revenues and are insufficient to fund the amount appropriated. In such a case and unless otherwise funded, the revenue deficit must be raised in the following year's tax rate.

Revenues

All monies received by a governmental unit from any source.

Revolving fund

Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. For departmental revolving funds, MGL Ch. 44 §53E½ stipulates that each fund must be re-authorized each year at annual town meeting or by city council action, and that a limit on the total amount that may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also charged for all associated fringe benefits.

Sale of cemetery lots fund

A fund established to account for proceeds of the sale of cemetery lots. The proceeds may only be appropriated to pay for the cost of the land, its care and improvement or the enlargement of the cemetery under provisions of MGL Ch. 114 §15.

Sale of real estate fund	A fund established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure. MGL Ch. 44 §63 states that such proceeds shall be applied first to the retirement of debt on the property sold. In the absence of such debt, funds may generally be used for purposes for which the city or town is authorized to borrow for a period of five years or more.
School choice aid	A component of Chapter 70 state aid provided to a municipality for public education. If a district is spending below the foundation budget and it was a "sending" district under school choice in the prior fiscal year (FY), the district generally receives school choice aid in an amount equal to any increase in its prior year estimated gross school choice liability, when compared to the previous year.
Short-term debt	Outstanding balance, at any given time, on amounts borrowed with a maturity date of 12 months or less. (See Note)
Small commercial exemption	A property tax classification option where a community may exempt up to 10 percent of the value of Class Three, Commercial parcels. In effect, the option shifts the tax burden from parcels occupied by small businesses to those occupied by other commercial and industrial taxpayers. Eligible small businesses have an average annual employment of no more than ten persons. (See Information Guideline Release 00-403)
Special assessments (see betterments)	Whenever part of a community benefits from a public improvement, or betterment (<i>e.g.</i> , water, sewer, sidewalks, etc.), special property taxes may be assessed to the property owners of that area to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property parcel receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of up to 20 years. In this case, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.
Special exclusion	For a few limited capital purposes, a community may exceed its levy limit or levy ceiling without voter approval. Presently, there are two special expenditure exclusions: 1) water and sewer project debt service costs which reduce the water and sewer rates by the same amount; and 2) a program to assist homeowners to repair or replace faulty septic systems, remove underground fuel storage tanks, or remove dangerous levels of lead paint to meet public health and safety code requirements. In the second special exclusion, homeowners repay the municipality for the cost plus interest apportioned over a period of time, not to exceed 20 years (similar to betterments).
Special purpose fund	Money set aside by appropriation for specific purposes authorized by statute only. Money remains in the fund from year-to-year, but unlike special revenue fund balances, can be diverted to other uses by vote of the appropriating authority.
Special revenue fund	Funds, established by statute only, containing revenues that are earmarked for and restricted to expenditures for specific purposes. Special revenue funds include receipts reserved for appropriation, revolving funds, and grants from governmental entities and gifts from private individuals or organizations.
Stabilization fund	A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose (MGL Ch. 40

§5B). Communities may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed ten percent of the prior year's tax levy. The total of all stabilization fund balances shall not exceed ten percent of the community's equalized value, and any interest shall be added to and become a part of the funds. A two-thirds vote of town meeting or city council is required to establish, amend the purpose of, or appropriate money from the stabilization fund

Submitted budget

The proposed budget that has been approved by the Town Manager and forwarded to the Town Council for their approval. The Council must act upon the submitted budget within prescribed guidelines and limitations according to statute and the Town charter.

Supplemental appropriations

Appropriations made by the Town Council after an initial appropriation to cover expenditures beyond original estimates.

Surplus revenue

The amount by which cash, accounts receivable, and other assets exceed liabilities and reserves.

Tax Anticipation Note (TAN)

A short-term note issued to provide cash to cover operating expenses in anticipation of tax proceeds.

Tax rate

The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property.

Tax recapitulation sheet

A document submitted by a city or town to the DOR in order to set a property tax rate. The recap sheet shows all estimated revenues and actual appropriations that affect the property tax rate. The recap sheet should be submitted to the DOR by September 1 (in order to issue the first-half semiannual property tax bills before October 1) or by December 1 (in order to issue the third quarterly property tax bills before January 1).

Tax title

A collection procedure that secures a city or town's lien on real property and protects the municipality's right to payment of overdue property taxes. Otherwise, the lien expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city or town. After properly recording the instrument of taking, the collector transfers responsibility for collecting the overdue amounts to the treasurer. After six months, the treasurer may initiate foreclosure proceedings.

Tax title foreclosure

The procedure initiated in Land Court by a city or town treasurer to obtain legal title to real property already in tax title and on which property taxes are overdue.

Tax title redemption

The act of a property owner to pay overdue taxes, plus any fees, charges, other costs and interest, on real property that the community had placed in tax title to secure its lien. The taxpayer's right to redeem terminates when the treasurer files a petition to foreclose on the property in the Land Court.

Triennial Certification

The Commissioner of Revenue, through the Bureau of Local Assessment, is required to review local assessed values every three years and to certify that they represent full and fair cash value (FFCV). Refer to MGL Ch. 40 §56 and Ch.59 §2A(c).

Trust fund

In general, a fund for money donated or transferred to a municipality with

specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by town meeting. (See Expendable Trust and Non-Expendable Trust)

Uniform Municipal Accounting System (UMAS)

UMAS succeeds the so-called Statutory System (STAT) and is regarded as the professional standard for municipal accounting in Massachusetts. As a uniform system for local governments, it conforms to Generally Accepted Accounting Principles (GAAP), offers increased consistency in reporting and record keeping, as well as enhanced comparability of data among cities and towns.

Undesignated fund balance

Monies in the various government funds as of June 30 that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash. (See Designated Fund Balance)

Unfunded mandate

A requirement imposed by law, regulation or order without underlying financial support, thereby resulting in direct or indirect costs to the body made responsible for its implementation.

Unfunded pension liability

Unfunded pension liability is the difference between the value assigned to the retirement benefits already earned by a municipality's employees and the assets the local retirement system will have on hand to meet these obligations. The dollar value of the unfunded pension liability is redetermined every three years and is driven by assumptions about interest rates at which a retirement system's assets will grow and the rate of future costs of living increases to pensioners.

Underride

A vote by a community to permanently decrease the tax levy limit. As such, it is the exact opposite of an override.

Unreserved fund balance

The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (See Free Cash)

User charges/fee

A municipal funding source where payment is collected from the user of a service to help defray the cost of providing the service. Note that any increases in the fees must satisfy the three tests set forth in the so called Emerson case. (See Emerson College v. Boston, 391 Mass. 415 (1984); also DOR IGR 88-207)

Valuation

The legal requirement that a community's assessed value on property must reflect its market, or full and fair cash value.

Warrant

An authorization for an action. For example, a town meeting warrant establishes the matters that may be acted on by that town meeting. A treasury warrant authorizes the treasurer to pay specific bills. The assessors' warrant authorizes the tax collector to collect taxes in the amount and from the persons listed, respectively.

Zero based budget

A budget building technique where each department begins at zero and adds the cost of essential programs up to an established funding limit. Each year the process begins again at zero prompting close scrutiny and prioritization of costs annually

FY 2023 Budget Action Calendar

DATE	ACTION
Tuesday, September 28, 2021	Town Manager issues instructions to Municipal Departments for FY23 Operating & Capital budgets
Monday, October 4, 2021	Municipal Departments submit preliminary listing of any proposed FY23 position changes with supporting justification to Human Resources (HR) with copy to Town Manager
Wednesday, October 20, 2021	School Committee Workshop – Strategic Plan and Priorities
Thursday, October 21, 2021	Town Council conducts joint meeting with School Committee in accordance with Town Charter to review financial condition and financial policies of the Town
Monday, October 25, 2021	Town Manager & School Superintendent develop annual policy agreement on allocation of projected FY23 General Fund revenue growth
Monday, November 1, 2021	Departments (including School) submit Capital Improvements Project (CIP) project data sheets <i>with supporting photos</i> and review of existing capital projects to Town Manager
Monday, November 8, 2021	Municipal Departments submit Calendar Year fee change requests to Town Manager
Wednesday, November 10, 2021	HR Director submits position changes summary including comments to Town Manager
Tuesday, November 16, 2021	Town Manager conducts public hearing on any proposed changes to <i>Calendar Year fees</i>
Monday, November 22, 2021	CIP Task Force provided copy of CIP submissions
Friday, November 26, 2021	Superintendent issues Operating budget instructions for School Department
Thursday, December 2, 2021	Municipal Department Managers submit Operating Budget <i>Decision Packages</i>
Thursday, December 2, 2021	Annual Organization of Town Council (TM must submit budget to Town Council within 170 days per M.G.L. 44 § 32) (Friday, May 21, 2022)
Friday, December 10, 2021	CIP Task Force conducts workshop on CIP submissions (Date Subject to Change)
Wednesday, December 22, 2021	School site/department submit Operating Budget requests
Wednesday, January 5, 2022	Municipal Department Managers submit Operating Budget <i>Narratives</i> including photos
Wednesday, January 19, 2022	School Committee Workshop (FY23 Budget Introduction/ Confirming Strategic Direction of Budget)
Wednesday, January 26, 2022	Municipal Departments submit Fiscal Year fee change requests to Town
Wednesday, February 2, 2022	School Committee Meeting – Initial Presentation of FY23 Budget
Wednesday, February 16, 2022	School Committee Workshop (Round Table Review of Budget)
Wednesday, March 2, 2022	School Committee Meeting – FY23 Budget Review
Monday, March 7, 2022	Town Manager submits recommended FY23 Capital Budget to Town Council per Part VI, Section 6-5 (d) of the Charter (TC must adopt plan BEFORE June 1, 2022)
Wednesday, March 16, 2022	FY23 School Operating Budget Public Hearing
Tuesday, March 22, 2022	Town Manager conducts public hearing on any proposed changes to <i>Fiscal Year fees</i>
Wednesday, April 6, 2022	School Committee meeting to adopt FY23 Operating budget
Thursday, April 7, 2022	School Department submits adopted FY23 School budget to Town Manager
Thursday, April 7, 2022	Town Council conducts first reading of FY23 Capital Budget Orders. Capital Budget presentation made to the Town Council
Monday, April 11, 2022	CFAC submits their review of recommended FY23 Capital Budget to Town Manager & Town Council
Thursday, April 28, 2022	Town Council conducts first public hearing on FY23 Capital Budget
Thursday, May 5, 2022	Town Council conducts second public hearing on FY23 Capital Budget
Tuesday, May 10, 2022	Town Manager submits recommended FY23 Operating Budget to the Town Council. Town Council must adopt budget within 45 days (by June 24, 2022) otherwise it becomes part of FY23 appropriations per Section 6-3 (b) of the Charter)
Monday May 16, 2022	CFAC submits their review of recommended FY23 Operating Budget to Town Manager & Town Council
Thursday, May 19, 2022	Last Town Council meeting to adopt FY23 proposed Capital Budget (Must be adopted by June 1, 2022)
Thursday, May 19, 2022	Town Council conducts first reading of the FY23 Operating Budget Orders. Operating Budget presentation made to Town Council.
Thursday, June 2, 2022	Town Council conducts first public hearing on FY23 Operating Budget
Thursday, June 16, 2022	Town Council conducts second public hearing on FY23 Operating Budget
Thursday, June 23, 2022	Town Council conducts third public hearing on FY23 Operating Budget (if needed). This is the last weekday the FY23 Operating Budget can be adopted by Town Council per Part VI Section 6-3 (b) of the charter (TC must adopt within 45 days of receiving budget)

MISSION STATEMENT

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



Humpback Whale

The Town of Barnstable's operating and capital budgets are now on line at <http://budget.townofbarnstable.us>