



Thomas K. Lynch
Town Manager
May 5, 2016



Town of Barnstable 2017 Operating Budget



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Barnstable
Massachusetts**

For the Fiscal Year Beginning

July 1, 2015

A handwritten signature in black ink, appearing to read 'Jeffrey R. Egan'.

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, 2015. 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 **fifteenth consecutive year** that the Town of Barnstable has been presented with this prestigious award.*

The criterion on which the award for fiscal year 2016 was based is that which has been used as a guide in preparing the budget for fiscal year 2016. Therefore, it is my belief that the Capital and Operating budgets presented for fiscal year 2016 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 Robert O'Brien, Budget Director are to be congratulated for their parts in this and the previous fourteen awards.

Thomas K. Lynch
Town Manager

FISCAL YEAR 2017 OPERATING BUDGET

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Front Cover Photo: 4th of July 2015 Parade Centerville

Back Cover Photo: Sandy Neck Gatehouse

Editor: Nathan Empey, Finance

FY 2017 BUDGET ACTION CALENDAR

Monday	Sep	21	2015	Town Manager & School Superintendent develop annual policy agreement on the allocation of the projected FY 2017 revenue
Friday	Oct	2	2015	Town Manager issues instructions to Departments for FY 2017 Operating & Capital Budgets
Monday	Oct	26	2015	Municipal Departments submit preliminary listing of any proposed FY 2017 position changes with supporting justification to Human Resources and Town Manager
Tuesday	Nov	10	2015	Town Manager conducts public hearing on <i>Calendar Year</i> permits and fees
Friday	Nov	13	2015	HR Director submits position changes summary including comments to Town Manager
Monday	Nov	23	2015	CIP project data sheets (w/project photos) and review of existing capital projects due
Thursday	Dec	17	2015	Annual Organization of Town Council (TM must submit budget to Council within 170 days per M.G.L. 44 § 32 (Friday June 5, 2016))
Tuesday	Dec	22	2015	Final day for CIP Task Force to complete & submit CIP Project scores
Monday	Dec	21	2015	Operating Budget Decision Packages due
Wednesday	Jan	20	2016	Operating Budget Narratives including photos showcasing department due
Thursday	Jan	21	2016	Town Council conducts a joint meeting/workshop with the School Committee in accordance with Town Charter
Tuesday	Feb	23	2016	Town Manager conducts public hearing on <i>Fiscal Year</i> permits and fees
Thursday	Mar	24	2016	Town Manager submits recommended Capital Budget to Clerk of Town Council per Part VI, Section 6-5(a) of the Charter. <i>(TC must adopt Plan BEFORE June 1, 2016)</i> . Town Council conducts first reading of Capital Budget orders.
Friday	Mar	25	2016	Town Council publishes summary of FY 2017 Capital budget and hearing in local paper
Thursday	Apr	7	2016	CFAC submits report of their review of recommended FY 2017 Capital Budget to Town Council
Thursday	Apr	7	2016	Town Council conducts first public hearing on FY 2017 Capital Budget per Part VI Section 6-5 (c) of the Charter. <i>(hearing be held not less than 14 days AFTER Publication)</i>
Tuesday	Apr	5	2016	Adopted FY 2017 School Committee budget due to the Town Manager
Thursday	Apr	21	2016	Town Council conducts second public hearing on FY 2017 Capital Budget per Part VI Section 6-5 (c) of the Charter.
Thursday	May	5	2016	Town Manager submits recommended Operating Budget to the Town Council. <i>TC must adopt budget within 45 days, otherwise it becomes part of FY17 appropriations per Section 6-3 (b) of the Charter</i>
Friday	May	6	2016	Town Council publishes summary of Operating Budget and hearing info in local newspaper - per Part VI, Section 6-3 (a) of the Charter
Thursday	May	19	2016	Town Council conducts first reading of FY 2017 Operating Budget orders
Tuesday	May	31	2016	Last weekday FY 2017 Capital Improvement Plan can be adopted by the Town Council per Part VI, Section 6-5(d) of the Charter
Thursday	Jun	2	2016	Town Council conducts Public Hearing on recommended FY 2017 Operating Budget <i>(Public Hearing to be held not less than 14 days AFTER such publication)</i>
Thursday	Jun	2	2016	CFAC submits report of their review of recommended FY 2017 Operating Budget to Town Council
Thursday	Jun	9	2016	Town Council conducts 2nd Public Hearing on recommended FY 2017 Operating Budget
Thursday	Jun	16	2016	Town Council conducts 3 rd Public Hearing on FY 2017 Operating (if needed)
Friday	Jun	17	2016	Last weekday FY 2017 Operating Budget can be adopted by the Town Council per Part VI, Section 6-3 (b) of the Charter. <i>(TC must adopt within 45 days of receiving budget)</i>
Thursday	Jun	30	2016	Unencumbered balances on Capital Appropriations authorized during & before FY 2014 EXPIRE

Town Council Action Item Town Manager Action Item Municipal/School/CFAC Action Item

TOWN
WAY
TO
WATER

TURN
AROUND
ONLY

**Town of Barnstable
Fiscal Year 2017
Operating Budget**

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Addressing Our Municipal Responsibilities



The Fiscal Year 2017 Operating Budget and Capital Improvement Program addresses Barnstable's municipal responsibility to provide efficient and effective services for our residents. These budgets incorporate the Town Council's Strategic Plan goals into the programs and services funded for the next fiscal year. The Town Council's Strategic Plan stresses the importance of Finance and Quality of Life as priority principles in our community.

These two principles are at the core of each budget decision we make. Maintaining a strong financial foundation and a structurally balanced operating budget along with a Capital Plan that targets high priority needs has been our focus once again this year

A Strong Financial Foundation

Financial accountability remains at the core of our budgeting goals. Maintaining a structurally balanced budget provides more certainty for the continuity of services. This balanced budget provides **a financial plan for meeting the operational needs of the Town**. It adheres to the Town Council's budget policy to limit the increase in property taxes to 2.5% plus estimated new growth. No property tax overrides are being proposed to finance the operating or capital programs. The total proposed FY 17 operating and capital budgets for the Town of Barnstable are \$211 million. The operating budgets for the General Fund and the Town's eight Enterprise Funds are \$181 million. This is essentially level funded with the FY16 budget due to reductions in the transfers to the Capital Trust Fund and the snow removal deficit for FY 16. Excluding transfers and the snow removal deficit results in an operating budget increase of \$4,655,718; or 2.75% in FY 17. A total of \$3,173,425 of General Fund and Enterprise Fund reserves are used to balance the operating budgets. This represents 1.7% of the overall budget. Reserves are used primarily to pay for one-time costs and fee mitigation and it is anticipated a majority of this amount will be replenished with surplus generated from our fiscal year 2016 operations at the end of the current fiscal year. The General Fund and Enterprise Fund reserves are strong with a total current balance of \$31.4 million.

As referenced in the Town Council strategic plan, we have explored and created new sources of funding. New revenue from our recently activated renewable energy projects is projected to be in excess of \$1 million annually. This will be applied to both our Capital Improvement Plan and operating budgets in the General, Solid Waste and Airport Enterprise Funds. The solar funds have given us more resources to support our underfunded capital needs. The annual

Fiscal Year 2017 Budget Message

Thomas K. Lynch, Town Manager

contribution to the Capital Trust Fund has increased by over \$500,000 as a result. This resource is also used to offset all of the electric costs in the Solid Waste Enterprise Fund and is used as a significant operating budget resource for the Airport Enterprise Fund. A portion of this new resource has also been used to reduce the tax support needed to cover electricity costs budgeted in the Department of Public Works, allowing us to redirect taxes to fund new initiatives within the Department.

Applying group purchasing practices, we have realized a savings on gasoline and diesel fuel contracts, and a reduction in electric and natural gas utilities, totaling \$96,500. Avoiding increases in these areas frees up funding in departments for other priority programs.

The Town of Barnstable is committed to maintaining its well established financial integrity. Our AAA bond rating along with the Government Finance Officers Association's budget and financial reporting awards for the past several years is indicative of this commitment. We are proud to have received our 15th consecutive Distinguished Budget Presentation Award for the FY 16 budget document and the Certificate of Achievement for Excellence in Financial Reporting for 13 years in a row demonstrating a high commitment to quality reporting and comprehensive 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 10 year financial forecasts and five year capital improvement programs as well as close monitoring of monthly budget reports. These practices assist in identifying trends and needs for the community, providing us the opportunity to better plan for our future.

Maintaining strong reserve levels and using conservative revenue estimates have proven to be effective strategies for the Town in preserving its financial integrity. Conservative revenue estimates have allowed us not only to restore reserves used to pay one-time expenses but to expand our capital improvement program. It also puts us in a more advantageous position to react to economic downturns. We have minimized the use of reserves to pay for recurring operating expenses in recent years creating more stability in the delivery of services. The FY 17 budget is structurally balanced, fiscally responsible and does not rely on any one time fixes or solutions, and our tax collection rates continue to be in the 99-100% range.

Each year, I depend on our department heads, their staff, citizens and the members of the Comprehensive Finance Advisory Committee (CFAC) for their expertise in evaluating capital projects and the operating budget. CFAC's "second set of eyes" helped produce a better product and we thank them for the many hours spent on reviewing and commenting on the Capital Improvement Plan. For FY 16, which began on July 1, 2015, CFAC produced a Financial Overview Report. This financial overview gives the reader concise information as to how the Town operates by condensing the budget book into several 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 17 upon completion of the budget.

Our Finance Division also completed an Open Budget web-based site where anyone can go on-line and review the financial activity for both the capital program and operating budgets. Produced in partnership with a grant from the Governor's Community Compact program, the Open Budget is available at budget.townofbarnstable.us.

Quality of Life Initiatives

The operating budget has the goal of **“promoting and safeguarding the public’s well-being by enacting policies to provide residents and visitors with the possibility of achieving a higher standard of living.”** This budget seeks to improve the quality of life for all Barnstable residents. This budget contains \$162,000 for staffing our Adult Supportive Day program at the Senior Center. The budget also increases the hourly wage for our seasonal workers to comply with mandated wage increases and to keep qualified people at our beaches, Sandy Neck, and other recreational programs staffed by qualified individuals who provide recreational opportunities for residents and visitors alike. As a community, we have libraries that stimulate our intellectual restlessness and a 3.5% increase in their budget will help our libraries avoid seeking grant funding waivers from the Commonwealth.

Our community is committed to our children through recreation programs and a first class Hyannis Youth and Community Center. This budget restores funding for the Assistant Recreation Director’s position which will allow the Division to more actively engage the youth in our community.

There is \$51,960 in funding for new seasonal Community Police Service Officers (CSO) in the Barnstable Police Department. These CSO’s will be on Main Street, Hyannis, to assist our Community Impact Unit (CIU) and patrol officers by reporting issues to the police, checking on the comfort stations, and interacting with visitors and residents.

The Town Council has been working with community leaders to improve the delivery of services for Barnstable’s homeless population. This budget redirects funding from the Town Manager’s operating budget to fund a contracted Outreach Coordinator to work with non-profits providing homeless services.

We continue funding for our Arts and Culture budget to promote local arts programming throughout our Town. This budget also funds \$68,800 for Gateway Greeters in Consumer Affairs. The funds increase their hourly wage, extends the season and the daily hours for the seasonal Gateway Greeters. The program has been successful assisting with the waterfront parking and the message that “we are here to help”. This program has improved the experience of visiting our waterfront for our visitors and residents alike. The increased cost of the program will be offset by additional parking receipts earned at Bismore Park.

We secured a \$25,000 design grant from the Stanton Foundation and anticipate full funding of the construction of a new dog park at Hathaway’s Pond later this year.

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

Capital Investments/Infrastructure

Council goals and strategies call for adherence to a sound financial plan to meet the prioritized capital needs of the Town within the confines of available resources. The FY 2017 Capital Improvements Plan (CIP) approved by the Town Council was designed to improve our infrastructure and preserve our valuable public assets. The projects recommended for funding were projects that had received previous funding and ready for the next stage of their development; projects that would contribute to the economic development of the

Town; projects that would preserve important infrastructure components of the Town; projects that improve high usage assets; projects that have outside funding available to offset the costs or can be covered by user fees; and projects that have an important public safety component associated with them. The CIP totaled \$29,881,954. The General Fund program totaled \$15,598,449 and the Enterprise Funds totaled \$14,283,505. We continued our \$3.25 million commitment to public road improvements along with \$150,000 for the traffic signal upgrades and \$750,000 for guardrail replacements and sidewalk repairs. Dredging at the Bilsh Point access channel to Barnstable Harbor and at Gateway Marina in Hyannis received \$1,579,000 in funding. Our two golf course clubhouses received facility improvement funds. Two economic development initiatives, a land acquisition purchase in the village of Marstons Mills to provide parking, and additional artist shanties along the Walkway to The Sea in Hyannis were approved. We funded over \$5 million in improvements to our schools, including \$4 million in improvements to the Barnstable Community Horace Mann Charter Public School and \$475,000 in upgrades at the Barnstable United Elementary School.

Economic Development

We share the Town Council's priority **to encourage and grow a vibrant economy and a strong labor force, promoting a diversity of businesses, both for profit and non-profits, clean industry and smart growth.** Our ePermitting through ViewPoint is up and running. Along with this streamlined permitting, there is an emphasis on enforcing our consumer regulations to benefit the safety of all. There are revitalization plans funded for the Marstons Mills Village business district, Barnstable Village, and the East End of Hyannis. We continue work on streetscape improvements to Sea Street, Hyannis. We continue to work closely with the Cape Cod Commission on Iyannough Road corridor planning with regulatory reform for the four retail centers as a first phase. A Parking Implementation Strategy for downtown Hyannis is underway. A Housing Needs Assessment was completed with grant funds from the Cape Cod Chamber of Commerce last year. We took the next step and funded a Housing Production Plan, partially supported through a Community Compact grant from the Commonwealth of Massachusetts, which will be completed this fiscal year.

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

Fiscal Year 2017 Priorities

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

Finance: We share the Council strategy of striving to present our capital and operating budgets in a detailed, clear, and easy to understand format. The FY15 budget strengthened Barnstable's finance team by adding a Budget Analyst to the Finance Division. This position, in the development of the FY 17 budget, has been a part of the team in finance that provided greater assistance to departments in both the development of their annual budget submissions and monitoring of ongoing revenues and expenses. In FY16, we

completed a financial transparency software program: Open Budget. This web-based product provides information to help citizens understand how their tax dollars are being used, build trust and engage the public in the civic process. This project, funded through a Community Compact grant and FY 16 funding, allowed the Town to implement a web-based service that the public can access and allow them to see detailed revenue and expenditure information of the Town.

Public safety: This is the first responsibility and function of government so citizens can be safe in our Town wherever they live in our community. We share the Council's goal to protect the health and safety of all town residents and visitors by providing a safe desirable community in which to live, work, and visit. Six new seasonal Community Service Offices are being added to bring visibility and assistance in Hyannis during the busy summer season. There is funding to reclassify the Victim Services position. There is \$97,505 in funding to provide training for sworn officers in active shooter training, as well as staff training, and other specialized training. There is recurring funding of \$32,000 to support the Street Crimes Unit, \$73,465 for technology improvements, \$269,600 for vehicle replacement, and \$14,700 for Taser replacements. We will continue, as recommended by the Town Council, "**our community approach to crime prevention and public safety**" with our Police Chief Paul MacDonald and the members of the Barnstable Police Department (BPD). The BPD will continue staffing the Adopt-A-School program. The BPD's Community Impact Unit has been successful with grant funding to add a mental health specialist to the team of officers on Main Street Hyannis. We applaud the daily patrol protection, the targeting of high crime areas and the community policing which keeps us all safe. This current fiscal year, we appointed five new sergeants. Combined with other promotions and retirements, there was the need for additional police officers. Seven slots in the Police Academy were funded in the original FY 16 budget and another ten slots were funded in FY 16 as part of a supplemental budget appropriation in the amount of \$107,000. This funding was passed by the Town Council after learning Barnstable would be given ten additional slots at the April 2016 Police Academy session. Many fine police officers have retired this year and we shall miss their dedication and commitment to the public safety of our community. Chief MacDonald's recruitment efforts have brought new talented men and women into the Department. I have been impressed by the quality of the new recruits and expect they will carry on the professional standards existing on our police force.

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

Public Works: The Department of Public Works continues to be called upon to meet our many maintenance needs. Maintaining our current facilities, public buildings, roadways, and recreational areas, means not just fixing them up, but providing operating funds to prolong their useful life. Each year, DPW is tasked with additional responsibilities and this budget provides \$79,440 for two new Grade 5 laborers in the Highway Department. This budget provides \$500,000 in funds for vehicle replacement. Public Works operating costs increased by \$125,000 to cover catch basin cleaning, asphalt material, solid waste disposal, traffic signals, contract plumbing services, and vehicle repairs and maintenance. There is also \$20,000 for Stone Park, Hyannis, landscaping and other park improvements.

Technology needs will receive \$73,465 in increased funding to keep up with software support and licensing fee requirements. Our Information Technology (IT) Division also provides hardware and software support for all departments, with the exception of Police and Schools, and we have included \$105,000 to continue the replacement and upgrades of necessary hardware and software. \$33,365 will be provided to the Police Department on a recurring basis and \$38,500 for Backup and Disaster Recovery in the event of a system failure.

The Community Services Department serves many segments of our community. Sandy Neck users, recreation, seniors, youth, library users, golfers and boaters all fall under Community Services. Civic and business associations are our partners in providing a vibrant, livable community. Hourly wage increases in the Community Services Department total \$67,800 to cover the \$1.00 per hour wage increase effective January 1, 2016 and January 1, 2017. The seasonal pay increases target many of the programs enjoyed by younger members of our population. The wages keep pace with state minimum wage increases and help us be competitive in the workplace. There is also operating capital of \$62,000 for upgrading the equipment at our beaches and replacement of a vehicle at Marine and Environmental Affairs Division.

The largest Community Service budget increase of \$162,345 occurs in the operation of the Adult Supportive Day Program at the Senior Center. The fees for the program generate approximately \$90,000 which helps to off-set the cost of running this program. Increased marketing has improved the daily number of participants in the program, but there remains a deficit of \$72,345 which will come from the General Fund to subsidize this important program. The ASD program employs 3.25 employees.

This budget also restores the Assistant Recreation Director position (\$54,040). We believe this position can relieve the Director of certain operational responsibilities including the increasing demands of working with the Barnstable Youth Commission and other youth activities.

We are also recommending restoring the Hamblin's Pond Aquatic program (\$23,000). This popular program was suspended because of water quality issues which have been successfully addressed and this fresh water program can be offered once again.

Finally, the part-time Animal Control Officer is increased to full-time at a cost of \$27,000. The calls for services for animal control have increased. Making this position full-time will provide additional week- end coverage and address the increase demand for service.

Regulatory Services: In the Health Division, this budget has an increase for both a part-time health inspector from twenty to thirty hours per week and also the Hazmat Materials Specialist is increased from part-time to full-time. Both of these increases, totaling \$46,890, are offset by Board of Health approved fee increases.

The successful Gateway Greeters program in Consumer Affairs adds an additional seasonal employee and increases the daily hours at Bismore Park. The increased funding is offset by additional parking receipts earned at Bismore Park. There is also funding for the opening and closing of the Crocker Neck gate to control unwanted nighttime activity in this recreational area.

Public Education: The Town Council Strategic Plan seeks to support the provision of quality education in partnership with the School Committee and state and federal governments. The local school system's FY 17 budget is \$66,050,000, which represents an increase of \$1,800,000, or 2.8%. We support the budget prepared and approved by the Barnstable School Committee and Interim Superintendent of Schools William Butler. The Interim Superintendent prepared the budget that will enhance the school's special education services with funding 3.25 full-time positions for a Crossroads Program, saving over \$213,000 in out-of-district tuition costs. It will enhance the school's English Language Learners program adding 2.55 full-time equivalents for teachers and translators. Additional funds are provided for athletics totaling \$92,215 and \$304,306 is provided for program enhancements including \$50,000 for preventative maintenance; \$24,000 for high school textbooks and \$230,306 for a K-5 reading program. The budget has no reduction in force and meets the district's core values and the School Committee and District Goals. The FY17 Goals and Objectives included: (1) to ensure that the budget provides for the achievement of all students, while maintaining fiscal responsibility; (2) to ensure that our facilities are adequate to meet the needs of our students; and (3) promote the academic achievement of all students by challenging each student to perform to his or her maximum ability level. The School Committee is stressing basic values of academic excellence, school safety, and well maintained school buildings throughout our school district and we support them in those efforts.

Using the **Waterways Improvement Fund**, we will continue funding to assist in the daily operations of all harbors related activities. This will include pump out systems, assisting with mooring administration, ensuring the cleanliness of town owned properties at landings, bulkheads, and marinas, conducting on the water litter patrols, assisting with replacing private aids to navigation (\$9,000) and being able to assist with marina operations.

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

Our environment is our economy and residents and visitors alike enjoy our natural resources. We have funded clean-up efforts at our ponds. The budget continues funding beach equipment replacement (\$29,000). The budget again provides for ramp attendants at Blish Point to assist boater access to Barnstable Harbor and Cape Cod Bay. The budget funds seasonal help for our recreational and commercial shellfish industry.



Civic Engagement

Communication and Civic Engagement Are Keyes to Making Government Work. We understand that **community outreach and citizen engagement are shared goals by the Town Manager and the Town Council.** Civic engagement is at the core of what we do. Over the past year, civic engagement continued to be an important priority. Barnstable Talks and Listens is our new informational outreach brochure. By clicking on the Town's website, citizens can access eNews, Barnstable Today, Barnstable This Morning, Barnstable iForum, SeeClickFix, the Citizens Resource Line, get town officials contact

information, sign up for the Barnstable Bulletin, the Senior Compass, and stay connected with town government.

We have continued to reach out to Brazilian business community through the Brazil New England Chamber of Commerce and the new Brazilian radio station in Hyannis, broadcasting in Portuguese.

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

As mentioned, we have also added a new Open Budget website providing citizens real-time financial data on the town's operating and capital budgets. Providing this type of information in an easy to understand format should afford citizens a better understanding of how town resources are derived and used, and perhaps, encourage more participation in local affairs.

Enterprise Funds

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

The FY 17 proposed budget for the **Airport Enterprise Fund** is decreasing \$1,822,324 or 23%. This significant reduction is due to the bankruptcy filing of an airline which was one of the major users of this facility. A major source of revenue for the Airport is the sale of jet fuel and it is estimated that fuel sales will be 25% less as a result of the bankruptcy filing. This results in a significant reduction in operating expenses as less jet fuel will be purchased and personnel levels will be reduced by two full-time equivalents. Capital outlay will also be reduced in order to balance the operating budget. No reserves are used to balance the operating budget. Reserves will be needed for working capital and the capital program. The enterprise fund will use \$155,000 in reserves for the FY 17 capital improvement program.

The increase of \$229,254 in the **Water Pollution Control Enterprise Fund** budget is due to cost increases in employee benefits, operating expenses and debt service. Estimated revenue generated by the operations will provide for the increase in the budget. No reserves will be used to finance the FY 17 operating budget. The enterprise fund will use \$89,505 of its reserves to fund its FY 17 capital program.

The **Water Enterprise Fund** budget is increasing \$880,544 or 20%. Operating expense increases and debt service are increasing \$872,973 due to the operations contract with United Water, a budget of \$285,000 to purchase water from the Town of Yarmouth in the event it is needed, and a budget of \$298,700 for maintaining the new carbon filtration plant at the Mary Dunn Wells. Estimated revenue generated by the operations will provide for the increase in the budget. No reserves will be used to finance the FY 17 operating budget. \$802,000 of reserves will be used to finance the FY 17 capital program with the balance of the capital program financed with \$900,000 in borrowing authorizations.

The **Solid Waste Enterprise Fund** budget is increasing \$41,037 or 1.23%. Personnel costs are increasing \$73,162. This includes all contractual obligations and there is a .20 increase in staffing levels as the fund will finance a portion of a position previously paid for out of the general fund (Safety Officer). Operating expenses are decreasing \$33,000. Solid waste revenue and reserves will provide for the FY 17 budget. \$1,026,808 of reserves will be used to balance the budget; \$700,000 for the capital program and \$326,808 to cover the landfill capping debt.

The **Golf Course Enterprise Fund** is increasing \$188,276 or 5.8%. This includes all contractual pay increases for permanent employees and additional funding of \$21,430 for seasonal wage increases. \$25,000 is included for a marketing study and \$27,000 for a pump replacement. Debt service is also increasing by \$34,500 for new loans issued in FY 16 for some capital improvements. To balance this budget, \$96,296 of reserves will be used. This will pay for the marketing study and pump replacement as well as a portion of the debt service. The capital program of \$565,000 will be financed with borrowing authorizations.

The **HYCC Enterprise Fund** is increasing \$35,742 or 1.1%. There are no changes to staffing levels or the operations. The operation will receive support from the General Fund in the amount of \$397,106 and will use \$69,149 of the Enterprise Fund's reserves to balance the budget.

The **Sandy Neck Enterprise Fund** is increasing \$72,281 or 8.4%. Factors contributing to the increase include an hourly wage increase for seasonal employees, increase in employee benefits, additional funds to purchase inventory for resale and operating capital for some gatehouse improvements. The budget also continues to fund a sand nourishment program, if needed, with \$50,000 provided in FY 17. Current year revenue estimates will provide for the operating budget and \$50,000 of surplus will be used for the sand nourishment program.

The **Marina Enterprise Fund** budget is increasing \$96,372 or 13.3%. The significant increase is due to an increase in debt service. The FY 16 capital program included \$1 million in new borrowings and the FY 17 budget includes the first loan payments. Current year revenue estimates will cover most of the operating budget and \$46,172 of reserves will be used to balance the budget. The capital program of \$500,000 will be financed with borrowing authorizations.

Dedicated Staff and Government Partners

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

In Conclusion

This budget seeks to improve the quality of life of our residents, ensure public safety, provide a quality public education system, and deliver government services efficiently. We face the same economic challenges confronting other communities, and through prudent planning, we are able to meet our basic needs. In FY17, we have again maintained our fiscal stability, spent within our means, and prudently planned for our financial future. Our tasks remain balancing the needs in our community, setting realistic priorities, and providing a climate for a quality of life that addresses Barnstable's needs and is built on respect and opportunity for all.

A Brief History

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

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

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

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

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

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

resort industry and concomitantly saw the erection of summer second homes for off-Cape residents. Today, about one-third of the homes in Town are second homes.

Barnstable bought an airport in Hyannis in 1936. In 1920, Hyannis had also become the site of the Cape Cod Hospital. Cape Cod Health Care is the largest employer in the Town today with approximately 3,000 employees. In 1961, Cape Cod Community College opened its doors in Hyannis with 166 students and is located today on 116 acres in the village of West Barnstable. The Cape Cod Mall in Hyannis opened in 1970 with almost 400,000 square feet of retail space. Today the mall is approximately 668,000 square feet and is a major regional shopping center.

The Town of Barnstable is now considered the “hub” of Cape Cod with the largest healthcare facilities, retail shopping centers and major transportation operations including the Barnstable Municipal Airport, Cape Cod Regional Transportation Authority which offers bus service and the Steamship Authority which provides passenger and freight services to the Islands of Nantucket and Martha’s Vineyard.

General Profile of the Community

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

The Village of Barnstable is located on the north side of the Town centered along, "Old Kings Highway", State Route 6A and houses the County Complex of Barnstable County, a small business district, and a working harbor and several small beaches. The Village is home to many small attractions including Sturgis Library, The Olde Colonial Courthouse (now Tales of Cape Cod), The Barnstable Comedy Club, and the Trayser Museum/Coast Guard Heritage Museum. The village could probably be considered the most historic village in Barnstable. It holds the homes of M. Hinckley, D.G. Bacon, F.D. Cobb, and many more homes dating from the mid 1800's. The area also holds the renowned Cummaquid Golf Club. The Barnstable Comedy Club is the oldest and longest running Community Theater in Massachusetts. Finally, The Trayser Museum is the former County 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 its summer residents, estimated at 6,000 is diverse and energetic with a history of civic involvement to improve the quality of life in the Village and throughout the Town of Barnstable. The traditional New England image is present throughout much of the Village, making it one of the most desirable villages for year-round and summer residents and a destination for tourists and vacationers. Most of its historic buildings and scenic areas remain intact. The location of the Village provides close and convenient proximity to jobs and services. The Village is the most residentially developed within Barnstable, with 25% of all single-family homes.

Cotuit is located on a peninsula on the south side of Barnstable. Cotuit is primarily residential with several small beaches. In years past, Cotuit oysters could be found on menus in restaurants from San Francisco to Boston to Paris. In the 1980s, however, many oyster beds were stricken with a disease that killed nearly all

Cotuit oysters. They are now mainly found in restaurants in Cape Cod. Since the early 1900's the Cotuit Mosquito Yacht Club has hosted races during the summer months. Although the yacht club has had more than one fleet, the gaff-rigged sailing craft called the Cotuit Skiff (formerly known as the "Mosquito") has been raced for slightly over the 100 years that the yacht club has existed. The Cotuit Kettleers of the Cape Cod Baseball League play at picturesque Lowell Park from mid-June to early August. The team has the most championships in league history. The Cahoon Museum of American Art is located in Cotuit at the former home of the Cahoons who were prominent painters.

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

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, Muddy Pond, Little Pond, Round Pond, Long Pond and Shubael Pond on Route 149. Marstons Mills has no salt-water beaches. Although the Town-owned Prince Cove Marina provides salt water access there isn't a public beach. In recent years, Marstons Mills has become an established shopping district with the developments of the Marstons Mills Marketplace, Cotuit Landing and Windmill Square. Marstons Mills is also home to Burgess Park (home to an 18-hole disc golf course) as well as a Herring Run which provide leisure opportunities for adults and children of all ages. The Village also has the only grass airport left on the Cape located on the Danforth Recreation Area which originally started as an Army Air Field. There is also an 18-hole municipal golf course, Olde Barnstable Fairgrounds Golf Course, which is on the site of the old fairgrounds.

The attractive seaside village of Osterville, rich in history and cultural heritage, was founded in 1648 as "Cotachaset". It was primarily a seafaring village, the home of sea captains, shipbuilders, salt-workers, cranberry growers and oyster men. The name of Osterville did not come into use until 1815. Osterville's popularity evolved from its location, the extensive coastline, charming convenient village center and attractive neighborhoods and resort areas. Today Osterville's 5.8 square miles preserves its association with the sea and its traditional summer resort quality. Osterville's distinct areas include the more rural northern

area along Bumps River Road, Tower Hill, East Bay, the village center, Seapuit, Osterville Harbor and the historic area of Wianno as well as the island communities of Little and Grand Island (Oyster Harbors). The village attributes include the five mile Nantucket Sound coastline and the seventeen mile shoreline along the coastal bays and river estuaries. The shoreline encircles 1,300 acres of protected waters and the coastline has 102 acres of protected barrier beaches. Thirteen inland ponds and lakes total 75 acres of surface water. Two private golf courses retain 228 acres of open space. The village center provides a blend of retail, commercial, professional services, institutional and community uses, banking, and a collection of small quality shops, galleries and offices. Three select clubs-the Wianno Club, the Oyster Harbors Club and the Wianno Yacht Club- keep the residents active.

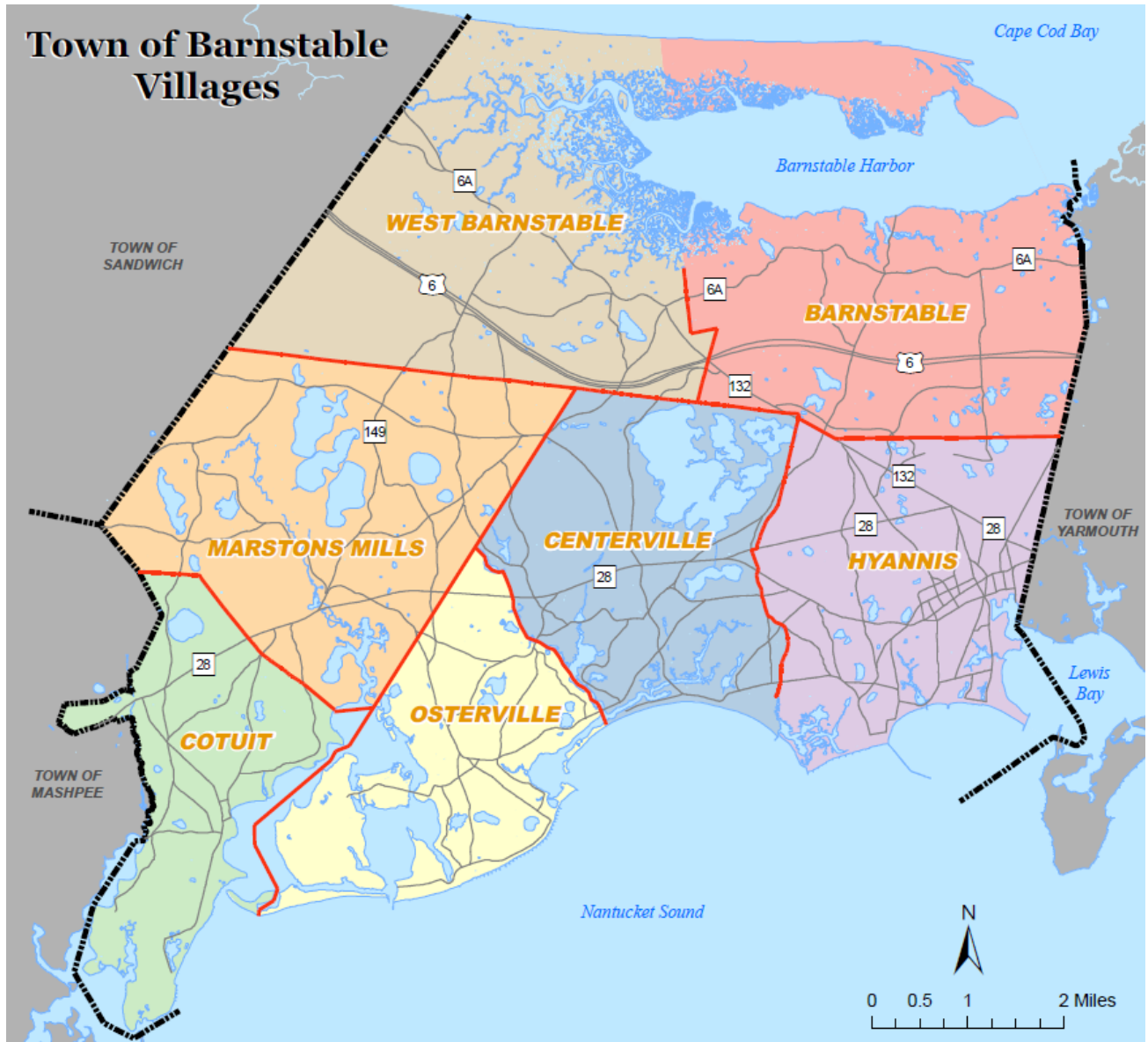
West Barnstable is a village in the northwest part Town. Once devoted to agricultural pursuits, West Barnstable now is largely residential. Natural features include the six-mile long Sandy Neck Barrier Beach which protects the extensive Great Marshes, the latter a source of salt hay that attracted the first English settlers to the area in the mid-1600s. Remarkably, in the 18th century, the village produced four nationally prominent leaders at a time when no more than 500 people inhabited the place. James Otis- the Patriot, the most important Cape Codder in history, was the original intellectual leader of the revolutionary movement in Boston in the years leading up to the War of Independence. His sister, Mercy Otis Warren, also born next to the Great Marshes, became a political activist, one of the first women writers in the country, and a historian of note. Lemuel Shaw, another native of the village, held the important post of chief justice of the Massachusetts Supreme Judicial Court from 1830 to 1860 and earned the reputation of a leading jurist in the nation's formative constitutional history. The fourth native, Captain John "Mad Jack" Percival, rose to the highest rank in the U.S. Navy, serving in four wars. In late 1844 he saved and restored the U.S. frigate Constitution and then sailed her around the world, the venerable ship's only circumnavigation. Few if any villages anywhere have contributed proportionately as much to the nation's leadership. The fully restored 1717 Congregational meetinghouse, West Parish of Barnstable, remains a central feature of the village. West Barnstable is home to Cape Cod Community College, the only college on the Cape proper, as well as the Cape Cod Conservatory of Music, Art, Drama & Dance.

Five separate Fire Districts provide fire protection to Town residents. Of those five, three also include a water district. The Barnstable Fire District, Cotuit Fire District, and the Centerville-Osterville-Marstons Mills Fire District each provide both fire protection and water services. In the village of Hyannis, the Hyannis Fire District provides fire protection, while water service is delivered by the Town. In the village of West Barnstable, the West Barnstable Fire District provides fire protection, while private on-site wells provide water access. The aforementioned districts are not a part of the municipal structure; they set their own tax rates and issue debt in an annual meeting independent of the Town. The districts are governed by a Prudential Committee or a Board of Fire Commissioners, or a Board of Water Commissioners separate from the Town structure.

Seven independent libraries provide library services for town residents. The libraries include: Centerville Public Library, Cotuit Library, Hyannis Public Library, Marstons Mills Public Library, Osterville Village Library, Sturgis Library, and Whelden Memorial Library. The Town of Barnstable has traditionally provided funding to each library in the form of grants that average 2/3 of the libraries' total operating funds. The Town has no administrative or managerial authority over the libraries; rather, they are governed by independent Boards

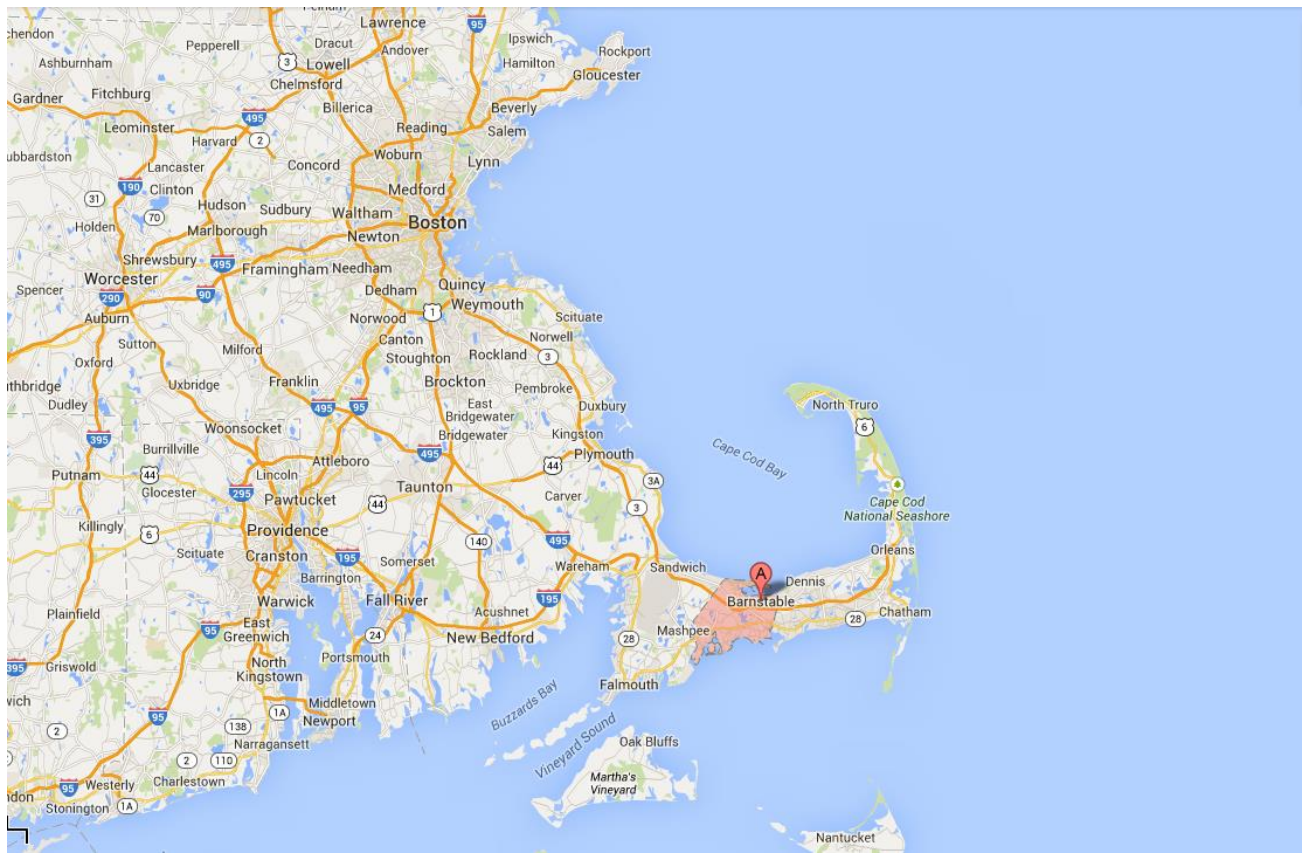
of Trustees. A Town Library Committee, appointed by the Town Council from members of each Board of Trustees, provides a coordinated effort of looking at Town-wide library issues. For financial reporting purposes, the libraries are considered a component unit of the Town of Barnstable.

The Town Of Barnstable's Seven Villages



Geographic Location

Regional Reference



National Reference



Governmental Structure

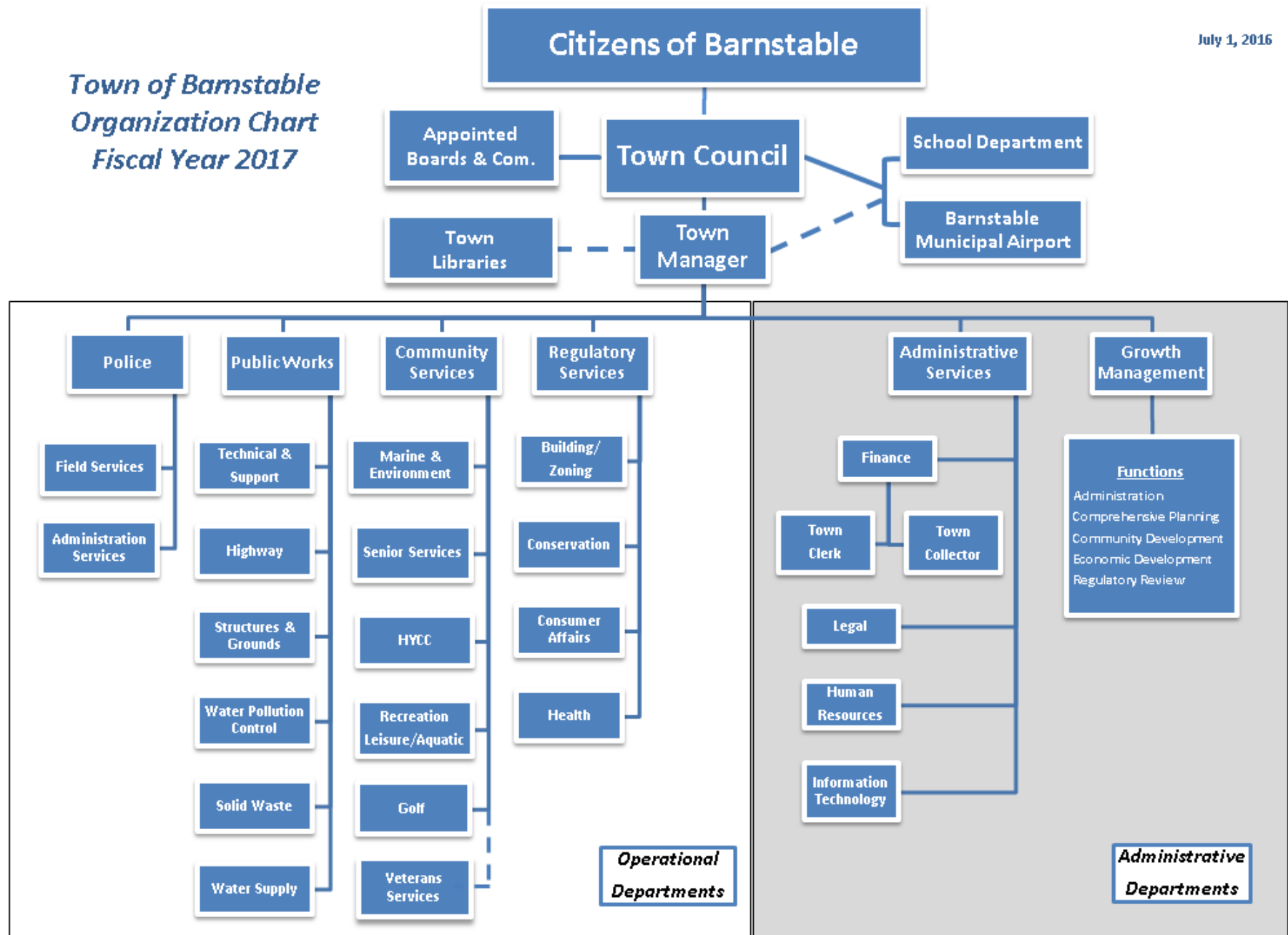
The Town of Barnstable is governed by a Council-Manager form of government, in accordance with its Home Rule Charter that was adopted in the spring of 1989. Administrative authority of the Town is vested in the Town Manager subject to legislative decisions of a 13-member Town Council. Council terms are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

The Town's organization structure for FY17 remains unchanged from that of FY16. Exclusive of the School Department and Airport, there are six departments as follows; Administrative Services including two elected officials, Town Clerk and Town Collector; Community Services; Growth Management; Police; Public Works; and Regulatory Services. (See organization chart on page 17)

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

July 1, 2016

*Town of Barnstable
Organization Chart
Fiscal Year 2017*



ELECTED OFFICIALS



BARNSTABLE TOWN COUNCIL

Seated: Dr. Debra Dagwan, Precinct 8; Paul Hebert, Precinct 3; Council Vice President Eric R. Steinhilber, Precinct 2; Council President Jessica Rapp Grassetto, Precinct 7; James M. Tinsley, Precinct 9; Jennifer L. Cullum, Precinct 13

Standing: Frederick Chirigotis, Precinct 4; William Crocker, Jr, Precinct 6; James H. Crocker, Jr, Precinct 5; Sara Cushing, Precinct 10; Philip N. Wallace, Precinct 11; John Flores, Precinct 1; John T. Norman, Precinct 12;

BARNSTABLE SCHOOL COMMITTEE

Margeaux Weber, Chair

Chris Joyce, Vice Chair

Stephanie Ellis

Mike Judge

R. Patrick Murphy

TOWN CLERK

Ann M. Quirk, CMC

TOWN COLLECTOR

Maureen Niemi

TOWN ADMINISTRATION

Thomas K. Lynch, Town Manager
Mark S. Ells, Assistant Town Manager
William F. Butler, Esq., Interim
Superintendent of Schools
Cynthia A. Lovell, Acting Town Council
Administrator
Lynne M. Poyant, Director of Community
Services Department
Jo Anne Miller Buntich, Director of
Growth Management Department
Paul B. MacDonald, Chief of Police
Daniel W. Santos, Director of Public
Works Department
Richard V. Scali, Director of Regulatory
Services Department
Roland W. Breault, Manager – Barnstable
Municipal Airport

OTHER TOWN OFFICIALS

Ruth J. Weil, Esq., Town Attorney
Mark A. Milne, C.P.A., Director of Finance
Robert L. O'Brien, Budget Director
Debra Blanchette, Treasurer
Jeffery Rudziak, Director of Assessing
William E. Cole, Director of Human
Resources
Daniel J. Wood, Director of Information
Technology
Edward F. Merigan, Veterans Agent

AIRPORT COMMISSION

Ronald D. Pursuite, Chairman
John T. Griffin, Jr., Vice Chairman
Robert L. O'Brien, Clerk
Stephen P. Cobb
Michael A. Dunning
Timothy R. Luzietti
Mary F. Smith

Contact Information

Community Services	508-862-4956	Sandy Neck Park Apr-Nov	508-362-8300
Conservation	508-862-4093	Planning Board	508-862-4786
Consumer Affairs	508-862-4672	Police Dept. Administration	508-775-0387
By-Law Citation	508-862-4668	Old King's Highway	508-862-4786
Licensing Authority	508-862-4674	Property Management	508-862-4675
Parking Clerk	508-862-4673	Purchasing Agent	508-862-4741
Weights & Measures	508-862-4671	Recreation	508-790-6345
Council on Aging/Senior Center	508-862-4750	Olde Barnstable Fairgrounds Golf	508-420-1141
Custodian/Town Hall	508-862-4650	Hyannis Golf	508-362-2606
DPW Administration	508-790-6400	Hyannis Youth & Community Center	508-790-6345
Technical Support (Engineer)	508-790-6400	School Department	
Highway	508-790-6330	Supt. Office	508-862-4953
Hyannis Water Dept	508-775-0063	Payroll	508-862-4653
Snow Removal	508-790-6331	BCHMCPS	508-790-6485
Solid Waste	508-420-2258	Hyannis West	508-790-6480
Survey	508-790-6400	Barnstable United	508-420-2272
Structures & Grounds	508-790-6320	Barnstable High	508-790-6445
Water Pollution Control (Sewer)	508-790-6335	School Maintenance	508-790-6490
Finance	508-862-4654	Barnstable West Barnstable	508-362-4949
Fire Department (Hyannis)	508-790-6328	Barnstable Intermediate	508-790-6460
Growth Management	508-862-4678	Centerville	508-790-9890
Guyer Barn	508-790-6370	West Villages	508-420-1100
Health Division	508-862-4644	System Operator	508-862-4000
Historical Commission	508-862-4786	Tax Collector	508-862-4054
Human Resources	508-862-4694	Town Manager	508-862-4610
Information Technology	508-862-4624	Town Council	508-862-4738
Help Desk	508-862-4635	Treasurer	508-862-4653
		Veteran's Services	508-778-8740
		Zoning Board	508-862-4786

About The Town Of Barnstable Information at a Glance

General Information

Established	March 5, 1639
Government	Town Council - Town Manager
Villages (7)	Barnstable, Centerville, Cotuit, Hyannis, Marstons Mills, Osterville and West Barnstable
Precincts	13 with one Councilor for each precinct
Area	62.72 square miles

Demographics

Year Round Residents	44,750
Occupied Households	19,262
Seasonal Residents	125,600 (estimated)
Population Distribution	20% - 19 and under; 5% - 20 – 24; 20.7% - 25 - 44 ; 32.7% - 45 – 64; 21.6% - Over 65
Median Age (in years)	47.9 (per Town Census)
Median Household Income	\$58,933
Per Capita Income	\$36,139
Unemployment Rate	4.8%

Education and Culture

Public Schools	6 Elementary Schools, 1 Middle School and 1 High School
Public School Enrollment	4,847 students estimated for 16-17 school year 4,914 students estimated for 15-16 school year 4,933 students for 14-15 school year 4,900 students for 13-14 school year 4,941 students for 12-13 school year

Demographics & Statistics

Barnstable Community Horace
Mann Charter Public School

299 students estimated Grades K-3 for
16-17 school year
290 students Grades K-3 for 15-16 school year
291 students Grades K-3 for 14-15 school year
294 students Grades K-3 Horace Mann for 13-14 school year
286 students Grades K-3 Horace Mann for 12-13 school year

Higher Education

Cape Cod Community College - 2 and 4 year degree programs;
masters programs offered by major colleges through satellite
locations on Cape Cod.

Libraries

Seven - one in each village

Museums and Art Galleries

Each of the seven villages 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 showcases local artists from mid-April through mid-November. All of the villages are home to historical societies and numerous private art galleries.

Community Centers (4)

Centerville, Hyannis, Osterville, West Barnstable

Public Recreation

Beaches	12 coastal and 6 freshwater
Boat Launch Landings	11 saltwater; 6 freshwater
Recreational Areas	70 different areas; a total of 218 acres
Public Access Ways to Water	89 locations throughout the Town
Municipal Golf Courses	Olde Barnstable Fairgrounds Golf Course in Marstons Mills and the Hyannis Golf Course in Hyannis
Tennis Courts	5 in various locations in the Town
Ball Fields	6 in various locations in the Town
Ice Rinks	2 both inside the Hyannis Youth and Community Center (New 2009)
Boat Slips	188 at 4 Town Marinas
Mooring Permits	2,494

Property Information

Number of Single Family Homes	20,862												
Median Home Values (FY 2014)	<table> <tr> <td>Barnstable Fire District</td> <td>\$456,800</td> </tr> <tr> <td>Centerville, Osterville, Marstons Mills Fire Dist.</td> <td>\$318,900</td> </tr> <tr> <td>Cotuit Fire District</td> <td>\$385,900</td> </tr> <tr> <td>Hyannis Fire District</td> <td>\$235,100</td> </tr> <tr> <td>West Barnstable Fire District</td> <td>\$390,700</td> </tr> <tr> <td>Town wide</td> <td>\$318,700</td> </tr> </table>	Barnstable Fire District	\$456,800	Centerville, Osterville, Marstons Mills Fire Dist.	\$318,900	Cotuit Fire District	\$385,900	Hyannis Fire District	\$235,100	West Barnstable Fire District	\$390,700	Town wide	\$318,700
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Cotuit Fire District	\$385,900												
Hyannis Fire District	\$235,100												
West Barnstable Fire District	\$390,700												
Town wide	\$318,700												
Number of Businesses	2,331 firms (2012)												
Retail Space	6.8 million square feet												
Office Space	1.5 million square feet												
Industrial Space	1.0 million square feet												
Total Assessed Value of Real & Personal Property	\$13,142,891,360 (FY2016)												
Assessed Value Per Capita	\$290,817												

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
2015	3,198	\$117,400,272	371	\$67,914,360	3,569	\$185,314,632
2014	3,050	\$94,524,822	311	\$24,241,847	3,361	\$118,766,669
2013	2,887	\$94,864,323	304	\$61,306,100	3,191	\$156,170,423
2012	2,582	\$70,190,876	365	\$22,332,725	2,947	\$92,523,601
2011	1,772	\$69,972,247	426	\$60,334,484	2,198	\$130,306,731
2010	2,318	\$53,425,589	384	\$37,652,154	2,702	\$91,077,743
2009	1,932	\$45,701,693	312	\$20,225,510	2,244	\$65,927,203
2008	2,473	\$79,657,068	363	\$56,097,931	2,836	\$136,754,999
2007	849	\$65,792,535	179	\$16,227,006	1,028	\$82,019,541

Top 10 Taxpayers in FY 2016

Owner's Name	Property Type	Total Assessment	% of Assessed Valuation
EVERSOURCE	UTILITY	\$111,089,210	0.85%
MAYFLOWER CAPE COD LLC	SHOPPING CENTER	\$109,003,100	0.83%
NATIONAL GRID	UTILITY	\$38,764,170	0.29%
FESTIVAL OF HYANNIS LLC	SHOPPING CENTER	\$25,775,700	0.20%
OYSTER HARBORS CLUB INC	COUNTRY CLUB/LAND	\$25,629,070	0.20%
CAPE HARBOR ASSOCIATES	SHOPPING CENTER	\$25,534,900	0.19%
INDIAN POINT FAMILY PARTNERSHIP LP	VARIOUS RESIDENTIAL	\$24,548,400	0.19%
WIANNO CLUB	GOLF CLUB/LAND	\$22,888,030	0.17%
OCW RETAIL HYANNIS LLC	SHOPPING CENTER	\$21,946,500	0.17%
VERIZON	UTILITY	\$20,422,300	0.16%
Total Assessed Valuation		\$13,142,891,360	3.24%

Employment

Industry Sector	2010	2011	2012	2013	2014
Management occupations	2,632	2,392	2,045	1,931	2,113
Business and financial operations occupations	661	694	589	721	870
Computer and mathematical occupations	484	544	638	557	483
Architecture and engineering occupations	160	162	147	144	149
Life, physical, and social science occupations	168	205	207	206	233
Community and social services occupations	425	402	380	425	415
Legal occupations	322	308	459	403	346
Education, training, and library occupations	1,454	1,425	1,512	1,161	1,295
Arts, design, entertainment, sports, and media occupations	501	485	596	528	496
Health diagnosing and treating practitioners and other technical occupations	1,106	1,058	1,093	1,086	1,118
Health technologists and technicians	398	319	271	264	288
Healthcare support occupations	365	398	450	550	579
Firefighting and prevention, and other protective service workers including supervisors	487	443	308	262	369
Law enforcement workers including supervisors	219	215	211	138	128
Food preparation and serving related occupations	1,342	1,414	1,445	1,360	1,438
Building and grounds cleaning and maintenance occupations	1,350	1,299	1,198	1,141	1,003
Personal care and service occupations	986	885	843	785	903
Sales and related occupations	3,079	2,799	2,903	2,640	2,443
Office and administrative support occupations	2,721	2,894	2,877	2,908	2,971
Farming, fishing, and forestry occupations	66	120	130	97	56
Construction and extraction occupations	1,626	1,406	1,522	1,568	1,524
Installation, maintenance, and repair occupations	811	867	840	863	789
Production occupations	770	783	739	689	590
Transportation occupations	587	711	619	898	894
Material moving occupations	293	328	309	274	226

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

Unemployment

Town of Barnstable

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

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

Top Ten Barnstable Employers

Name	Product/Function	# of Employees
Cape Cod Health Care, Inc.	Hospital	2,400
Town of Barnstable	Municipal Government	1,284
Cape Cod Times	Newspaper	289
Cape Air/Nantucket Airline	Airline	248
Cape Codder Resort & Spa	Hotel	230
Barnstable County	County Government	224
Cape Cod Community College	Education	221
Macy's (2 stores)	Retail Sales – General	210
Sears	Retail Store	173
Stop & Shop – Marstons Mills	Grocers – Retail	161

Municipal Airport

First Airplane Landing	June 17, 1928
Acres	683
Runways	2 (6/24 = 5,425 feet and 15/33 = 5,252 feet)
Air Traffic Control Tower	1 (FAA Contract)
Passenger Terminals	1
Commuter Carriers	1 (Cape Air/Nantucket Airlines) 2 New Potential Commuter Carriers Pend FAA Certification
Legacy Carrier	1 (JetBlue-Seasonal mid-May to mid-October)
Fixed Base Operators (FBO's)	3
Passengers per Calendar Year (CY)	80,382 Enplanements (Reported for FY2015)
Airport Operations per Year (FY)	94,093 Airport Operations (Reported for FY2015)
Operations	Third busiest commercial airport within the Commonwealth of Massachusetts in terms of total enplanements and operations.
Assessor's Property Valuation	(2016) \$ \$146,174,200

Special Characteristics

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

Category	Number of Roads	Center-lane Miles
Town	671	265
Private	1,128	194
State	6	28
Total	1,805	487

Other Information

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

Property Tax Information

History of Tax Rates For Town and Fire Districts

	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>
Town Tax Rate	\$5.57 78%	\$5.80 79%	\$6.12 77%	\$6.87 79%	\$7.28 78%	\$7.59 77%	\$7.89 79%	\$8.22 79%	\$8.40 79%	\$8.41 78%
Hyannis FD*	\$1.54 22%	\$1.53 21%	\$1.78 23%	\$1.82 21%	\$2.04 22%	\$2.24 23%	\$2.14 21%	\$2.23 21%	\$2.27 21%	\$2.42 22%
Total	\$7.11 100%	\$7.33 100%	\$7.90 100%	\$8.69 100%	\$9.32 100%	\$9.83 100%	\$10.45 100%	\$10.45 100%	\$10.67 100%	\$10.83 100%
Town Tax Rate	\$5.57 73%	\$5.80 74%	\$6.12 72%	\$6.87 74%	\$7.28 76%	\$7.59 75%	\$7.89 75%	\$8.22 75%	\$8.40 75%	\$8.41 74%
Barnstable FD	\$2.10 27%	\$2.04 26%	\$2.37 28%	\$2.43 26%	\$2.31 24%	\$2.52 25%	\$2.57 25%	\$2.70 25%	\$2.81 25%	\$3.02 26%
Total	\$7.67 100%	\$7.84 100%	\$8.49 100%	\$9.30 100%	\$9.59 100%	\$10.11 100%	\$10.92 100%	\$10.92 100%	\$11.21 100%	\$11.43 100%
Town Tax Rate	\$5.57 81%	\$5.80 81%	\$6.12 81%	\$6.87 81%	\$7.28 81%	\$7.59 78%	\$7.89 80%	\$8.22 80%	\$8.40 79%	\$8.41 79%
Cotuit FD	\$1.34 19%	\$1.33 19%	\$1.43 19%	\$1.56 19%	\$1.68 19%	\$2.20 22%	\$1.75 20%	\$2.02 20%	\$2.22 21%	\$2.20 21%
Total	\$6.91 100%	\$7.13 100%	\$7.55 100%	\$8.43 100%	\$8.96 100%	\$9.79 100%	\$10.24 100%	\$10.24 100%	\$10.62 100%	\$10.61 100%
Town Tax Rate	\$5.57 73%	\$5.80 76%	\$6.12 74%	\$6.87 75%	\$7.28 76%	\$7.59 76%	\$7.89 76%	\$8.22 76%	\$8.40 76%	\$8.41 76%
W. Barn. FD	\$2.02 27%	\$1.86 24%	\$2.11 26%	\$2.28 25%	\$2.34 24%	\$2.37 24%	\$2.50 24%	\$2.59 24%	\$2.66 24%	\$2.68 24%
Total	\$7.59 100%	\$7.66 100%	\$8.23 100%	\$9.15 100%	\$9.62 100%	\$9.96 100%	\$10.81 100%	\$10.81 100%	\$11.06 100%	\$11.09 100%
Town Tax Rate	\$5.57 84%	\$5.80 85%	\$6.12 85%	\$6.87 85%	\$7.28 85%	\$7.59 84%	\$7.89 84%	\$8.22 84%	\$8.40 84%	\$8.41 84%
COMM FD	\$1.03 16%	\$1.03 15%	\$1.08 15%	\$1.26 15%	\$1.33 15%	\$1.43 16%	\$1.48 16%	\$1.51 16%	\$1.55 16%	\$1.59 16%
Total	\$6.60 100%	\$6.83 100%	\$7.20 100%	\$8.13 100%	\$8.61 100%	\$9.02 100%	\$9.73 100%	\$9.73 100%	\$9.95 100%	\$10.00 100%
Town Tax Rate	\$5.57 78%	\$5.80 79%	\$6.12 78%	\$6.87 79%	\$7.28 79%	\$7.59 78%	\$7.89 79%	\$8.22 79%	\$8.40 78%	\$8.41 78%
Average FD Rate	\$1.61 22%	\$1.56 21%	\$1.75 22%	\$1.87 21%	\$1.94 21%	\$2.15 22%	\$2.21 21%	\$2.21 21%	\$2.30 22%	\$2.38 22%
Average Total	\$7.18 100%	\$7.36 100%	\$7.87 100%	\$8.74 100%	\$9.22 100%	\$9.74 100%	\$10.10 100%	\$10.43 100%	\$10.70 100%	\$10.79 100%

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 has historically comprised about 78% of the total tax bill using the average for all five fire districts. The fire district tax bill share ranges from a low of 16% for the COMM District to a high of 26% for the Barnstable Fire District.

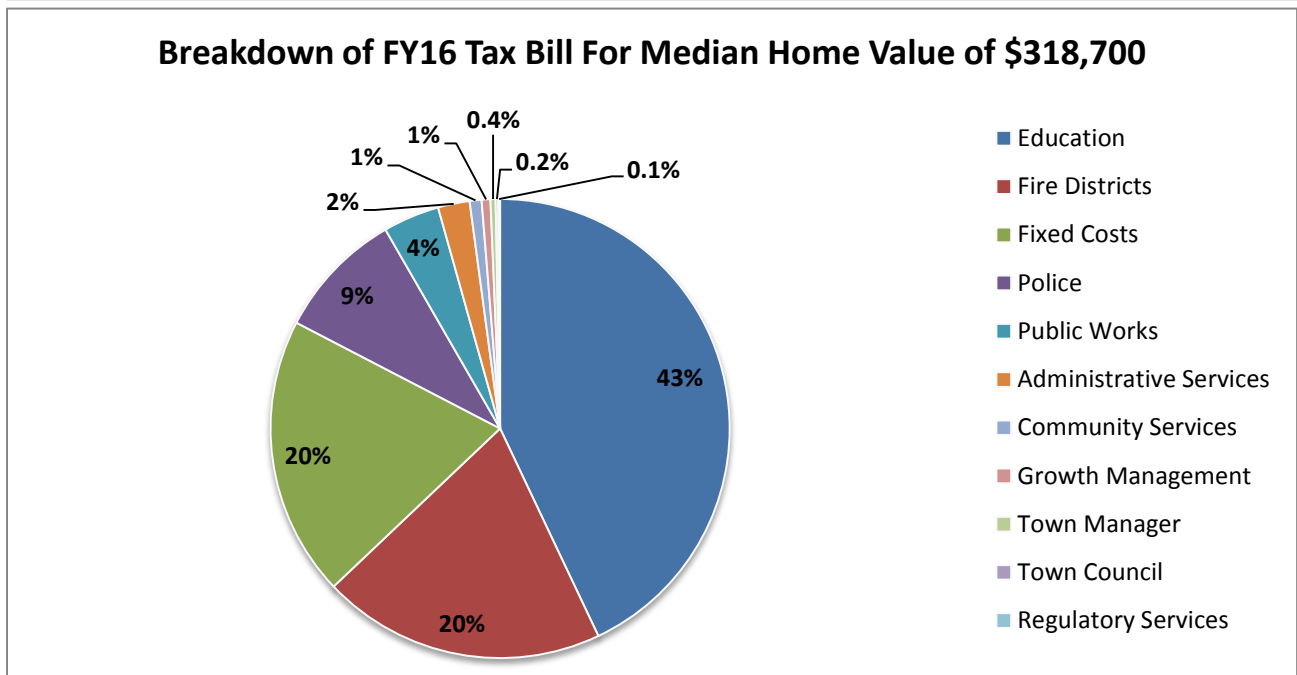
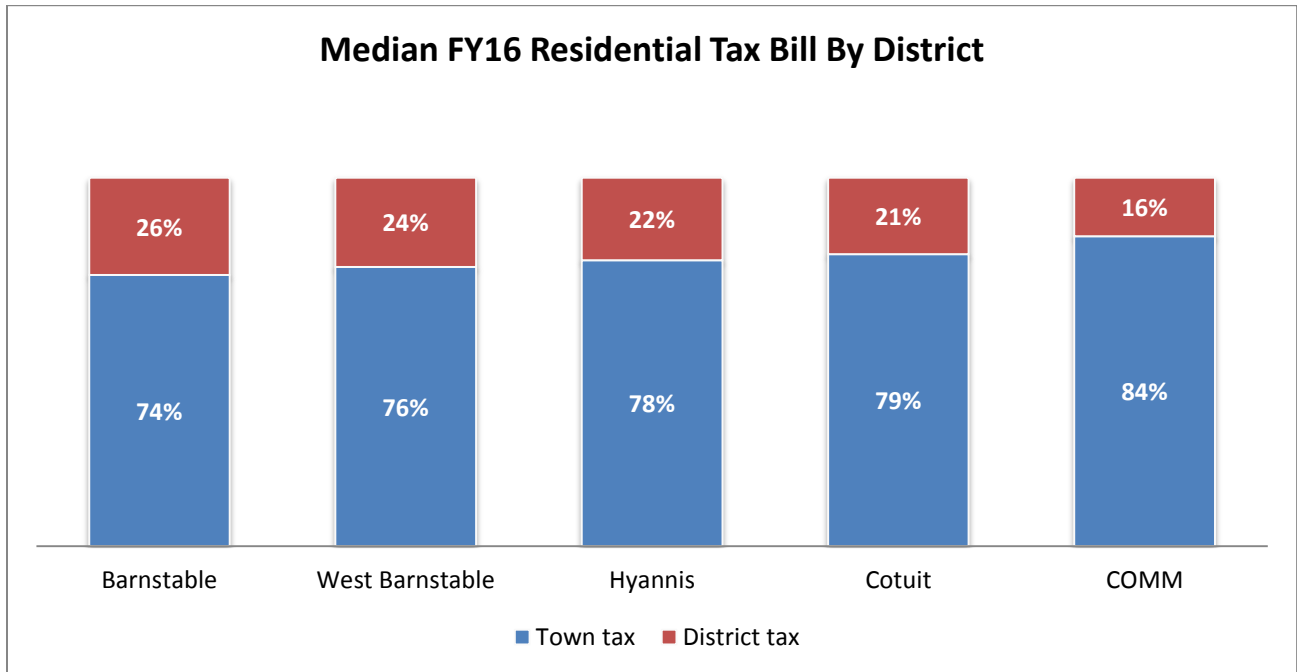
The Town maintains a property assessment database by fire district. The tax rates for the Town of Barnstable and the five fire districts are determined by dividing the town’s tax levy by the town’s total property value and the districts’ tax levy by the districts’ respective property value. The town’s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

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

	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016		Growth in Levy FY12 to FY16	
Town tax levy	\$ 97,325,379	79.7%	\$ 100,386,021	80.9%	\$ 103,522,018	80.5%	\$ 106,676,485	80.4%	\$ 110,547,068	79.8%	\$ 13,221,689	13.6%
Hyannis FD tax levy	7,992,181	6.5%	7,211,891	5.8%	7,947,989	6.2%	8,109,789	6.1%	8,979,002	6.5%	986,821	12.3%
Barnstable FD tax levy	2,914,168	2.4%	2,999,273	2.4%	3,105,291	2.4%	3,273,149	2.5%	3,648,926	2.6%	734,758	25.2%
Cotuit FD tax levy	2,901,523	2.4%	2,255,973	1.8%	2,591,217	2.0%	2,886,739	2.2%	2,955,621	2.1%	54,098	1.9%
W. Barnstable FD tax levy	1,344,740	1.1%	1,394,021	1.1%	1,424,071	1.1%	1,468,780	1.1%	1,509,369	1.1%	164,629	12.2%
COMM FD tax levy	9,637,526	7.9%	9,831,754	7.9%	9,936,382	7.7%	10,296,979	7.8%	10,958,772	7.9%	1,321,246	13.7%
Total FD tax levies	24,790,138	20.3%	23,692,912	19.1%	25,004,950	19.5%	26,035,436	19.6%	28,051,690	20.2%	3,261,552	13.2%
Grand total	\$ 122,115,517	100.0%	\$ 124,078,933	100.0%	\$ 128,526,968	100.0%	\$ 132,711,921	100.0%	\$ 138,598,758	100.0%	\$ 16,483,241	13.5%

The town’s tax levy has increased \$13.22 million over the five-year period of FY12 to FY16 or 13.6%. The fire districts’ tax levies have collectively increased \$3.26 million over the same period or 13.2%.

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



Using an average tax bill, the largest component of the tax bill is for education representing 43%. The second largest component is the fire district at 19.95% of the tax bill. The third largest component at 19.71% is fixed costs. These categories along with Police and Public Works account for 95.64% of the tax bill.

MISSION STATEMENT

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

Guiding Principles

We believe...

In our oath of office:

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

That I will perform my duties as a Town Councilor for the Town of Barnstable to the best of my ability;

Keeping uppermost in my mind the rules and laws that govern my office and my responsibility to the citizen of the Town of Barnstable;

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

In involving residents in the decision-making process

In modeling ethical behavior

In protecting citizen rights

In protecting the health and safety of citizens

In being fiscally responsible

In being accountable

In being respectful of the people and the process

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

In operating fairly, predictably and efficiently

In providing a consistent process

In operating creatively and with flexibility

In the manager's job to manage the staff

In preserving the integrity of the Town of Barnstable

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

In listening and respecting each other's contributions

In the right to disagree

In being accessible and keeping the process open

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

For each of the following priority areas, it is understood that the Town Council will formulate and enact policy, the Town Manager and staff will implement and manage programs to achieve the policy goals, and the Town Council and Town Manager will communicate frequently to ensure accountability to the residents of the Town of Barnstable.



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

Quality of Life

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

Strategies:

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

Support meaningful age and needs-appropriate health and recreation programs for all residents

Support the Youth Service Programs in collaboration with other Divisions of Community Services

Support the successful operation of the Senior Center

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

Finance

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

Strategies:

Ensure adherence to a sound financial plan to meet the prioritized operating and capital needs of the town within the confines of available resources

Evaluate and assess, on an on-going basis, alternative methods to decrease the cost of services by exploring the financial benefits of regionalization, consolidation, privatization and collective bargaining

Explore and create new growth dollars and revenue sources (including grants) for the town and schools to alleviate strain on municipal and school budgets, perform operational auditing, advance greater energy efficiency, and stimulate new growth

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

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

Communications

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

Strategies:

Provide regular opportunities for Town Council members to receive briefings or updates on town initiatives and other important topics from the Town Manager and department heads

Clarify communication protocols for times when the Town Manager is unavailable

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

Increase councilor involvement in Channel 18 news process and dissemination

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

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

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

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

Economic Development

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

Strategies:

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

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

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

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

Review and revise zoning and the permitting process

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

Create a Welcoming Committee consisting of town management and Town Council members to provide information, guidance, and assistance on how to open a new business in Barnstable to businesses considering Barnstable as a town base. The committee should coordinate with the Barnstable Economic Development Commission to identify and engage potential businesses

Town Manager and staff, and the Barnstable Economic Development Commission, to implement marketing efforts for their initiatives

Regulatory Process and Performance

Goal: To work with Town Manager and staff to ensure consistent, comprehensive, responsive, fair, and easily understood communication within town government and between the town and its residents, commissions, volunteers, and visitors to foster participation, ease-of-use, and positive results to meet community needs.

Strategies:

Seek feedback from users and the public to evaluate the permitting processes ease-of-use

Continue to review, consolidate, and re-codify all local laws, rules, regulations, and enforcement of all regulations, and permitting and zoning ordinances, with community input

Implement an electronic permitting process to make the permitting process more predictable, timely, and cost effective for all permits and especially for recurring and/or new citizen/community originated events

Evaluate progress on electronic permitting implementation

Continue to address and monitor town foreclosures

Urge all multi-member boards and commissions to develop and review their strategic plans annually to ensure that the Town Council priorities are incorporated with the Local Comprehensive Plan (LCP) into same consistent with applicable law

Initiate the review and update of the Barnstable LCP Action Plan

Evaluate the potential of using an Ombudsman to guide citizens through regulatory processes

Ensure accountability through quarterly reports from the Town Manager on ordinances and unsettled ordinances

Town Manager to ensure staff share information with the Cape Cod Commission to assist with long term planning and facilitate utilization of regional planning resources to expedite and lower the costs of local planning efforts

Environment and Natural Resources

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

Strategies:

Support programs that emphasize environmental protection in keeping with the Regional Policy Plan to help ensure that growth and economic development successfully coexist with natural resources

Raise awareness of conservation areas and Town-owned open space, and establish management and maintenance plans

Support collaborative action to provide protection of our sole source aquifer and marine embayment areas to reduce nitrogen loading in all water bodies

Work in conjunction with federal, state, regional, and local agencies to protect critical environmental areas, including fragile coastlines

Public Health and Safety

Goal: Protect the health and safety of all town residents and visitors by providing a safe and desirable community in which to live, work, and visit.

Strategies:

Continue the support of coordinated, village-based, and community-oriented police protection, and joint police/school/youth/seniors/disabled/homeless and other vulnerable populations' programs to alleviate crime, and proactively prevent crime in all seven villages

Coordinate water and wastewater planning and financing efforts to provide efficient operation and expansion of the wastewater treatment facility through collaboration with community and municipal partners consistent with the town's Wastewater Facilities Plan, and provide efficient operation of infrastructure of the drinking water supply division while providing education and training with citizen participation

Police Chief to present an annual report to the Town Council on the town Emergency

Preparedness Plan, hazardous material spills, infectious diseases, severe storms, homeland security, and emergency evacuation plans

Housing

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

Strategies:

Continue supporting the efforts to inform developers of the available resources to initiate projects

Explore and promote housing solutions to help solve the problem of homelessness in Barnstable; include energy conservation and renewable energy standards in housing planning and in pre-permitting discussions with applicants; address the issues of the chronically homeless

Address recurring zoning issues identified by the Zoning Board of Appeals and determine how to best achieve housing goals through zoning

Town Manager and staff to enforce ordinances and improve the quality of town housing

Infrastructure

Goal: Facilitate the maintenance, improvement, and best use of the town's infrastructure and capital assets.

Strategies:

Facilitate a comprehensive infrastructure improvement plan (that includes, but not limited to, the long-term financial aspects of 1) Roads; 2) Sewers; 3) Water; and 4) Municipal building facilities and historical properties)

Provide a reliable source of dedicated funds to maintain existing infrastructure, capital assets and aquatic resources and make improvements when necessary including exploration of local option taxes, local mitigation, state and federal grants, CPA funding for historic town-owned buildings, and stabilization funds

Advance education of the town-wide repairs of private roads policy and aggressively seek state and federal money to fund the repairs of private roads

Coordinate with the Town Manager to evaluate the current status of town assets from leasing, sales, and repairs

Work cooperatively with Town Manager and staff to review viable plans for effective and economical energy conservation programs, and solid waste and recycling programs

Education

Goal: To support the provision of quality education in partnership with the School Committee and state and federal governments.

Strategies:

Continue to work cooperatively with the School Committee to create a budget that adheres to standard municipal accounting practices, is clear and understandable for all residents and meets the short and long term operating and capital needs of the school system and the municipal grid

Strive to reduce the impact of unfunded state and federal mandates in addition to the revised Chapter 70 funding and make public aware of impact of same

Commit town resources and staff to support legislation that will amend the Education Reform Act and the Chapter 70 Funding Formulas to provide more resources to the town

Continue to work cooperatively with the School Committee, municipal, and school administrations to develop plans for administrative and infrastructure consolidation, conducting periodic assessments of consolidated services

Support educational initiatives to create an optimum and diverse educational environment for all schools and students

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Regulatory Services Department

Mission Statement

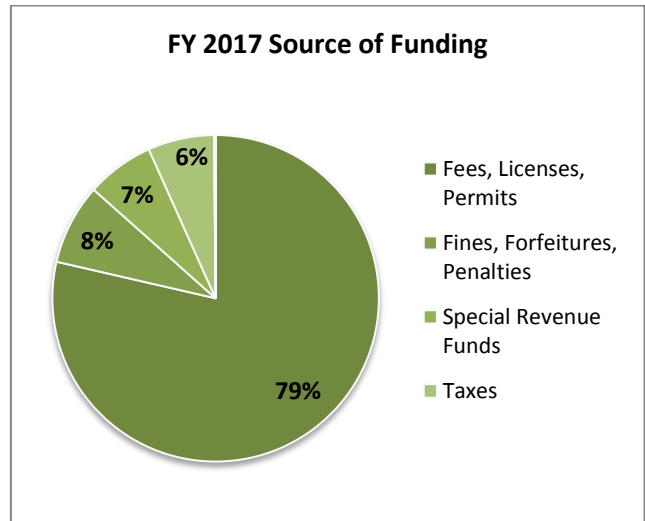
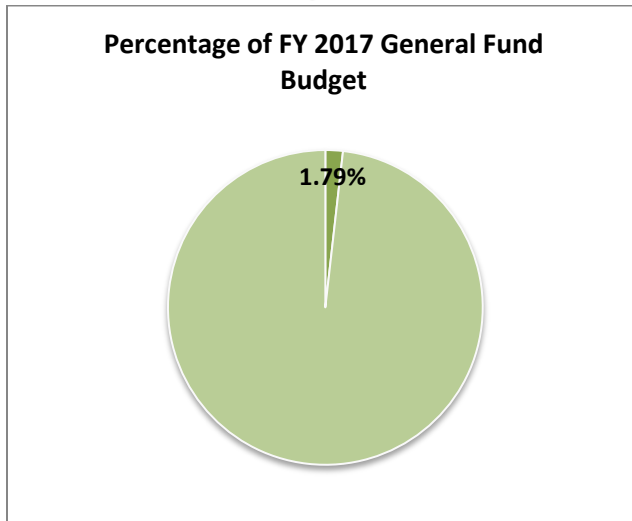
The mission of the Building-Zoning Division is to provide inspectional services in fair and consistent manner throughout the Town of Barnstable, including expert plan review for proposed projects encompassing both residential and commercial properties and zoning and code enforcement, while maintaining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



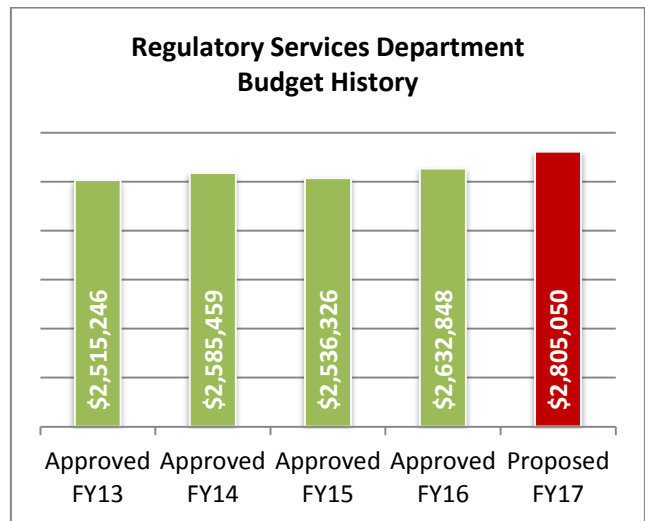
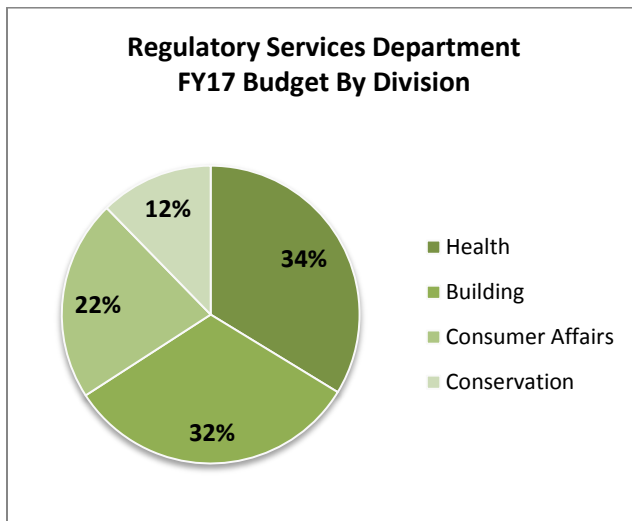
- **Building-Zoning Division**
- **Conservation Division**
- **Consumer Affairs Division**
- **Public Health Division**

Ensuring safe and sustainable buildings and structures for the seven villages

Fiscal Year 2017 Department Financial Data



The Regulatory Services Department comprises 1.79% of the overall General Fund budget. Fees, licenses and permits finance 79% of the direct operating costs of the department.



The Building Services Division and Health Division are the largest divisions within the department representing 32% and 34% of the FY17 proposed budget, respectively. The department’s budget has increased from \$2.5 million in FY13 to \$2.8 million in FY17 or 11.52% over the five-year period.

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Personnel	\$ 2,200,439	\$ 2,362,486	\$ 2,284,357	\$ 2,528,238	\$ 165,752	7.02%
Operating Expenses	245,605	270,362	260,230	276,812	6,450	2.39%
Total Appropriation	2,446,044	2,632,848	2,544,588	2,805,050	172,202	6.54%
Employee Benefits Allocation:						
Life Insurance	266		267			
Medicare	27,566		28,874			
Health Insurance	136,817		128,098			
County Retirement	396,110		420,599			
Total Employee Benefits (1)	560,760		577,838			
Total Expenditures Including Benefits	\$ 3,006,804		\$ 3,122,426			
Full-time Equivalent Employees	33.98	33.40		34.15	0.75	
Source of Funding						
Taxes	\$ -	\$ 105,232	\$ 51,502	\$ 183,750	\$ 78,518	74.61%
Fines, Forfeitures, Penalties	255,407	224,000	268,800	224,000	-	0.00%
Fees, Licenses, Permits	2,245,725	2,175,600	2,095,070	2,204,700	29,100	1.34%
Charges for Services	1,648	-	-	-	-	0.00%
Interest and Other	3,423	2,000	3,200	1,000	(1,000)	-50.00%
Special Revenue Funds	98,697	122,516	122,516	188,100	65,584	53.53%
Enterprise Funds	3,500	3,500	3,500	3,500	-	0.00%
Total Sources	\$ 2,608,400	\$ 2,632,848	\$ 2,544,588	\$ 2,805,050	\$ 172,202	6.54%

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

Summary of Significant Budget Changes

The FY17 proposed budget is increasing \$172,202 or 6.5%. Personnel costs are increasing \$165,752. This includes all contractual obligations, \$6,000 for securing the Crocker Neck Gate conservation area, increasing a Hazardous Material Specialist from part-time to full-time for a cost of \$25,500, increasing a Health Inspector's hours to 30hr/wk costing \$17,440 and \$68,800 for Bismore Park Gateway Greeters. Operating costs are increasing \$12,450 for supplies and materials including additional flu vaccine. This is offset by a reduction of \$6,000 in the parking ticket processing contract.

Tax support is increasing \$78,518. Additional funding is being provided from the Bismore Park Special Revenue Funds to offset the costs of the Gateway Greeters. Fees are increasing \$29,100 as a result of increases in the Health Division fees as approved by the Board of Health.

Additional Funding Recommended

Regulatory – Conservation

- 1. Operation of Crocker Neck Conservation Area Gate** **\$7,000 Requested**
\$7,000 Recommended

To request an increase in the Conservation program overtime budget by \$6,000 and in addition an increase of \$1,000 in operating expenses in state mileage in order to continue seasonal gate operations, maintaining current level of service, at the Crocker neck Area, Cotuit. The Crocker Neck gate has been operated by a DPW employee (BMEA), with an additional DPW employee (BMEA) as back up, on an overtime basis since 2010.

Regulatory – Health Services

- 1. Hazardous Materials Specialist-Increase in Number of Hours** **\$29,450 Requested**
\$29,450 Recommended

This request is for increasing the hours of the part-time Hazardous Materials Specialist to 40 hours per week. This position is currently funded at 19 hours per week. This position is responsible for conducting inspections at businesses, which store and handle toxic and hazardous materials, educating business operators regarding proper handling and disposal, following-up in regards to violations observed, and identifying those who require annual licenses.

- 2. Health Inspector-Increase in Number of Hours** **\$17,440 Requested**
\$17,440 Recommended

The number of requests for services has increased significantly in the past thirteen years as evidenced by the 66% increase in number of the health related complaints received and investigated. However, the loss of a Health Inspector position eight years ago has resulted in some hardships in regards to the inability to maintain a proper frequency of inspections at food establishments (i.e. seasonal restaurants) and has resulted in the elimination of a few lower priority inspectional duties. It has caused the Health Division to have no persons available to conduct lodging house inspections and to conduct routine MRVP housing inspections for low-income families. This request is to increase from the existing 20 hours to 30 hours per week.

- 3. Flu Vaccine** **\$7,500 Requested**
\$7,500 Recommended

The cost of influenza vaccine increased significantly during the past two years- from \$10 per dose to \$15 per dose, a 50% increase. In addition, the State no longer allows any cities or towns to use any free State-supplied influenza vaccine for any insured patients. Only uninsured patients and children qualify for State supplied vaccine. However, most of the citizens who request influenza vaccinations at our public flu clinics have health insurance. \$7,500 is requested to purchase 500 doses of flu vaccine.

Regulatory – Consumer Affairs

- 1. Bismore Park/Welcome Center** **\$68,800 Requested**
\$68,800 Recommended

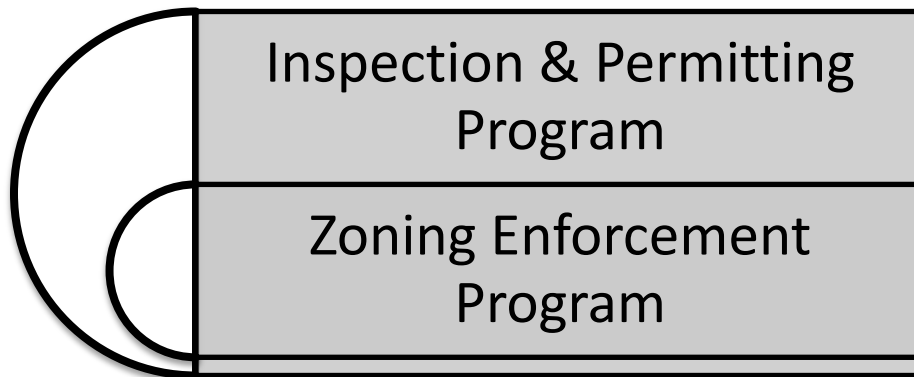
A list of items identified during the 2015 season by the Gateway Greeters, Consumer Affairs Supervisor, and Growth Management/Arts & Cultural Coordinator in order to continue the positive improvements at the Bismore Park. 1) an additional Gateway Greeter (bringing the total to five (5)) as well as increasing the season from 20 weeks to 24-25 weeks, and increasing the hours from approximately 20 hrs/week to

35hrs/week. 2) Restoring Greeter Island, near Hyline and adding public Art within the area. 3) Additional Solar Trash Bins to assist in keeping the Park clean. 4) Repainting the parking space lines and numbers so visitors and parking enforcement officers can clearly identify space numbers. 5) Installation of WiFi in the Welcome Center for usage by both the Gateway Greeters and visitors. 6) a welcome center desk and enlarged 3M vinyl map of Barnstable for the Welcome center, 7) supplies needed by the Gateway Greeters to function in the center adequately, and 8) 2 bike racks installed in the park so bikes have.

Building-Zoning Division

Mission Statement

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



Description of Program Services Provided

Inspection & Permitting Program

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

Helping To Ensure Public Safety and Quality Of Life

RECENT ACCOMPLISHMENTS

- Inspection and opening of Bed Bath Beyond and Cape Cod Hospital New Emergency Room.
- Conducted over 75 team inspections to address quality of life concerns
- In addition to the investigation of complaints and the associated pursuit of compliance with regards to code enforcement, this year was markedly different from previous years , due to registration and over site of approximately 130 abandoned and foreclosed properties.
- The Building-Zoning Division issued 3,127 residential permits, 309 commercial permits, 233 occupancy permits, 323 certificates of inspection, 3,359 plumbing and gas permits, 2,513 electrical permits and 117 sign permits.



as fifty inspections for the larger and more complex projects, such as the Youth Center or the Cape Cod Hospital.

The Massachusetts State Building Code also mandates periodic inspections of certain public buildings such as hotels, motels, restaurants, churches, day-care centers and schools, among others. The frequency ranges, from twice a year to every five years, with most inspections being called for yearly. A separate database is maintained to track all the buildings and inspections. Often the inspectors may have to alert other disciplines, departments and divisions of potential hazards, violations or liabilities to the public. This division will also assist during disaster occurrences, such as hurricanes and other types of disasters.



Zoning Enforcement Program

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

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

Fiscal Year 2017 Goals and Objectives

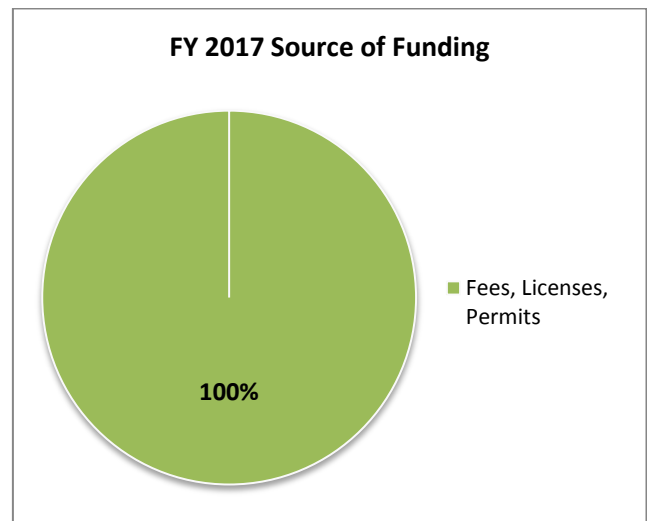
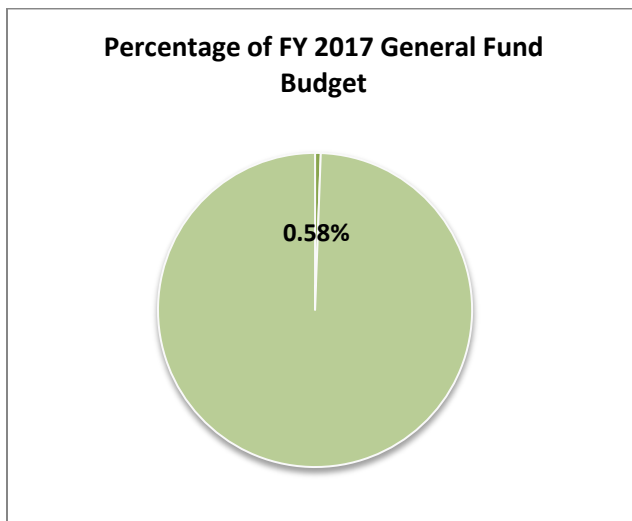
Short Term:

1. To ensure consistent and fair inspection of construction projects. (Strategic Plan Priority: Regulatory Access and Accountability)
2. Implementation of E-Permitting in conjunction with the Information Technology Department.

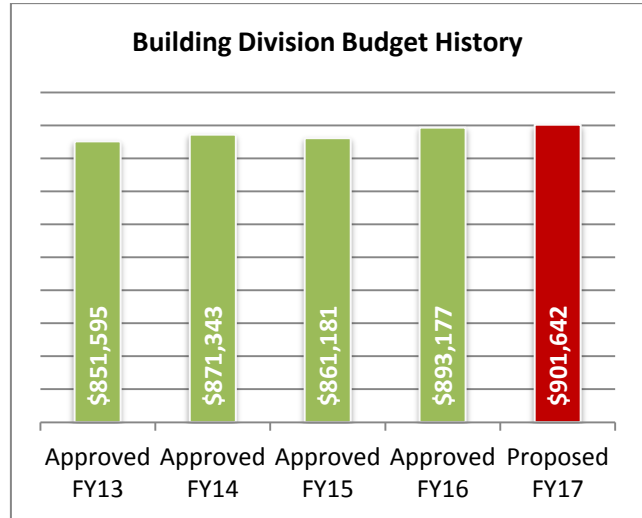
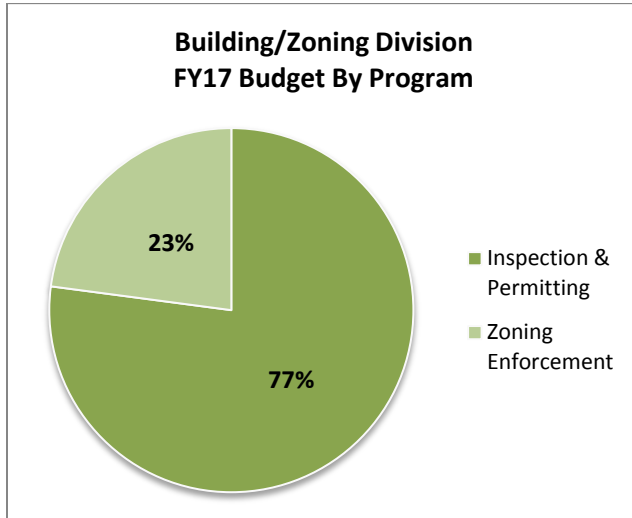
Long Term:

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

Fiscal Year 2017 Division Financial Data



This Building Division comprises 0.58% of the overall General Fund budget. Funding for the operations are entirely covered by permits issued and no tax support is provided.



The Inspection & Permitting Program comprises 77% of the division’s budget. This budget has increased from \$851,595 in FY13 to \$901,642 proposed FY17 or 5.88% over the five-year period.

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 745,898	\$ 845,506	\$ 785,795	\$ 853,971	\$ 8,465	1.00%
Operating Expenses	39,418	47,671	45,309	47,671	-	0.00%
Total Appropriation	785,316	893,177	831,105	901,642	8,465	0.95%

Employee Benefits Allocation:

Life Insurance	104	100
Medicare	9,473	9,921
Health Insurance	48,431	46,320
County Retirement	153,661	156,119
Total Employee Benefits (1)	211,668	212,460

Total Expenditures Including Benefits \$ 996,984 \$ 1,043,565

Full-time Equivalent Employees	12.50	12.00	12.00	0.00
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Source of Funding

Fees, Licenses, Permits	1,290,458	1,283,600	1,221,170	1,258,150	(25,450)	-1.98%
Charges for Services	399	-	-	-	-	0.00%
Total Sources	\$ 1,290,856	\$ 1,283,600	\$ 1,221,170	\$ 1,258,150	\$ (25,450)	-1.98%

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

Summary of Significant Budget Changes for the Division

The FY17 proposed budget is increasing \$8,465. This covers all contractual obligations in personnel costs. There are no changes proposed in staffing levels. Operating cost will remain level funded at \$47,671. Fees generated by the division cover 100% of the direct operating costs.

Fiscal Year 2017 Program Financial Data

Expenditure Category	Inspection and Permitting Program				Change FY16 - 17	Percent Change
	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017		
Personnel	\$ 552,421	\$ 647,266	\$ 595,485	\$ 648,206	\$ 940	0.15%
Operating Expenses	39,418	46,871	45,109	46,871	-	0.00%
Total Appropriation	591,839	694,137	640,594	695,077	940	0.14%
Employee Benefits Allocation:						
Life Insurance	71		70			
Medicare	6,855		7,278			
Health Insurance	39,149		36,135			
County Retirement	147,206		149,389			
Total Employee Benefits (1)	193,281		192,872			
Total Expenditures Including Benefits	\$ 785,120		\$ 833,466			
Full-time Equivalent Employees	9.20	9.20		9.20	0.00	
Source of Funding						
Fees, Licenses, Permits	1,283,008	1,278,600	1,214,670	1,253,150	(25,450)	-1.99%
Charges for Services	399	-	-	-	-	0.00%
Total Sources	\$ 1,283,406	\$ 1,278,600	\$ 1,214,670	\$ 1,253,150	\$ (25,450)	-1.99%

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

Zoning Enforcement Program

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Personnel	\$ 193,477	\$ 198,240	\$ 190,310	\$ 205,765	\$ 7,525	3.80%
Operating Expenses	-	800	200	800	-	0.00%
Total Appropriation	193,477	199,040	190,510	206,565	7,525	3.78%

Employee Benefits Allocation:

Life Insurance	33		30	
Medicare	2,618		2,643	
Health Insurance	9,282		10,185	
County Retirement	6,456		6,730	
Total Employee Benefits (1)	18,387		19,588	

Total Expenditures Including Benefits \$ 211,864 \$ 210,098

Full-time Equivalent Employees 3.30 2.80 2.80 0.00

Source of Funding

Taxes	\$ 186,027	\$ 194,040	\$ 184,010	\$ 201,565	\$ 7,525	3.88%
Fees, Licenses, Permits	7,450	5,000	6,500	5,000	-	0.00%
Total Sources	\$ 193,477	\$ 199,040	\$ 190,510	\$ 206,565	\$ 7,525	3.78%

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

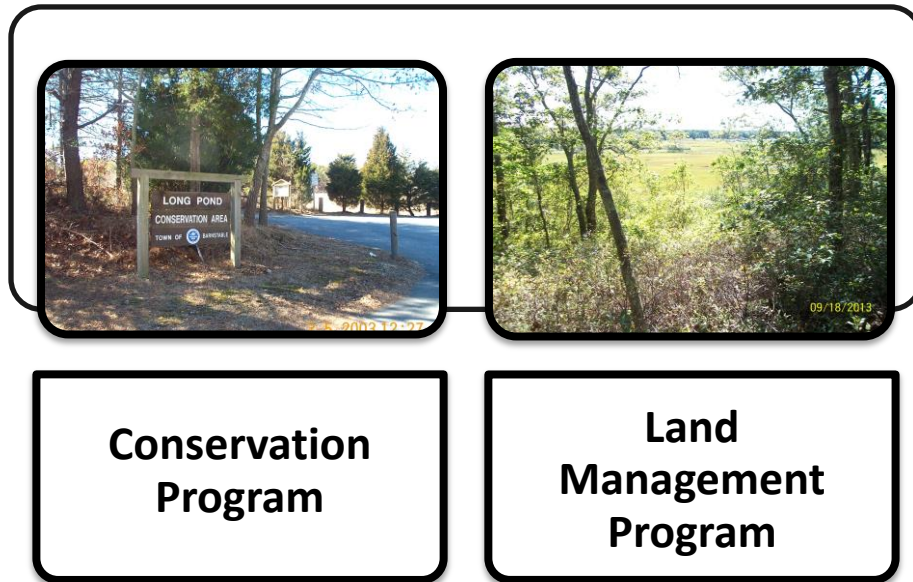
Workload Indicators

	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Number of Permits	9,981	8,400	8,400
Number of Inspections	44,173	32,000	42,000
Zoning Complaints Investigated	749	700	700
Site Plan Reviews Conducted	52	115	115
Front Counter Inquiries	13,897	14,000	14,000
Telephone Inquiries	8,700	7,500	7,500

Conservation Division

Mission Statement

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



Description of Program Services Provided

Conservation Program

The Conservation Division is responsible for providing technical, administrative and clerical assistance to the Conservation Commission in carrying out its responsibilities under M.G.L. Ch. 131, Sec. 40 and Chapter 237 of the Town Code (Wetlands Protection). The Division provides services in the areas of project review, permit issuance and compliance, enforcement, building permit application review, aquatic restoration and public education. The program thus serves to protect, promote and enhance the quality of wetland resources within the Town. These resources range from coastal beaches, banks, marshes and dunes, to streams, rivers, ponds and their adjacent wetlands. The public benefits derived from the program include protection of surface and ground water

*Serving the Public, Protecting our Wetlands,
Managing our Conservation Lands*

RECENT ACCOMPLISHMENTS

- Crocker Neck Conservation Area Controlled Prescribed Burn – Conducted wildlife habitat restoration and forest fire fuel reduction by directing controlled prescribed burn by Northeast Forest and Fire Management, LLC. contractor and Cotuit Fire Company.
- Lumbert Pond Conservation Area- Installation of new parking lot, trail head, connector trail, and landscape for new access to Lumbert Pond Conservation area.
- West Barnstable Conservation - Implemented directional street sign project in West Barnstable Conservation area roads for safety purposes.
- Coordinated Coastsweep Beach Cleanups – 76 volunteers representing 14 organizations removed 340 pounds of trash from 14 beaches and town landings.
- Hamblin Pond Alum Treatment
- Received NALMS Lake Management Success Stories Award for 2015 for successful Lake Management Efforts



Crocker Neck Conservation Area
Control Burn, Cotuit

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

Land Management Program

The Conservation Division prepares management plans for conservation areas and budgets, coordinates and supervises the maintenance work performed thereon. The major focus of the land management program is on large conservation tracts enjoyed by hikers, mountain bikers, hunters, etc. Through the Land Management Program, grant funding is sought. Trails, signs, kiosks, parking areas and fences are placed and maintained; fields are mowed, community gardens plowed, litter removed, and fire management measures are implemented.

Fiscal Year 2017 Goals and Objectives

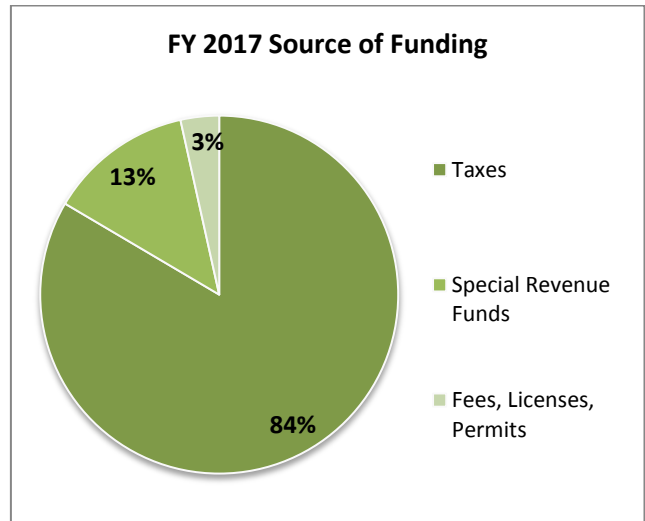
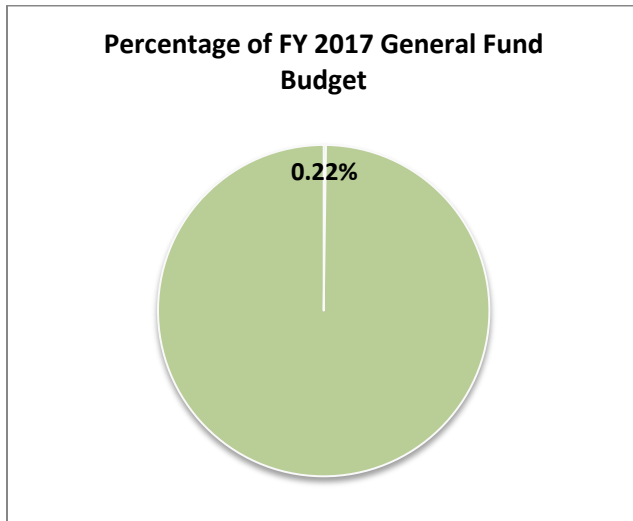
Short Term:

1. Continue lake and pond restoration projects, especially for hydrilla, fanwort and nuisance algae control
2. Continue wildfire management efforts for public safety purposes at key conservation parcels
3. Assistance in the implementation of E-Permitting during building permits review process.

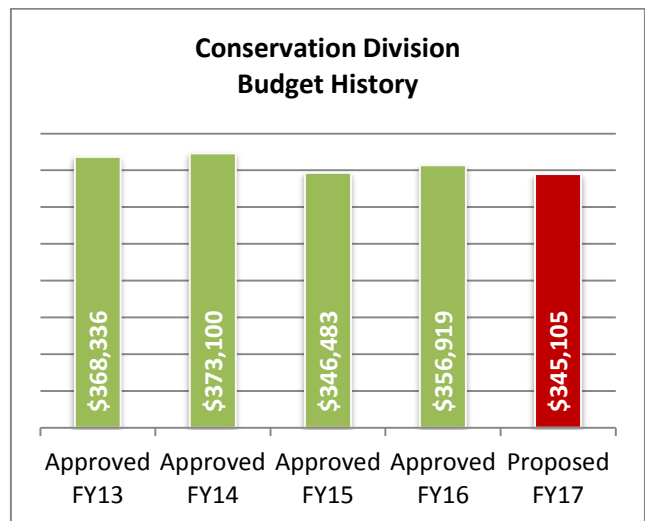
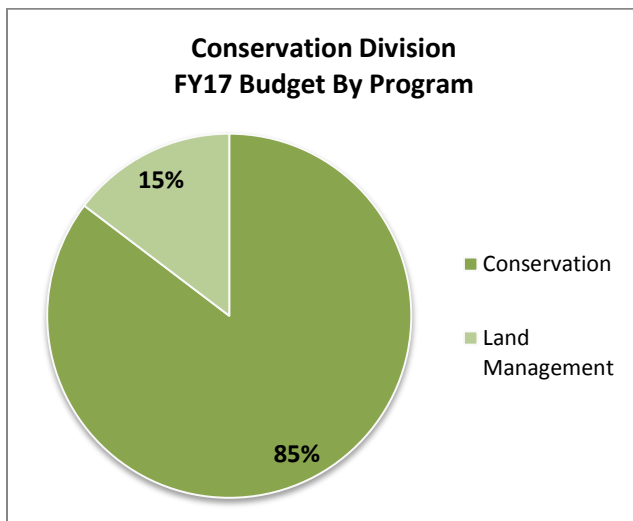
Long Term:

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

Fiscal Year 2017 Division Financial Data



The Conservation Division comprises 0.22% of the overall General Fund budget. Taxes provide 84% of the funding for this operation. The Wetlands Protection Special Revenue Fund provides 13% of the funding for this operation.



The Conservation Program comprises 85% of the FY17 proposed budget for this division. The budget has decreased from \$368,336 in FY13 to \$345,105 in FY17 or 6.31%. The drop in the FY15 budget resulted from a transfer of \$25,000 of funding to the Department of Public Works in order to manage other lands owned by the Town. The decline in the FY17 budget is due to staff turnover.

<u>Expenditure Category</u>	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 292,636	\$ 300,614	\$ 291,915	\$ 287,800	\$ (12,814)	-4.26%
Operating Expenses	48,155	56,305	49,044	57,305	1,000	1.78%
Total Appropriation	340,791	356,919	340,959	345,105	(11,814)	-3.31%
Employee Benefits Allocation:						
Life Insurance	25		24			
Medicare	3,734		3,545			
Health Insurance	25,872		22,318			
County Retirement	68,357		53,629			
Total Employee Benefits (1)	97,988		79,515			
Total Expenditures Including Benefits	\$ 438,779		\$ 420,474			
Full-time Equivalent Employees	4.00	4.00		4.00	0.00	
Source of Funding						
Taxes	\$ 248,455	\$ 299,919	\$ 283,359	\$ 288,105	\$ (11,814)	-3.94%
Fines, Forfeitures, Penalties	27,795	-	-	-	-	0.00%
Fees, Licenses, Permits	19,595	12,000	12,600	12,000	-	0.00%
Charges for Services	1,249	-	-	-	-	0.00%
Special Revenue Funds	43,697	45,000	45,000	45,000	-	0.00%
Total Sources	\$ 340,791	\$ 356,919	\$ 340,959	\$ 345,105	\$ (11,814)	-3.31%

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

Summary of Significant Budget Changes

The FY17 proposed budget is decreasing \$11,814 or 3.3%. Personnel costs are decreasing \$12,814. This includes all contractual obligations net of savings derived from a turnover in staff. This also includes an increase of \$6,000 in overtime to cover the Crocker Neck Gate Operations. Tax support for this division's is decreasing \$11,814 or 3.9%

Fiscal Year 2017 Program Financial Data

Conservation Program

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 281,641	\$ 289,614	\$ 280,926	\$ 270,800	\$ (18,814)	-6.50%
Operating Expenses	16,523	23,702	21,332	23,702	-	0.00%
Total Appropriation	298,163	313,316	302,257	294,502	(18,814)	-6.00%

Employee Benefits Allocation:

Life Insurance	24		24	
Medicare	3,680		3,541	
Health Insurance	25,279		22,277	
County Retirement	68,357		53,629	
Total Employee Benefits (1)	97,340		79,471	

Total Expenditures Including Benefits \$ 395,504 \$ 381,728

Full-time Equivalent Employees	4.00	4.00	4.00	0.00
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Source of Funding

Taxes	\$ 205,828	\$ 256,316	\$ 244,657	\$ 237,502	\$ (18,814)	-7.34%
Fines, Forfeitures, Penalties	27,795	-	-	-	-	0.00%
Fees, Licenses, Permits	19,595	12,000	12,600	12,000	-	0.00%
Charges for Services	1,249	-	-	-	-	0.00%
Special Revenue Funds	43,697	45,000	45,000	45,000	-	0.00%
Total Sources	\$ 298,163	\$ 313,316	\$ 302,257	\$ 294,502	\$ (18,814)	-6.00%

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

Land Management Program

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 10,995	\$ 11,000	\$ 10,989	\$ 17,000	\$ 6,000	54.55%
Operating Expenses	31,633	32,603	27,713	33,603	1,000	3.07%
Total Appropriation	42,628	43,603	38,702	50,603	7,000	16.05%

Source of Funding

Taxes	\$ 42,628	\$ 43,603	\$ 38,702	\$ 50,603	\$ 7,000	16.05%
Total Sources	\$ 42,628	\$ 43,603	\$ 38,702	\$ 50,603	\$ 7,000	16.05%

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

Performance Measures / Workload Indicators

Conservation Program

	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Total site inspections	500	500	500
# Certificates of Compliance's issued	81	85	85
Average Certificate of Compliance processing time	49	49	49
# Wetland violations complaints	56	58	59

Permit Review Process	FY2013	FY2014	FY2015
Applications requiring Commission Review	164	177	150
(Applications approved by Commission)	-163	-177	-149
Total Building Permit Applications Reviewed by Division	846	899	844

Land Management Program

	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
# Land management complaints	19	19	19



Consumer Affairs Division

Mission Statement

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



Licensing



Parking Citation Processing



Weights & Measures (Revolving Fund)

Description of Program Services Provided

Licensing Program

The Licensing program provides support to both the Licensing Authority and the Town Manager. Licensing program processes and holds authority on 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, duck mobiles, and mini golf, and maintain 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

To ensure our quality of life and community standards are upheld

RECENT ACCOMPLISHMENTS

Consumer Affairs

- Hiring of new Consumer Affairs Police Officer

Licensing Division

- Redeveloped website.
- Implemented internal review of applications and Town Agreements.
- Drafted Pedicab Rules and Regulations for Town Manager hearing and approval.
- Improved Private Parking Lot application process and coordination of certified plans.

Parking Enforcement Program

- Redeveloped website.
- Work with multiple departments to improve signage at beaches.
- Increase in revenue near \$30K in FY15.

Bismore Park / Gateway Greeters

- Created motorcycle parking at Bismore.
- Created "Gateway Greeters".
- Created new parking logo, informational handouts and uniforms.

Weights & Measures Program

- Completed all obligated work requirements of over 4,000 devices in 10 towns.
- Redeveloped website.
- Increase in Taxi Meter Rate through Town Manager Hearing and approval.
- Active participation in Regional and National W&M Associations.

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 (Massachusetts General Laws Chapter 138 &140).

Citation Processing Program

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

Parking Division

The Division provides 2.3 FTEs for the parking function for enforcement activities and clerical staff for the administrative, financial and hearing process. The office processes approximately 8,500 parking citations per year, conducts approximately 1,100 hearings on appeals per year, and provides maintenance and collection services for parking kiosks. We work closely with our data processing company on payments and data collection, and the Police Department on enforcement, and with the Registry of Motor Vehicles on ticket clearances, handicapped placards and updated laws and systems.

Weights and Measures Program

The Weights and Measures Program is a service of government to protect the interests of both buyer and seller of commodities. This service provides third-party verification of the accuracy of representations and measurements in the retail marketplace; manufacturing plants, and distribution centers. Retail sales of commodities sold annually in Barnstable exceed \$400,000,000. Inspectors test devices used to determine accuracy such as scales, gasoline dispensers, home heating oil delivery vehicles, taxi meters, pharmacy balances and others. Packaged products are

inspected in retail stores to determine accurate measurement and compliance with labeling and advertising regulations. The Division annually inspects approximately 4,000 devices and 1,403 prepackaged commodities in Barnstable (Massachusetts General Laws Chapter 94-98.101).

Fiscal Year 2017 Goals and Objectives

Licensing Division

Short Term: Continue to convert license applications into interactive online forms and improving internal communication with divisions through creative and cost efficient technology. (Strategic Planning Priority: Finance, Communication, Economic Development and Regulatory Process & Performance)

Long Term: Assist the Licensing Authority with the creation of Rules and Regulations pertaining to all licenses issued by the Authority. (Strategic Planning Priority: Quality of Life, Communication, Economic Development, Regulatory Process & Performance)

Parking Enforcement Program

Short Term: Begin an interactive online campaign through updating the website, utilization of available social media outlets and incorporating staff abilities in creating promotional material regarding current ongoing within the division. (Strategic Planning Priority: Quality of Life, Communication, Economic Development, Regulatory Process & Performance, and Public Health & Safety)

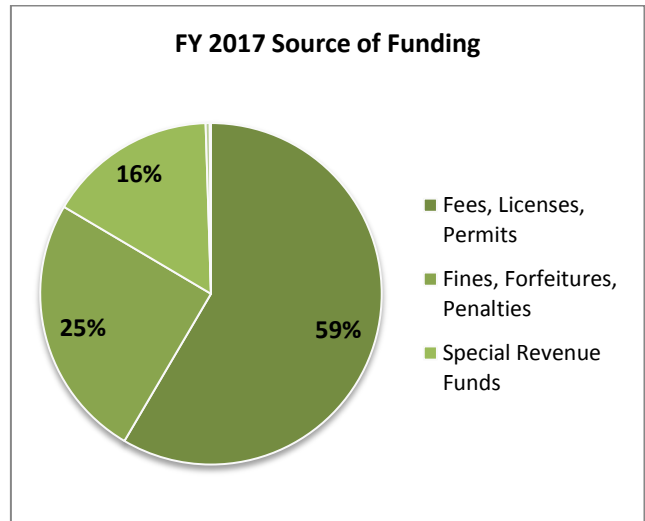
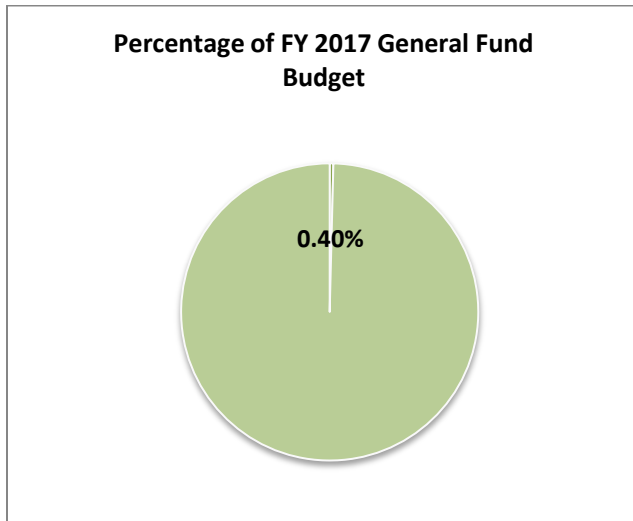
Long Term: Continue to work in collaboration with the Town Manager's office and all related departments to improve communication and coordinate efforts and goals applicable to all modes of transportation operating business within the community. (Strategic Planning Priority: Quality of Life, Communications, Economic Development, Regulatory Process & Performance and Public Health & Public Safety)

Weights & Measures Program

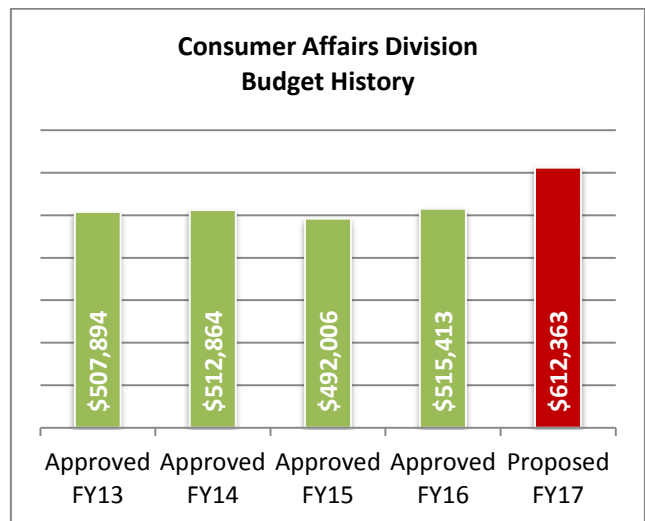
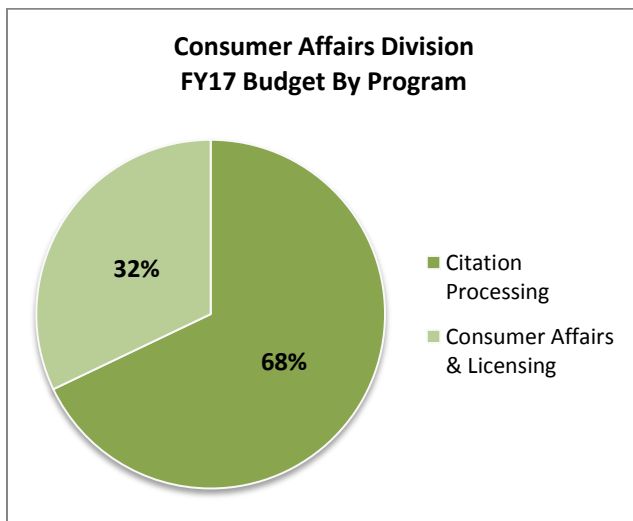
Short Term: Continue to upgrade and streamline Weights & Measures database and coordinate inspector's improvement for services to all towns required. (Strategic Planning Priority: Economic Development)

Long Term: Begin vehicle replacement schedule. (Strategic Planning Priority: Finance)

Fiscal Year 2017 Division Financial Data



The Consumer Affairs Division comprises 0.4% of the overall General Fund budget. Fees, licenses and permits deliver 59% of the total source of funding. No tax support is provided. The Bismore Park Special Revenue Fund provides 16%.



Citation Processing Program is the largest program area in this division representing 68% of the division’s FY17 proposed budget. The division’s budget has increased from \$507,894 in FY13 to \$612,363 in FY17 or 20.6% over the five-year period. The FY17 Gateway Greeters request represents 66% of the entire increase over the five-year period.

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Personnel	\$ 405,174	\$ 427,535	\$ 418,985	\$ 530,485	\$ 102,950	24.08%
Operating Expenses	82,292	87,878	87,800	81,878	(6,000)	-6.83%
Total Appropriation	487,466	515,413	506,785	612,363	96,950	18.81%
Employee Benefits Allocation:						
Life Insurance	30		28			
Medicare	5,445		6,054			
Health Insurance	20,475		20,312			
County Retirement	58,090		80,459			
Total Employee Benefits (1)	84,041		106,853			
Total Expenditures Including Benefits	\$ 571,507		\$ 613,638			
Full-time Equivalent Employees	5.10	5.10		5.10	0.00	
Source of Funding						
Fines, Forfeitures, Penalties	227,612	224,000	268,800	224,000	-	0.00%
Fees, Licenses, Permits	550,034	523,000	473,850	523,000	-	0.00%
Interest and Other	2,515	2,000	3,200	1,000	(1,000)	-50.00%
Special Revenue Funds	55,000	77,516	77,516	143,100	65,584	84.61%
Enterprise Funds	3,500	3,500	3,500	3,500	-	0.00%
Total Sources	\$ 838,661	\$ 830,016	\$ 826,866	\$ 894,600	\$ 64,584	7.78%

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

Summary of Significant Budget Changes

The FY17 proposed budget is increasing \$96,950 or 18.8%. Personnel cost are increasing \$102,950, and includes all contractual obligations and an additional \$68,800 for Gateway Greeter funding. The funding for the Gateway Greeters will increase the numbers of hours and the length of the season as well as add an additional greeter to the program. Operating costs are decreasing \$6,000 due to favorable contract savings for the outside data processing contract for parking tickets.

There is no tax support provided to this division. Parking meter receipts from the Bismore Special Revenue Fund are increasing \$65,584 or 84.61%. The large increase reflects funding to support the Gateway Greeters initiative.

Fiscal Year 2017 Program Financial Data

Licensing Program

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 157,974	\$ 177,453	\$ 173,904	\$ 185,154	\$ 7,701	4.34%
Operating Expenses	8,954	11,312	12,000	11,312	-	0.00%
Total Appropriation	166,928	188,765	185,904	196,466	7,701	4.08%

Employee Benefits Allocation:

Life Insurance	18		18	
Medicare	2,023		2,221	
Health Insurance	12,309		13,017	
County Retirement	40,743		61,863	
Total Employee Benefits (1)	55,093		77,119	

Total Expenditures Including Benefits \$ 222,021 \$ 263,023

Full-time Equivalent Employees 2.45 2.45 2.45 0.00

Source of Funding

Fees, Licenses, Permits	510,673	488,000	439,200	488,000	-	0.00%
Interest and Other	2,515	2,000	3,200	1,000	(1,000)	-50.00%
Total Sources	\$ 513,188	\$ 490,000	\$ 442,400	\$ 489,000	\$ (1,000)	-0.20%

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

Parking Citation Processing Program

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 247,200	\$ 250,082	\$ 245,081	\$ 345,331	\$ 95,249	38.09%
Operating Expenses	73,337	76,566	75,800	70,566	(6,000)	-7.84%
Total Appropriation	320,538	326,648	320,881	415,897	89,249	27.32%

Employee Benefits Allocation:

Life Insurance	12		10	
Medicare	3,422		3,833	
Health Insurance	8,167		7,295	
County Retirement	17,348		18,595	
Total Employee Benefits (1)	28,948		29,734	

Total Expenditures Including Benefits \$ 349,486 \$ 350,614

Full-time Equivalent Employees 2.65 2.65 2.65 0.00

Source of Funding

Fines, Forfeitures, Penalties	227,612	224,000	268,800	224,000	-	0.00%
Fees, Licenses, Permits	39,361	35,000	34,650	35,000	-	0.00%
Special Revenue Funds	55,000	77,516	77,516	143,100	65,584	84.61%
Enterprise Funds	3,500	3,500	3,500	3,500	-	0.00%
Total Sources	\$ 325,473	\$ 340,016	\$ 384,466	\$ 415,897	\$ 75,881	22.32%

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

Performance Measures/Workload Indicators

Consumer Services (Weights & Measures)

Barnstable Weights & Measures is responsible for the compliance of over 4,000 devices in 10 towns on Cape Cod. Barnstable Weights & Measures is responsible for the inspection of devices within the Town, as well as nine contract towns. In addition to this, the Department handles the sealing duties of vehicle tank meters for two additional towns. The figure for inspected devices may fluctuate year to year, but typically it is approximately 4,000 devices. The Weights & Measures Department conducts annual inspections on gasoline dispensers and vehicle tank meters, or oil trucks. The same can be said of scale inspections of varying sizes which can relate to net weight inspections conducted during the year. The Department conducts Item Price inspections at food stores and stores with food departments. The goal is to have the store meet compliance requirements for ticketing and pricing. Through the Citizen's Academy, 60 residents are educated about the Weights & Measures Program and the responsibilities of the Department. Each month, the Weights & Measures Department informs thousands of town residents on ways to being a better consumer in the marketplace. The topics range from the purchase of gasoline, to which types of devices are inspected and to many other helpful tips.

Annual Device Inspections

	Actual FY 2015		Projected FY 2016		Estimated FY 2017	
	#	\$\$	#	\$\$	#	\$\$
Retail Scales-Small, Medium & Large Capacity	1,302	84,080	1,315	86,000	1,380	88,320
Weights	220	1,746	220	1,746	230	1,825
RMFD/Retail Motor Fuel Dispensers	1,571	86,395	1,700	91,000	1,750	92,750
VTM	129	14,370	132	14,960	132	14,960
Taxi Meters	133	5,445	95	5,225	98	5,490
Reverse Vending	158	3,205	158	3,205	140	3,360
Bulk Storage Meters	7	1,195	7	1,195	7	1,195
Linear/Cordage Device	40	1,290	45	1,290	45	1,290
Vehicle Safety Inspections	100	5,000	100	5,000	100	5,000
Price Verification Scanner Inspections	844	26,710	830	24,400	850	26,900
Price Verification Fines	74	14,900	57	10,000	75	15,000
IP Inspection/Items Checked (Non-fee Based)	54,466		40,000		45,500	
IP Inspection Violations	1,055	105,000	1,050	105,000	955	94,545
Device Fines		1,860		2,200		2,300
Annual Device Inspection Totals		\$352,646		\$352,721		\$352,935

Violations

	Actual FY 2015		Projected FY 2016		Estimated FY 2017	
	#	\$\$	#	\$\$	#	\$\$
# of violations by business	135	21,500	150	15,500	160	8,700
Supermarkets	144	28,600	200	27,000	215	26,000
Convenience/Gas Stations	288	15,500	250	17,000	260	18,300
Pharmacy	145	39,400	175	45,500	180	46,000
Violation Totals		\$105,000		\$105,000		\$99,000

Economic Impact

	Actual FY 2015	Projected FY 2016	Estimated FY 2017
Savings to Consumer - IP Inspections	243,575	175,000	185,000
Savings to Consumer - PV Inspections	182,744	150,000	170,000
Total Economic Impact	\$426,319	\$325,000	\$355,000



FOURTH OF JULY PEDI-CABS

Consumer Affairs – Licensing

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

License Type	Complaint	Sanction
All Alcohol Common Victualer	Overcrowding, Outside Consumption	<ul style="list-style-type: none"> • 9 Day Suspension, Appealed
All Alcohol Common Victualer	Noise Bylaw Violation	<ul style="list-style-type: none"> • 3 Day Suspension (1 To Serve, 2 Held For 1 Year) • Letter In File
Class II Auto	Customer Complaint	<ul style="list-style-type: none"> • Dismissed
Common Victualer	Open Past Closing Time	<ul style="list-style-type: none"> • Letter In File
Various Alcohol (14 Offenders)	Failure To Attend Mandatory Licensing Meetings	<ul style="list-style-type: none"> • Letter Placed In File • Attend All Future Meetings
Various Alcohol (3 Offenders)	Failure To Attend Mandatory Licensing Meetings	<ul style="list-style-type: none"> • Immediate Meeting Or 1 Day Suspension
All Alcohol Common Victualer	Unlicensed Entertainment, Outdoor Consumption, Noise	<ul style="list-style-type: none"> • 1 Day Suspension (Held In Abeyance For 1 Year) • Apply For Entertainment License
Class I Auto	Operating Without Proper License	<ul style="list-style-type: none"> • Continued For 6 Months • Obtain Proper Licensure
All Alcohol Common Victualer	Alcohol Compliance Check Serving A Minor	<ul style="list-style-type: none"> • 2 Day Suspension (1 To Serve, 1 Held For 1 Year)
Wine & Malt Common Victualler	Police Investigation	<ul style="list-style-type: none"> • Revoked
Class II Auto	Multiple Complaints	<ul style="list-style-type: none"> • Voluntary Surrender Of License
All Alcohol Common Victualer	Noise Bylaw Violation	<ul style="list-style-type: none"> • One Day Suspension (Held In Abeyance For 1 Year)
All Alcohol Common Victualer	Violation Of Business Arrangements Of Licenses	<ul style="list-style-type: none"> • Found Guilty • Need New Application For ABCC • Deal Rescinded

Parking Program

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

Location of Citations	Citations Written	Percentage of Total
CCH	128	1.54%
Old Colony	74	0.89%
Town Malls	1,777	21.14%
Other Retail Lots	294	3.55%
Commuter Lot	1,017	12.28%
Town Landings/Ramps	572	6.90%
Beaches	1,008	12.17%
Main Street Hyannis	324	3.91%
Bismore	2,481	29.96%
Town Lots	468	5.65%
All Other Locations	138	1.66%
Total	8,281	100.00%

Ticket Processing & Meter Program

Work Task	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Citations Processed - Outputs	7,605	8,500	8,500
Citations Receipts	\$238,579	\$240,000	\$240,000
Meter Receipts	\$269,117	\$250,000	\$250,000
Total Receipts	\$507,756	\$490,000	\$490,000

Public Health Division

Mission Statement

The members of the Public Health Division strive to provide efficient and effective environmental protection and community health 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.

Public Health Programs

Environmental
& Health
Services

Coastal &
Shellfish
Resource Area
Protection

Nursing
Services

Toxic &
Hazardous
Contaminants

Description of Program Services Provided

The Public Health Division provides a variety of health-related services to the citizens of Barnstable. The Division provides support to the Board of Health on an on-going basis, and issues various licenses and permits. The Public Health Division is comprised of four programs: the Environmental and Public Health Services Program, Coastal and Shellfish Resource Area Protection Program, Nursing Services Program, and the Toxic and Hazardous Contaminants Management Program.

*Endeavoring to Provide Effective Environmental
and Community Health Protection Services*

RECENT ACCOMPLISHMENTS

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

Environmental & Public Health Services

The mission of the Environmental and Public Health Services Program is to provide a variety of public health inspection services, so that residents and visitors may enjoy a high quality of life. This program provides education and strict enforcement of Board of Health Regulations, various Town Ordinances, and many State and Federal Codes and Regulations in a variety of areas. These include swimming pool inspections (public and semi-public); food establishment inspections; groundwater protection; septic system inspections; recreational day camp inspections; tanning facility inspections; private well permitting; and other services.

Coastal & Shellfish Resource Area Protection

The mission of the Coastal and Shellfish Resource Area Protection Program is to protect and preserve shellfish resource areas and bathing beaches, so that visitors, citizens, and shell fishermen may maximize the potential of the coastal resources, and residents and visitors may enjoy a safer and healthier swimming environment. The primary focus of this program is to identify pollution sources detrimental to these shellfish resource areas, and to the surface waters, and groundwater resources, which contribute to these areas. The part-time staff person in this position conducts surveys, sampling, and conducts testing of all the samples within the certified laboratory located at the Town's Wastewater Treatment Facility. The part-time Coastal Health Resource Coordinator works closely with Conservation Division staff, Environmental Police Officers, Massachusetts Shellfish Officers, Engineering Division employees, and other agencies to maintain and improve existing conditions, with the goal of keeping shellfish areas open and to re-open certain shellfish resource areas which are currently closed. For example, highway and road drainage systems are redesigned and reconstructed in such a way to minimize pollution to the shellfish resource areas.

Nursing Services

The mission of the Nursing Services Program is to provide nursing services to senior citizens and other at-risk residents, so that citizens may enjoy and maintain personal physical health. The part-time Public Health Nurse is the sole employee of this program who provides a variety of direct health services to individuals, including blood pressure clinics; elderly assessments; maternity

assessments; influenza and hepatitis vaccinations; and lead (blood-level) screening. In addition, staff receives reports and acts on any involving prematurely born infants. This program also provides tuberculosis screening and investigates tuberculosis cases to control the spread of this disease; and provides various types of immunizations to pre-school aged children and other residents who request immunizations.

Toxic & Hazardous Contaminants Program

This program provides proper disposal and recycling education as well as enforcement so that citizens and visitors may enjoy a safer and healthier environment. In addition, it provides immediate onsite responses to hazardous waste spills, household and small business hazardous waste disposal, clean-up of hazardous releases on town-owned properties, and education and enforcement of existing regulations relating to proper storage of hazardous materials as well as proper maintenance, testing, and removal of fuel storage tanks. Staff conducts inspections at businesses and agencies that store and/or handle toxic and hazardous materials. This Program consists of one part-time employee, the Hazardous Materials Specialist.

Fiscal Year 2017 Goals and Objectives

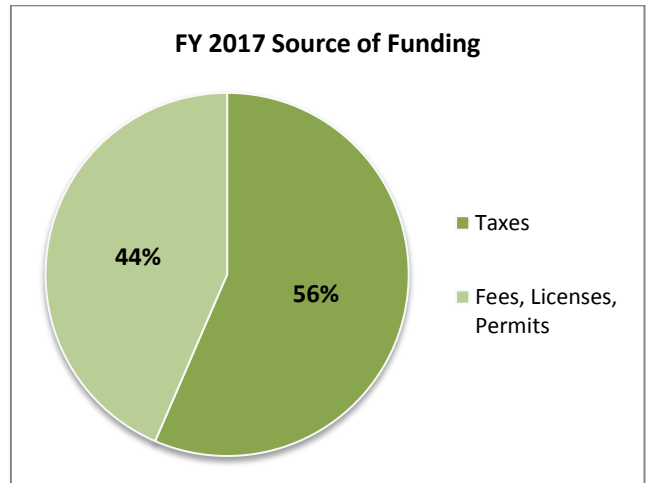
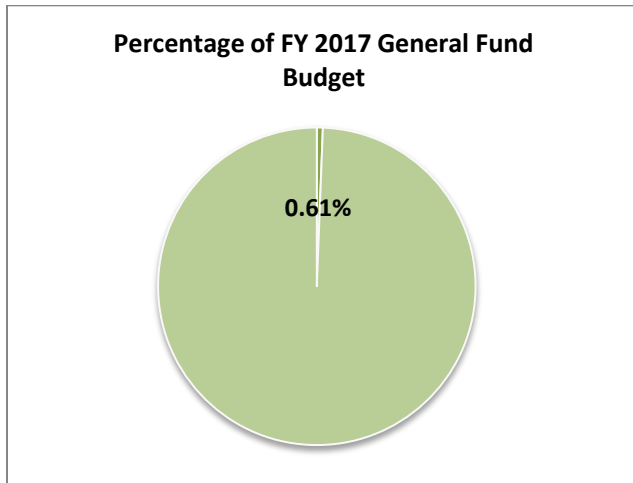
Strategy 1: The Public Health Division will support meaningful age and needs-appropriate health programs for all residents, including blood pressure monitoring, immunizations, and influenza vaccination clinics. (Strategic Plan Goal: Quality of Life.)

Strategy 2: The Public Health Division will support the successful operation of the Senior Center by continuing to provide weekly onsite nursing services to all clients at the Senior Center. (Strategic Plan Goal: Quality of Life.)

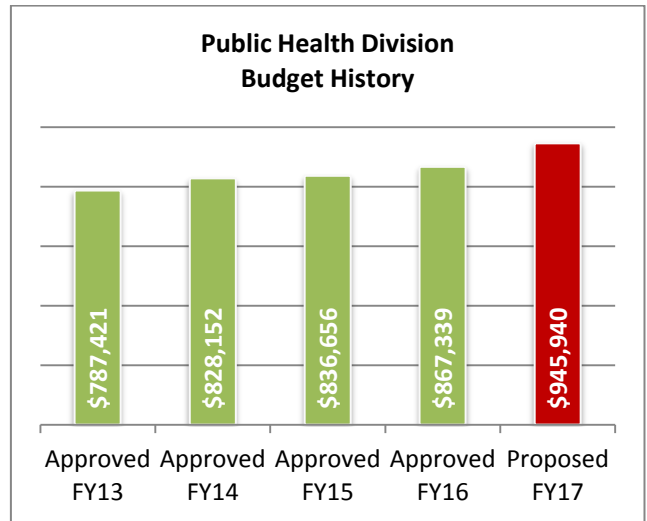
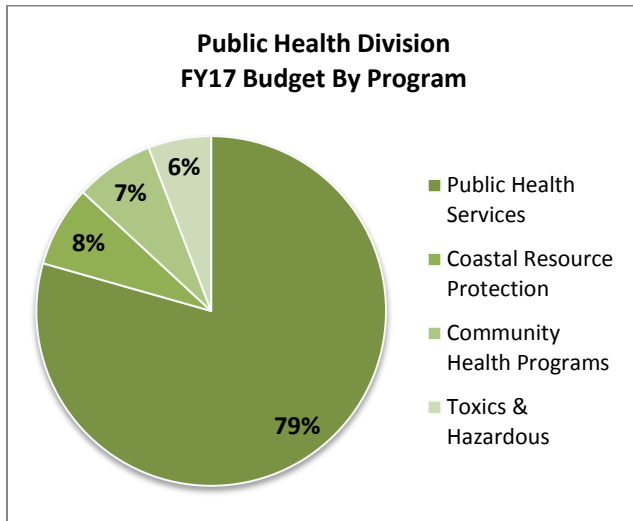
Strategy 3: The Public Health Division will support collaborative action to provide protection of our sole source aquifer and marine embayment areas to reduce nitrogen loading in all water bodies. This Division will continue to strictly enforce local and State nitrogen loading regulations on a daily basis, specifically in regards to the maximum wastewater discharge limitation provisions. (Strategic Plan Goal: Environment and Natural Resources.)

Strategy 4: The Public Health Division will assist in the implementation of the new electronic permitting process by make the permitting process more predictable, timely, and cost effective for all permits. Most importantly, for recurring and/or new citizen/community originated events. (Strategic Plan Goal: Regulatory Process and Performance.)

Fiscal Year 2017 Division Financial Data



The Public Health Division comprises 0.61% of the overall General Fund budget. Taxes provide 56% of the financial support for this operation with the other 44% provided from permits and fees charged by the division.



The Public Health Program is the largest program area within the division comprising 79% of the FY17 proposed budget. The division’s budget has increased from \$787,421 in FY13 to \$945,940 in FY17 or 20.1% over the five-year period.

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Personnel	\$ 756,731	\$ 788,831	\$ 787,663	\$ 855,982	\$ 67,151	8.51%
Operating Expenses	75,740	78,508	78,076	89,958	11,450	14.58%
Total Appropriation	832,471	867,339	865,739	945,940	78,601	9.06%
Employee Benefits Allocation:						
Life Insurance	108		115			
Medicare	8,914		9,354			
Health Insurance	42,038		39,148			
County Retirement	116,002		130,393			
Total Employee Benefits (1)	167,063		179,010			
Total Expenditures Including Benefits	\$ 999,534		\$ 1,044,750			
Full-time Equivalent Employees	12.38	12.30		13.05	0.75	
Source of Funding						
Taxes	\$ 445,925	\$ 510,339	\$ 478,289	\$ 534,390	\$ 24,051	4.71%
Fees, Licenses, Permits	385,638	357,000	387,450	411,550	54,550	15.28%
Interest and Other	908	-	-	-	-	0.00%
Total Sources	\$ 832,471	\$ 867,339	\$ 865,739	\$ 945,940	\$ 78,601	9.06%

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

Summary of Significant Budget Changes

The FY17 proposed budget is increasing \$78,601 or 9.1%. Personnel costs are increasing \$67,151. This includes all contractual obligations, \$25,500 to increase a Hazardous Material Specialist to full-time and \$17,440 to increase a Health Inspector's hours to 30 hours per week. Operating costs are increasing \$11,450. This includes \$7,500 for flu vaccine and \$3,950 to support the Hazardous Material Specialist. To fund the budget increase, tax support is increasing \$24,051 and fees generated by the division are expected to increase \$54,550 as a result of fee increases approved by the Board of Health.

Fiscal Year 2017 Program Financial Data

Public Health Services

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 649,160	\$ 663,887	\$ 663,224	\$ 695,142	\$ 31,255	4.71%
Operating Expenses	55,408	49,458	50,000	55,933	6,475	13.09%
Total Appropriation	704,568	713,345	713,224	751,075	37,730	5.29%

Employee Benefits Allocation:

Life Insurance	82		90	
Medicare	7,510		7,983	
Health Insurance	40,797		37,818	
County Retirement	108,026		130,393	
Total Employee Benefits (1)	156,415		176,284	

Total Expenditures Including Benefits \$ 860,983 \$ 889,508

Full-time Equivalent Employees 10.78 10.15 10.40 0.25

Source of Funding

Taxes	\$ 328,883	\$ 370,345	\$ 335,924	\$ 353,525	\$ (16,820)	-4.54%
Fees, Licenses, Permits	374,777	343,000	377,300	397,550	54,550	15.90%
Total Sources	\$ 704,568	\$ 713,345	\$ 713,224	\$ 751,075	\$ 37,730	5.29%

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

Community Health Services

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 39,527	\$ 39,980	\$ 39,940	\$ 41,839	\$ 1,859	4.65%
Operating Expenses	14,000	20,725	20,000	27,125	6,400	30.88%
Total Appropriation	53,527	60,705	59,940	68,964	8,259	13.61%

Employee Benefits Allocation:

Life Insurance	13		13	
Medicare	495		502	
Health Insurance	621		665	
County Retirement	7,976		-	
Total Employee Benefits (1)	9,105		1,180	

Total Expenditures Including Benefits \$ 62,632 \$ 61,119

Full-time Equivalent Employees 0.60 0.65 0.65 0.00

Source of Funding

Taxes	\$ 49,065	\$ 55,705	\$ 55,190	\$ 63,964	\$ 8,259	14.83%
Fees, Licenses, Permits	4,461	5,000	4,750	5,000	-	0.00%
Total Sources	\$ 53,527	\$ 60,705	\$ 59,940	\$ 68,964	\$ 8,259	13.61%

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

Coastal Resource Protection

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Personnel	\$ 68,044	\$ 61,805	\$ 61,500	\$ 68,197	\$ 6,392	10.34%
Operating Expenses	5,173	3,975	3,776	2,650	(1,325)	-33.33%
Total Appropriation	73,216	65,780	65,276	70,847	5,067	7.70%

Employee Benefits Allocation:

Life Insurance	13		13	
Medicare	909		869	
Health Insurance	621		665	
Total Employee Benefits (1)	1,543		1,547	

Total Expenditures Including Benefits \$ **74,759** \$ **66,823**

Full-time Equivalent Employees 1.00 1.00 1.00 0.00

Source of Funding

Taxes	\$ 66,816	\$ 56,780	\$ 59,876	\$ 61,847	\$ 5,067	8.92%
Fees, Licenses, Permits	6,400	9,000	5,400	9,000	-	0.00%
Total Sources	\$ 73,216	\$ 65,780	\$ 65,276	\$ 70,847	\$ 5,067	7.70%

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

Toxic & Hazardous Contaminants

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Personnel	\$ -	\$ 23,159	\$ 23,000	\$ 50,804	\$ 27,646	119.37%
Operating Expenses	1,160	4,350	4,300	4,250	(100)	-2.30%
Total Appropriation	1,160	27,509	27,300	55,054	27,546	100.13%

Full-time Equivalent Employees 0.00 0.50 1.00 0.50

Source of Funding

Taxes	\$ 1,160	\$ 27,509	\$ 27,300	\$ 55,054	\$ 27,546	100.13%
Total Sources	\$ 1,160	\$ 27,509	\$ 27,300	\$ 55,054	\$ 27,546	100.13%

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

Performance Measures

Division Name **Program Outcome Measure**

Public Health	To respond, investigate, and take appropriate action in regards to all health related complaints and inquiries received; with the objective of responding to greater than 90% of complaints within twelve (12) business hours within standards and within budget			
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost or Productivity (Efficiency)	Service Quality (Effectiveness)
Complaint Response	\$53,022	529 Complaints	\$100.23/complaint	99% of complaints were responded to within 12 business hours with quick appropriate action taken

Division Name **Program Outcome Measure**

Public Health	To inspect all food establishments each year; with the objective of completing greater than 90% of inspections twice per year within standards and within budget.			
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost or Productivity (Efficiency)	Service Quality (Effectiveness)
Food Est. Inspections	\$114,210	1124 Inspections	101.61/ inspection	100% of food establishments inspected on schedule, at least once every six months, at the HQFEI* level

**HQFSI = High Quality Food Service Inspection - Completion of a 52-item inspection report, followed by an informal discussion with the operator of the food establishment to review each of the violations observed and to provide recommendations to prevent future recurrence of violations.*

Division Name **Program Outcome Measure**

Public Health	To review all failed septic system inspection reports received along with preparation and mailing-out of order letters; with the objective of completing this process within ten (10) days for at least 90% of failed systems within standards and budget.			
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost or Productivity (Efficiency)	Service Quality (Effectiveness)
Preparation / Mailing of Order Letters to Repair	\$1,966	56 Failed Reports	\$35.11/report	90% of failed septic system inspection reports were processed within ten days (“processed” refers to reviewing failed reports, logging in computer database, preparation of order letters, and mailing out order letters).



Food Temperature Testing During an Inspection of a Food Service Establishment

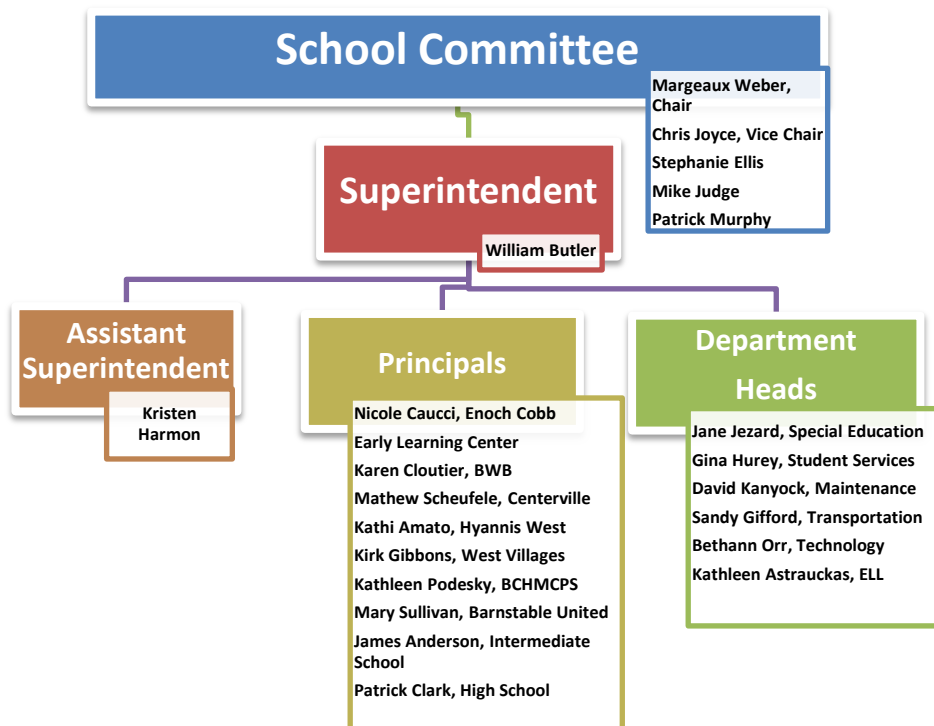
School Department

Mission Statement

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



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



Each person deserves to be treated with dignity and respect.

Description of Services Provided

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

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



RECENT ACCOMPLISHMENTS

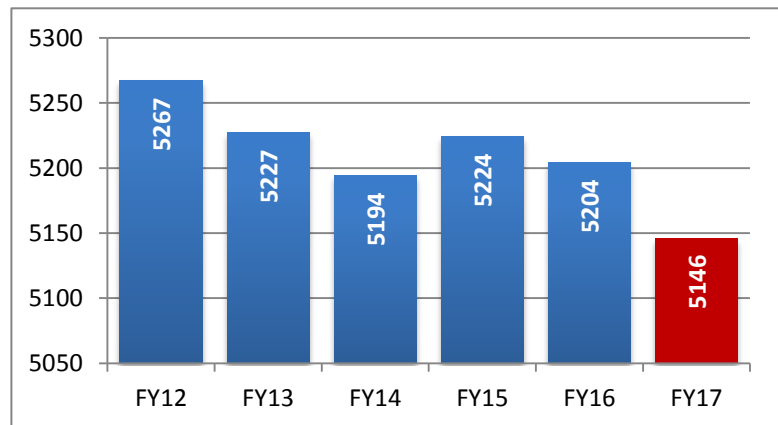
- Opened the Enoch Cobb Early Learning Center housing our integrated preschool program.
- Completed our second year of district-wide work with the National Center for Learning Disabilities to implement a framework of multi-tiered supports to meet the needs of all students, including student-centered schedules in the K-7 grades that included expanded blocks of instruction in ELA and Math.
- Removed all portable classrooms throughout the district.
- Completed a successful search for a new Superintendent.



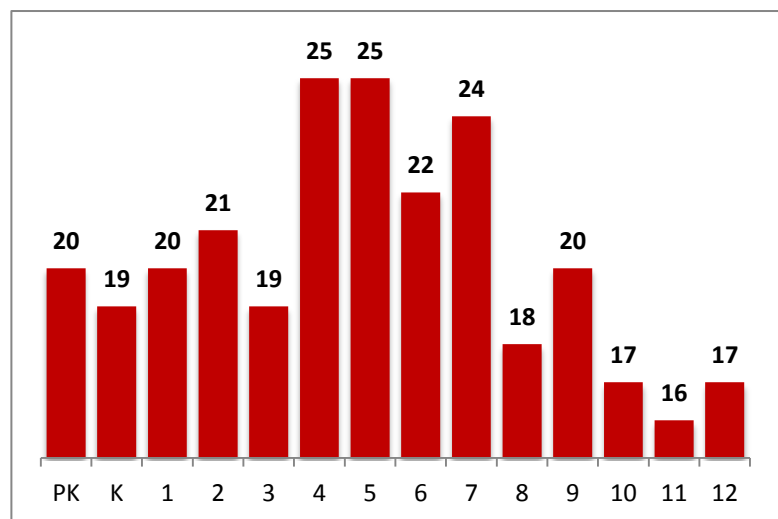
provides competitive pupil-teacher ratios; individualized education plan supports, and employs reading specialists and math coaches, school counselors and nurses.

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

Enrollment



Anticipated Class Size Fiscal 2017

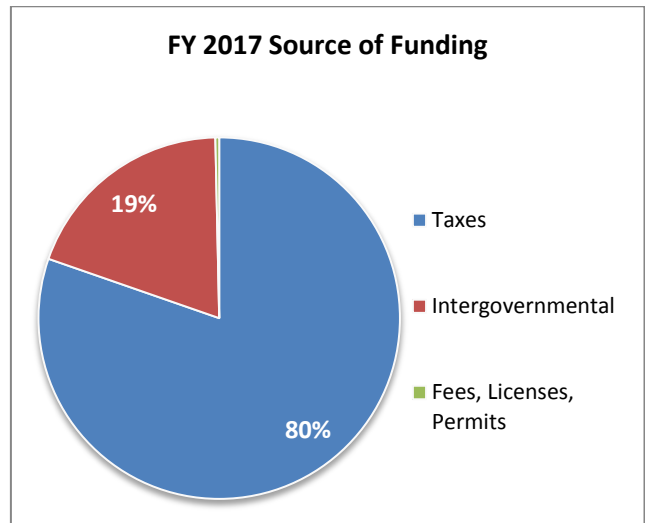
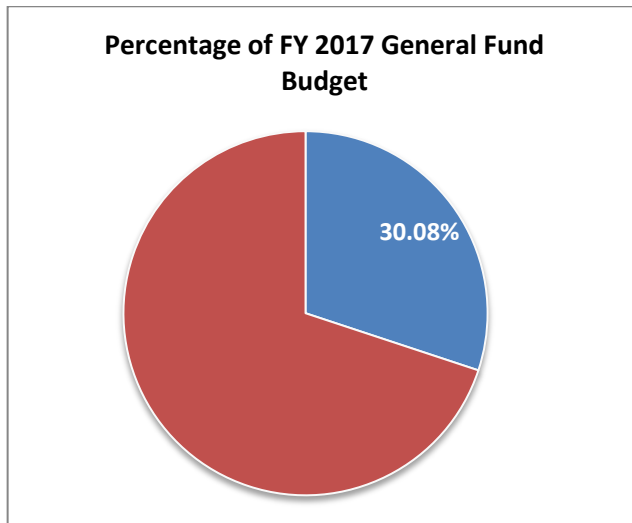


*Note: K-3 is based upon existing staffing and projected enrollment.
 *Note: 4-12 is based upon homeroom selections and projected student enrollment.
 *Note: Actual ratios may vary due to class selections.

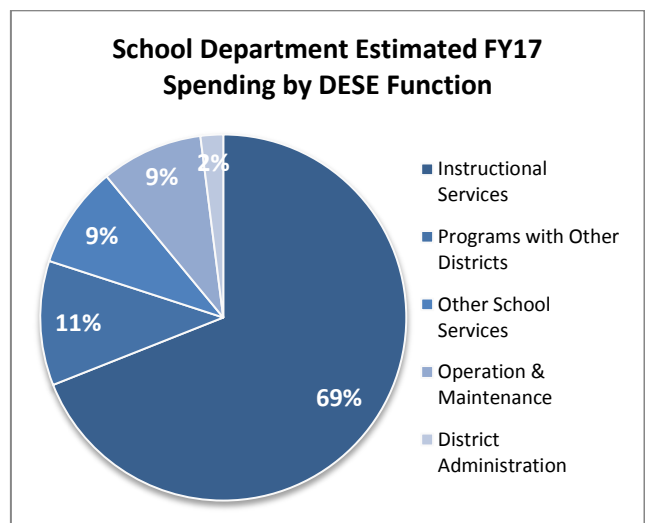
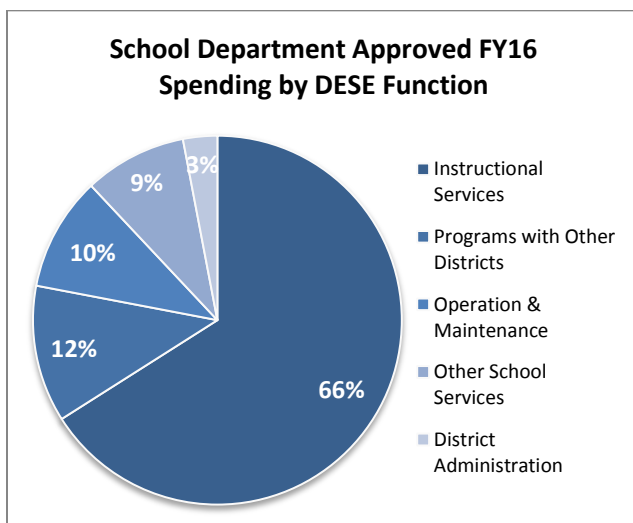
Fiscal Year 2017 Goals and Objectives

1. Transition to a new district leadership.
2. Open the new permanent modular classrooms and instruction space at Barnstable-West Barnstable and Hyannis West Elementary Schools.
3. Continue to implement a framework of multi-tiered supports to meet the need of all students, including continuing to improve Tier 1 core instruction and identifying and implementing Tier 2 and 3 interventions.

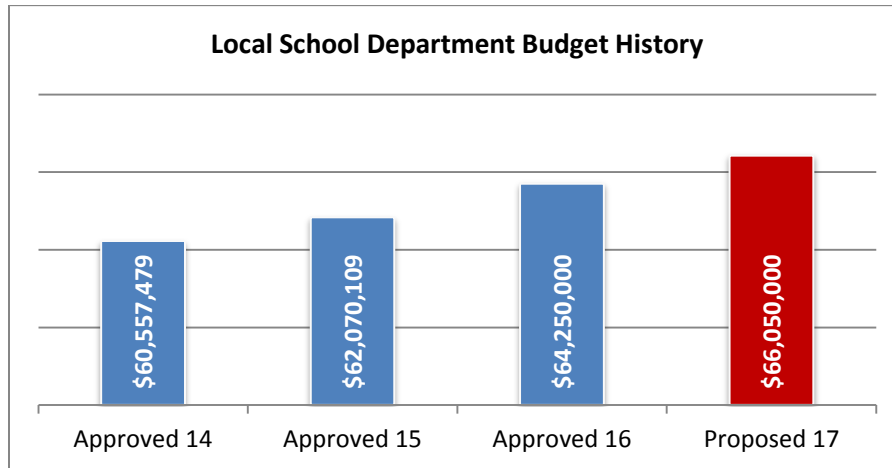
Fiscal Year 2017 Financial Data



The School Department’s operating budget represents 30% of the overall general fund budget. From this, 80% of the budget is financed from taxes, 19% from intergovernmental resources and 1% from fees.



Instructional Services is the largest function within the School Department representing 66% in FY16, with a projection of 69% in FY17.



The School Department budget has increased from \$60.6 million in FY14 to a proposed \$66 million in FY17, or 9.1% over the four-year period.

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Personnel	\$ 44,492,521	\$ 46,784,051	\$ 46,690,483	\$ 48,563,627	\$ 1,779,576	3.80%
Operating Expenses	16,952,068	17,465,949	17,448,483	17,486,373	20,424	0.12%
Total Appropriation	61,444,588	64,250,000	64,138,966	66,050,000	1,800,000	2.80%
Employee Benefits Allocation:						
Life Insurance	4,766		5,126			
Medicare	626,067		650,426			
Health Insurance	3,174,327		3,600,000			
County Retirement	1,872,643		1,979,167			
Total Employee Benefits (1)	5,677,803		6,234,719			
Total Expenditures Including Benefits	\$ 67,122,391		\$ 70,373,685			
Full-time Equivalent Employees	830.35	834.15		840.40	6.25	
Source of Funding						
Taxes	\$ 49,486,961	\$ 51,972,779	\$ 51,861,745	\$ 53,053,303	\$ 1,080,524	2.08%
Intergovernmental	11,510,985	11,692,061	11,692,061	12,771,697	1,079,636	9.23%
Fees, Licenses, Permits	425,000	365,000	365,000	225,000	(140,000)	-38.36%
Interest and Other	1,899	-	-	-	-	0.00%
Reserves	19,743	220,160	220,160	-	(220,160)	-100.00%
Total Sources	\$ 61,444,588	\$ 64,250,000	\$ 64,138,966	\$ 66,050,000	\$ 1,800,000	2.80%

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

Summary of Significant Budget Changes

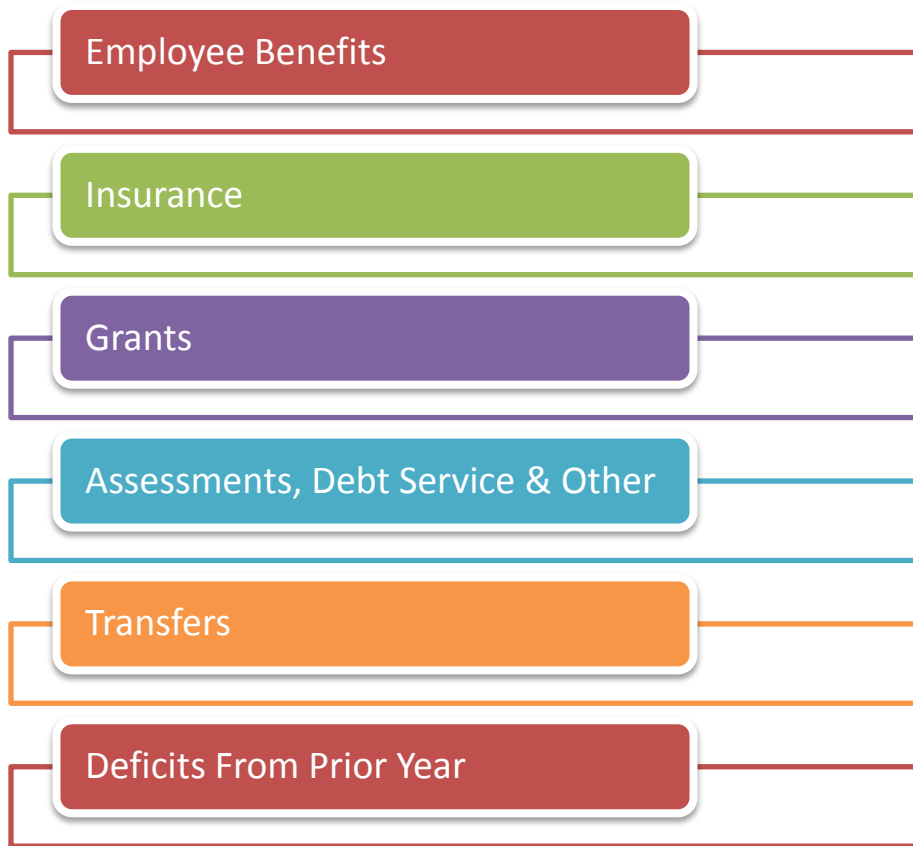
The FY17 proposed budget is \$1,800,000 more than the FY16 approved budget representing a 2.8% increase. The increase provides for the contractual pay increases for all department staff. In addition, 6.25 positions are being added due to the addition of a new Crossroads Classroom and increasing the ELL teaching staff at Hyannis West, BUES, & BIS. Additional funding is provided for athletics (\$92,215), preventative maintenance (\$50,000), high school textbooks (\$24,000) and a reading program for grades K-5 (\$230,306). The budget for utilities is being reduced by \$50,000 to offset a portion of proposed increase.

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Other Requirements

Description

Within the FY 2017 budget, a category of costs called "Other Requirements" has been separated from the departmental budgets. Within this category, the following costs are included: debt service; employee benefits, premiums for liability & casualty insurance; celebrations; Lombard Trust lease payments; grants to the public libraries and for tourism; transfers, and various assessments the Town receives from State and County agencies.

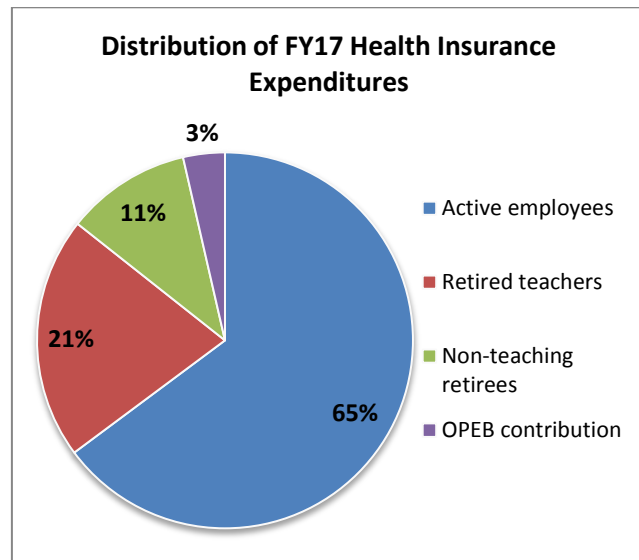
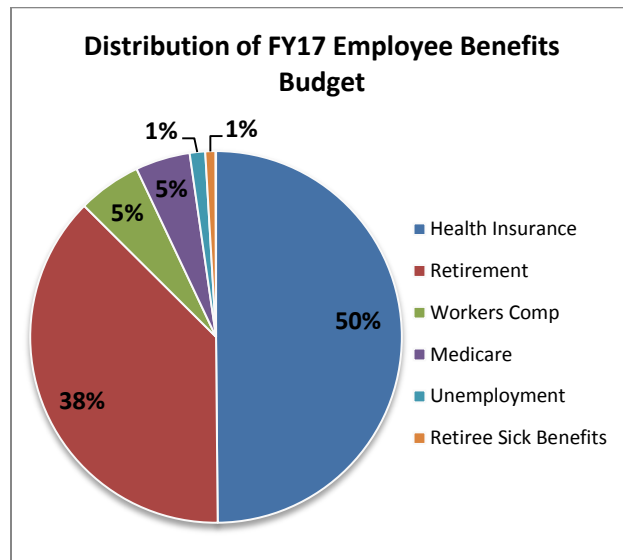


A Collection of General Fund Expenditures Separate from the Department Operating Budgets

Description of Program Services

Employee Benefits

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



Health insurance for active and retired employees is the largest expenditure in this area of the budget. Collectively, they represent 50% of all employee benefits spending. This includes the contribution to the town’s Trust Fund for other-post employment benefits, which is budgeted at \$400,000 for FY17. The town’s Annual Required Contribution (ARC), as calculated by actuaries, for fully funding its other post-employment benefit obligation is approximately \$5 million. This level of funding cannot be achieved immediately without significant cuts to services or additional increases in the tax levy. Health insurance for active employees comprises 65% of all health insurance expenses while retirees make up 34%. The county retirement assessment is the second largest expenditure in this category representing 38% of the total budget. These assessments have increased considerably over the past few years. The town has been able to mitigate some of the increase by adopting a new payment schedule that saves approximately \$125,000 per year.

Health Insurance

The Town contributes 50% towards the health insurance premium for employees except for retired teachers. This is the minimum amount allowed under state law. Upon retirement, teachers join the State’s Group Insurance Commission and the town is responsible for contributing 80% to 85% towards their health insurance costs. The state deducts this cost from the town’s quarterly state aid distribution. Factors affecting costs in this category are the number of retirees, co-pay levels, deductibles and health insurance premium changes. Plan design changes to health insurance plans were implemented in FY13 which resulted

in premium savings of approximately \$800,000. More plan design changes are anticipated in fiscal year 2018.

Pension Assessments

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

Unemployment

The town self-insures for unemployment costs. The state bills the town on a monthly basis for unemployment collected by former employees. There are no layoffs planned for FY17 which would require an increase in this area of the budget other than the Airport Enterprise Fund. A provision for unemployment expense has been budgeted within that fund for FY17.

Worker's Compensation

The town began self-insuring for worker's compensation in FY12. This expense covers all active town employees including those working for the School Department and enterprise funds. Costs have risen significantly due to a number of recent factors. First, an increase in workplace claims and severity of claims has driven up the town's experience rating, which translates, into higher premiums. Second, the market for worker's compensation coverage has changed, making fewer carriers interested in the large payroll exposure of the Town. This has limited the Town's options for carriers and creative programs that allow for better pricing. In the past, discounted programs have been an option for the town and schools, but lately, these programs have tightened up, and the deviated premium programs have offered smaller discounts. Finally, the payroll and job classification rates, which determine the premiums, have continued to rise. These are set by the state, and the town has no control over this change, which has translated into increased premiums. For these reasons, the town converted to a self-insured program in FY12, and will continue operating in this manner for FY17. A dollar one insurance option is evaluated every year for feasibility.

Despite these financial challenges, the town's objective is to strive to create a safe workplace through appropriate supervision and safety education. Loss control measures and training programs to limit potential losses have been implemented, and the town actively engages in developing a climate of safety for all town and school employees. The Human Resources budget includes \$15,000 in FY17 for workplace safety training.

Insurance

The town procures premium based liability, property, casualty, automobile, specialty and fire insurance on all its land, building, and equipment. The total listed value of the town's "fixed asset" holdings exceeds \$400 million. In addition, specialty coverage including Public Officials Liability, School Board Legal Liability,

Aviation Liability, limited pollution coverage, and police accident and health insurance are secured each year to protect the activities and employees of the town, school and enterprise operations. Many of these coverages extend over to the boards and commissions, and the many volunteers who annually participate in local municipal operations.

Each year, the actual renewal premium amounts fluctuate based on past experience and coverage needs. These factors affect the cost of insurance and include claims history, insurance market conditions, deductible levels and insured values. In addition to the incremental rise in the insured value of our existing property and buildings, new buildings have been added to the policy in recent years (Bismore Visitor Center, the Hyannis Youth & Community Center, and Airport Terminal and Air Traffic Control Tower). This escalating value directly affects premiums as it broadens the town's coverage. The total cost of insurance has grown from \$1.2 million in FY06 to \$1.6 million in FY17. This is a 33% increase, an average of 3% per year.

Grants

Included in this category is the funding provided to the town's seven village libraries and funding for a tourism promotion contract to enhance the town's economy. Each library has its own Board of Trustees and the town exercises no control over their 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 FY17 proposed budget includes a tourism grant amount that represents approximately 7.1% of the total estimated rooms tax to be collected by the town using a 4% rooms tax rate. The grant to the libraries is increasing 3.5% and the payment to the Lombard Trust remains level at \$52,000.

Assessments and Other

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

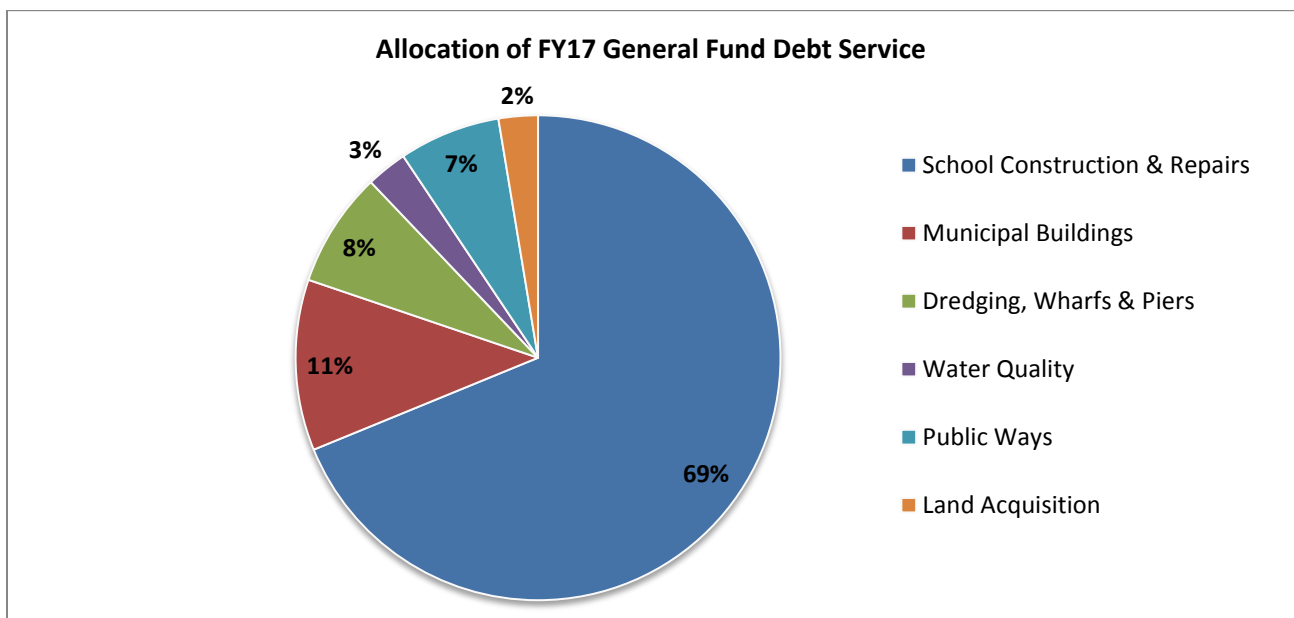
Also included in this category are state and county assessments. County assessments consist of the town's portion of the county's operating budget and the Cape Cod Commission. The assessment for the Cape Cod Commission is excluded from Proposition 2½ taxing limitations and is added to the tax levy every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

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

charges assessed against the school districts where the students reside. The state provides partial reimbursement to the sending districts for the tuition costs incurred.

Debt Service

Major capital improvements within the Capital Improvement Program will be funded through the issuance of notes and bonds and repayment of the debt issuance is included in the debt service appropriation. For further detail on the Town’s debt obligations, please refer to pages 110 through 119. This budget does not include debt associated with enterprise fund operations. Debt service for enterprise fund operations is included in each respective enterprise fund. Additionally, this budget does not include debt service on land acquisitions made by the Community Preservation Fund (CPF). The CPF, a special revenue fund, pays for its own debt service out of surtaxes added to the Town’s real estate tax bills. The chart below details the General Fund debt service budget by type of capital improvement.



Transfers

Included in this category are all budgeted transfers to other town funds from the General Fund. This includes \$3,435,335 to the Capital Trust Fund and \$718,418 for the Golf Course Enterprise Fund and HYCC Enterprise Fund. The town has committed \$8,316,723 of tax support to its annual capital program. This amount is transferred to the Capital Trust Fund. In return, the Capital Trust Fund (CTF) will transfer \$4,776,255 back to the General Fund for the payment on bonds issued to fund capital improvements which are included in the General Fund budget. This results in a net transfer to the CTF of \$3,540,468.

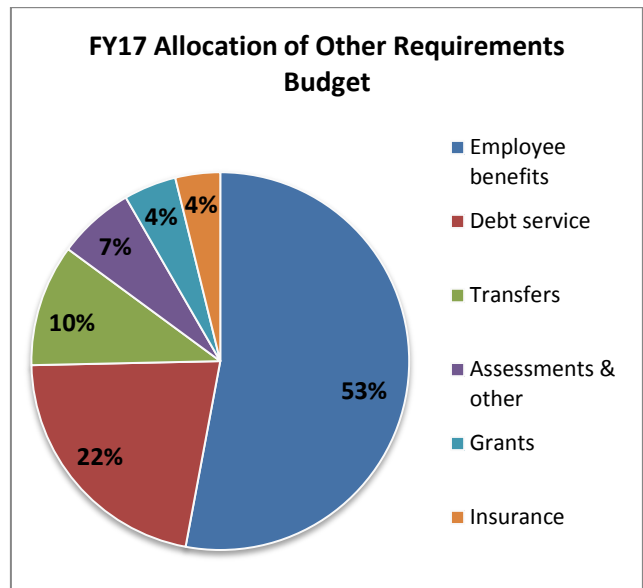
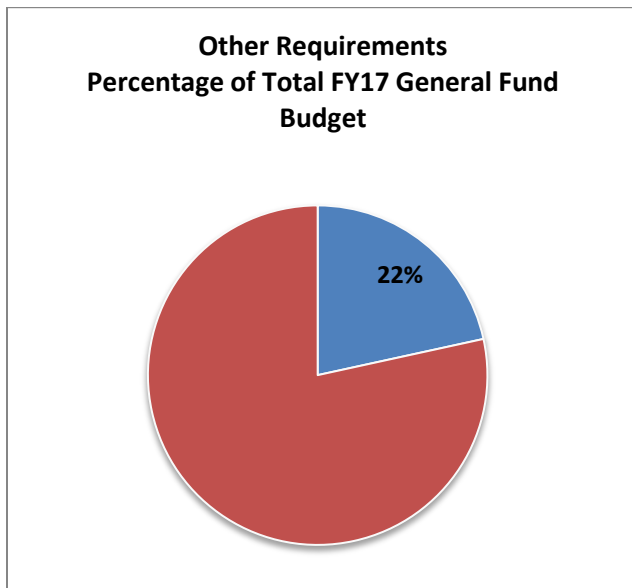
The Golf Course Enterprise Fund is assessed \$399,140 of indirect costs for support received from general fund operations, as well as other fixed costs budgeted in the general fund that are attributable to the enterprise fund operation. The enterprise fund has budgeted \$250,000 for reimbursing the general fund resulting in a general fund subsidy of \$149,140. The HYCC Enterprise Fund is assessed \$322,830 of indirect costs for support received from general fund operations, as well as other fixed costs budgeted in the general

fund that are attributable to the enterprise fund operation. In addition, the HYCC’s estimated revenue for FY17 is \$397,106 less than the direct operating expenses budgeted in the enterprise fund. No reimbursement to the general fund is budgeted in the enterprise fund for this support resulting in a subsidy of \$719,936. The total enterprise fund subsidy budgeted in this category is \$869,076.

Appropriation Deficits

The town has the authority under Massachusetts General Law to expend amounts in excess of appropriations for snow & ice removal, overlay deficits and any court ordered judgments. Any such expenditure in the prior year must be raised on the subsequent year’s tax levy. The town has a snow removal deficit of \$1,500,000 from FY16 which is included in the FY17 proposed budget of the Department of Public works.

Fiscal Year 2017 Financial Data



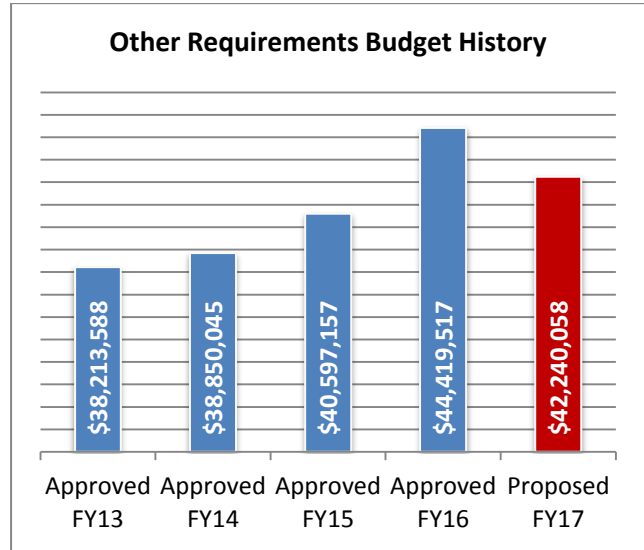
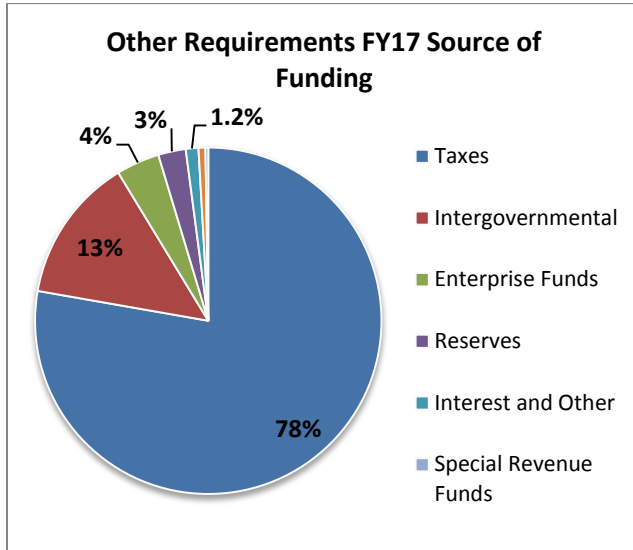
Total expenditures on Other Requirements represent 22% of the overall general fund budget. Employee benefits are the largest section of this budget representing 53% of all expenditures. The second largest area is debt service representing 22% of spending.

FISCAL YEAR 2017 BUDGET

OTHER REQUIREMENTS

GENERAL FUND

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Employee Benefits						
Retirement Assessments	\$ 7,857,815	\$ 8,035,227	\$ 8,035,227	\$ 8,406,711	\$ 371,484	4.62%
Health Insurance for Active Employees	5,816,760	6,885,000	6,526,000	7,226,550	341,550	4.96%
Retiree Health & Sick Benefits	4,247,189	4,017,183	4,060,000	4,123,071	105,888	2.64%
Workers' Compensation & Unemployment	1,446,766	1,500,000	1,550,000	1,535,000	35,000	2.33%
Medicare & Life Insurance	1,004,901	1,002,000	1,020,000	1,071,580	69,580	6.94%
Total	20,373,431	21,439,410	21,191,227	22,362,912	923,502	4.31%
Debt Service, Grants, Assessments & Other						
Debt Service	8,651,467	8,647,981	8,647,981	9,172,108	524,127	6.06%
Library Grants	1,671,753	1,714,000	1,714,000	1,773,990	59,990	3.50%
Tourism Grant	91,804	124,250	124,250	127,000	2,750	2.21%
Property & Liability Insurance	1,510,581	1,580,000	1,580,000	1,620,000	40,000	2.53%
Interest on Tax Refunds	11,112	20,000	5,000	20,000	-	0.00%
Celebrations	108,341	100,000	100,000	100,000	-	0.00%
Lombard Trust Rent	51,924	52,000	52,000	52,000	-	0.00%
Veterans' District Assessment & Benefit Payments	374,701	430,000	420,000	421,458	(8,542)	-1.99%
Old Kings Highway	9,500	9,000	9,500	9,500	500	5.56%
Greenhead Fly Control District	5,320	5,320	5,320	5,320	-	0.00%
County Tax & Cape Cod Commission Assessments	1,071,451	1,094,175	1,094,175	1,121,529	27,354	2.50%
Mosquito Control	337,988	352,254	352,254	372,123	19,869	5.64%
Air Pollution Control Districts	21,813	21,832	21,832	22,378	546	2.50%
RMV Non-renewal Surcharge	72,380	72,380	72,380	72,380	-	0.00%
Cape Cod Regional Transit Authority	497,009	509,433	509,433	551,118	41,685	8.18%
Special Education Assessment	25,671	26,698	26,698	26,698	-	0.00%
Abatements & Exemptions Deficits	-	32,030	-	-	(32,030)	-100.00%
Total	14,512,815	14,791,353	14,734,823	15,467,602	708,279	4.79%
Subtotal Before Transfers	34,886,246	36,230,763	35,926,050	37,830,514	1,599,751	4.42%
Transfers						
Transfer to Capital Trust Fund	3,530,313	7,435,335	7,435,335	3,540,468	(3,894,867)	-52.38%
Transfer to Special Revenue Funds	-	34,999	34,999	-	(34,999)	-100.00%
Transfer to Capital Projects Funds	1,037,689	-	-	-	-	0.00%
Transfers to Enterprise Funds	310,148	718,420	718,420	869,076	150,656	20.97%
Total	4,878,150	8,188,754	8,188,754	4,409,544	(3,779,210)	-46.15%
Grand Total Other Requirements	\$ 39,764,396	\$ 44,419,517	\$ 44,114,804	\$ 42,240,058	\$ (2,179,459)	-4.91%
Source of Funding						
Taxes	\$ 31,816,998	\$ 31,134,881	\$ 30,270,270	\$ 32,890,922	\$ 1,756,041	5.64%
Intergovernmental	6,196,395	5,735,174	5,735,174	5,723,925	(11,249)	-0.20%
Interest and Other	51,892	-	559,900	498,200	498,200	0.00%
Special Revenue Funds	355,608	116,037	116,037	112,183	(3,854)	-3.32%
Enterprise Funds	1,053,503	1,672,053	1,672,051	1,659,828	(12,225)	-0.73%
Trust Funds	290,000	280,000	280,000	270,000	(10,000)	-3.57%
Reserves	-	5,481,372	5,481,372	1,085,000	(4,396,372)	-80.21%
Total Sources	\$ 39,764,396	\$ 44,419,517	\$ 44,114,804	\$ 42,240,058	\$ (2,179,459)	-4.91%



Taxes provide 78% of the funding source for this area of the budget. Intergovernmental aid provides 13%, which is mostly derived from school construction reimbursements from the Massachusetts School Building Authority. These reimbursements will expire when the corresponding debt payments expire. A total of \$1,085,000 in general fund reserves will be used to balance this area of the budget with a majority of it being used to cover a health insurance mitigation program and unemployment costs. This budget is down from the FY17 amount due to an additional transfer of \$4,000,000 made in FY16 to the Capital Trust Fund.

Summary of Significant Budget Changes

The total budget for Other Requirements, including transfers, is decreasing \$2,179,459 or 4.9%. Excluding transfers, this budget is increasing \$1,599,751, or 4.4%. A majority of the increase is in the employee benefits and debt service areas. Health insurance premiums are increasing an average of 10%. Increases in these areas total \$1,447,629 or 90% of the year-over-year change in Other Requirements excluding transfers.

Community Services Department Enterprise Funds

Mission Statement

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



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

Marina Operations Enterprise Fund

Mission Statement

The mission of the 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.



Description of Services Provided

Marina Enterprise Fund

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, the program generates an annual income of more than \$650,000.

Providing Adequate and Safe Use of Water Oriented Facilities That Is Fair and Uniform To All Users.

The Marina Enterprise Fund was established as part of the FY06 budget. With extensive study by CFAC and the Waterways Committee as directed by the Town Council, the Marina Enterprise Fund was initially intended to be self-supporting in that all marina related expenses were to be recovered by the revenues of the users of the marinas and that no funds would be required from the General Fund. When the Barnstable Harbor bulkhead failed the cost of the replacement required a general fund subsidy. This subsidy is about \$60,000 for Fy17. As the fund grows, future upgrades to all the marinas are expected to be paid for from user fees.

The Marina Enterprise Fund was established to:

- Maintain order on the Marina grounds,
- Monitors slip and marina use,
- Oversee, review, and promulgation of regulations (subject to approval of the Town Manager),
- Enforcement of marina regulations,
- Review of applications received for contract compliance,
- Mailing of renewal applications,
- Award slip agreements (renewal and new),
- Collect seasonal, transient, and winter dockage fees,
- Records and maintains all pertinent data,
- Provides pay overs to the Treasurer's office of all fees collected,
- Maintain lengthy waiting lists, collects associated fees, and awards slips from the lists,
- Mailing of reminder notices to wait list applicants of deadlines to renew,
- Prepare for and responsible for payment of supplies and utilities- including trash removal, lighting, electrical service, restroom supplies, vending, etc.
- Work with DPW on maintenance projects at the Marinas,
- Conduct daily cleaning of toilet facilities at Bismore Park Marina and The Marina at Prince Cove,
- Collect fees for use of offloading area (Bismore Park) and transient use,
- Collect fees for parking at The Marina at Prince Cove,
- Oversee the lease of the marina building at The Marina at Prince Cove,
- Cleanup of Marina grounds,
- Provide pump out service at Barnstable Harbor Marina, Bismore Park Marina, and the Marina at Prince Cove and
- Cover all expenses with revenues generated by the fees assessed to the users of the marina facilities.

Harbormaster staff at the marinas are also called upon, at times, to board vessels, provide an enforcement presence and/or to respond to emergencies.

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

The intent of the services provided are to operate the marinas in a manner that is fair and uniform to all slip holders. Services and utilities provided at the marinas include electrical power, restroom facilities, water,

RECENT ACCOMPLISHMENTS

- Continued the "FLUSPY" program at The Marina at Prince Cove in conjunction with Natural Resources
- Issued six individuals slip contracts from the established wait lists
- Held a lottery to add 50 names to each of the Gateway Marina and the Marina at Prince Cove waitlists
- Worked with Town of Barnstable Growth Management and the Hyannis Civic Association on the Winter Harbor Lighting at Bismore Park Marina and Hyannis Inner Harbor
- Replaced of the deck at the Marina at Prince Cove building,
- Added a handicap parking area at the Marina at Prince Cove
- Exceeded the Performance Measure at Barnstable Harbor Marina transient dockage use by \$13,500
- Re-grassed the green space at Barnstable Harbor Marina



pump out availability, and trash removal. Each marina has a unique configuration to what services are available.

Fiscal Year 2017 Goals and Objectives

Short Term:

1. Continue to fill vacancies from the established wait lists of all Town owned marinas (SP: Regulatory Access & Accountability, Economic Development, Communication)
2. Continue with the float replacement program and float improvements at all 4 town owned marinas (SP: Infrastructure, Economic Development)
3. Continue to implement bulkhead repair and upgrades survey to the Bismore Park Bulkhead (SP: Infrastructure)
4. Contract to have The Marina at Prince Cove bulkhead replaced (SP: Infrastructure, Economic Development)
5. Contract to have the Gateway Marina dredging project bid (SP: Infrastructure, Economic Development)
6. Continue to research the need for added security at all marina facilities (SP: Infrastructure, Economic Development, Public Health and Safety)

Long Term:

1. Continue with the float plan upgrades to all 4 town owned marinas (SP: Public Health and Safety, Communication, Economic Development)
2. Look to upgrade the Barnstable Harbor and Gateway Float connectors and utilities as needed (SP: Public Health and Safety, Communication, Economic Development)
3. Replace the Bismore Park Marina Bulkhead (Strategic Plan: Public Health and Safety, Communication, Economic Development)
4. Survey the west side of Barnstable Harbor Marina Rip Rap stone for repair (Strategic Plan: Public Health and Safety, Economic Development)

Fiscal Year 2017 Marina Enterprise Fund

Financial Data

The Marina Enterprise Fund was created in FY06 to isolate the financial activity of the four town-owned marinas: Barnstable,

Bismore, Gateway, and Prince Cove. The enterprise model will allow the town to segregate all financial activity associated with operating these facilities to measure their financial self-sufficiency. The principal revenue source at all four marinas is the annual rental of docking space or slips. Town staff provides the daily management of the marinas.

Factors Affecting Revenues

The rates are set in accordance with the necessary revenue required to run the marina operations including all capital improvements. The possibility of expanding the number of slips would allow for additional revenue sources in this area. The marinas have a waiting list for slip space so vacancy rates are not a significant factor in calculating revenues. In addition, weather can be a contributing factor on transient fees, which is the largest component of revenue for the marinas. Revenues are projected to increase less than 2 percent per year through a combination of activity levels and rate adjustments.

Factors Affecting Expenses

The purchase of the Prince Cove Marina in FY03 was financed with the issuance of a new loan. The 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. In addition, the most recent FY16 bond issue for the Prince Cove Bulkhead (\$570,000), Bismore Bulkhead (\$158,000) and Gateway Dredging (\$280,000) are estimated to cost \$134,000 in annual debt payments for at least the next five years. These debt service payments are expected to result in fee adjustments in FY18. Salaries and benefits are projected to increase 3 percent and 10 percent per year respectively. Operating expenses are projected to increase on average 1 percent per year.



Barnstable Harbor Marina April 2016

Expense Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 230,608	\$ 250,108	\$ 240,104	\$ 254,616	\$ 4,508	1.80%
Benefits	28,614	30,312	30,282	31,613	1,301	4.29%
Operating Expenses	88,327	133,192	130,528	98,650	(34,542)	-25.93%
Capital Outlay	31,989	20,000	20,000	15,000	(5,000)	-25.00%
Debt Service	227,701	227,900	227,900	356,333	128,433	56.35%
Transfers Out	42,880	42,219	42,219	41,191	(1,028)	-2.43%
Subtotal Operating Budget	650,119	703,731	691,033	797,403	93,672	13.31%
Capital Program	13,471	1,178,000	1,178,000	500,000	(678,000)	-57.56%
Total Expenses	663,590	1,881,731	1,869,033	1,297,403	(584,328)	-31.05%

Permanent full-time equivalent employees

	1.45	1.65		1.65	-
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Source of Funding

Fees, Licenses, Permits	610,868	593,600	620,000	627,500	33,900	5.71%
Charges for Services	12,375	7,200	12,000	11,000	3,800	52.78%
Interest and Other	27,672	17,700	115,000	22,700	5,000	28.25%
Special Revenue Funds	24,000	24,000	24,000	30,000	6,000	25.00%
Trust Funds	62,431	61,231	61,231	60,031	(1,200)	-1.96%
Borrowing Authorizations		1,008,000	1,008,000	500,000	(508,000)	-50.40%
Total Sources	737,346	1,711,731	1,840,231	1,251,231	(460,500)	-26.90%

Excess (Deficiency) cash basis	73,755	(170,000)	(28,802)	(46,172)	\$ 123,828
Adjustment to accrual basis	201,362	-	-	-	
Beginning Net Assets per CAFR	4,073,505	4,348,622	4,348,622	4,319,821	
Ending Net Assets per CAFR	4,348,622	\$ 4,178,622	\$ 4,319,821	\$ 4,273,649	

Invested in capital assets, net of related debt (1)	(4,220,746)
Reserved for encumbrances (2)	(66,261)
Reserved for continuing appropriations (3)	(139,565)
Other post employment benefits obligation (4)	107,068
Net pension liability (4)	615,488
Compensated absences (4)	17,804
Deferred outflow of resources (5)	(1,054)
Net assets available for appropriation (free cash) (6)	\$ 661,356

(1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.

(2) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from, a specific appropriation account.

(3) This represents the portion of the enterprise fund's cash in the town's treasury that has been appropriated for a specific capital expenditure which still remains unexpended as of June 30, 2015.

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

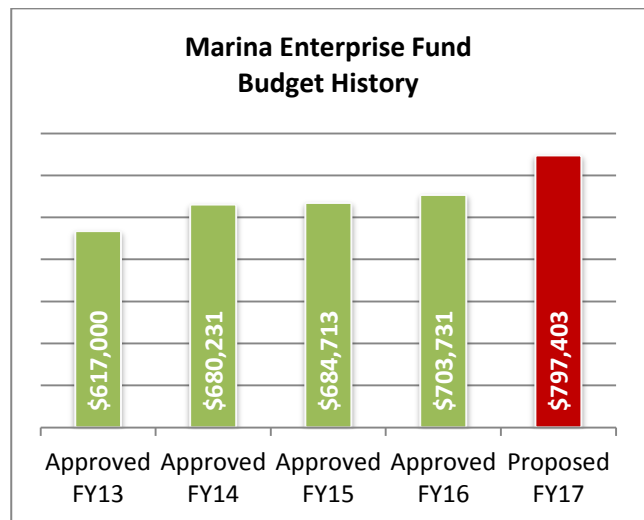
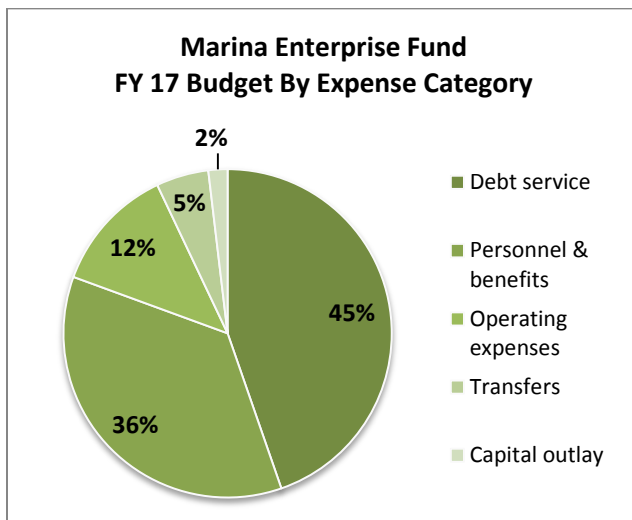
(5) This amount represents the deferred recognition of an outflow of resources related to future fiscal years.

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

Summary of Significant Budget Changes

The Marina Enterprise Fund FY17 proposed budget is increasing \$93,672 or 13.3%. Personnel costs are increasing by \$4,508 and include additional funding for minimum wage increases (\$9,500) and all contractual obligations. Savings from staff turnover will offset a portion of the salary increases. Debt service payments have increased significantly by \$128,433 due to the recent bulkhead and dredging projects. Operating cost has been reduced by \$34,542 and capital outlay by \$5,000 in order to mitigate the large increase in debt service payments.

Funding for this operation includes a transfer of \$30,000 from the Bismore Park Special Revenue Fund and \$60,031 from the Capital Trust Fund. \$46,172 of reserves will be used to balance the FY17 proposed budget, and the capital program of \$500,000 will be financed with a bond authorization.



The FY17 proposed budget shows that debt service represent the largest expense category within the Marina operations at 45%, which is due to debt payments for the most recent capital projects for Gateway dredging, and Prince Cove and Hyannis bulkhead repairs. Personnel & benefits is the second largest category at 36%. The Marina Enterprise Fund budget has increased from \$617,000 in FY13 to \$797,403 FY17 or 30% over the five-year period.

Additional Funding Recommended

1. Seasonal Dock Master Pay Rate Increase

\$9,500 Requested

\$9,500 Recommended

Proposal is to fund the state’s mandated minimum wage increase in the hourly pay rate of all seasonal marina staff positions starting January 1, 2016 by \$1.00 per hour- and starting January 1, 2017 by an additional \$1.00 per hour.

2. Dock Replacement

\$20,000 Requested

\$15,000 Recommended

Continuation of capital funds for the replacement/maintenance of marina floats, hardware, and gangways. Due to age, outdoor elements and use, the docks/floats and gangways have become a safety hazard for the public use. Ongoing replacement and maintenance is mandatory for use of the marina facility in a safe manner.

Performance Measures or Workload Indicators

	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Marina Enterprise Fund: Transient Dockage Fees Collected	\$148,514	\$165,866	\$149,500



Prince Cove Marina April 2016

Sandy Neck Enterprise Fund

Mission Statement

The mission of the Sandy Neck Beach Park 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.

Description of Services Provided

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, data-basing and record keeping, scheduling cottage owner escorts and issuing trail passes,
- Permit sales (off road vehicle (ORV), horseback riding, camping and campfire),
- Providing the public with beach information and written materials (maps, regulations, policies, tide charts, etc.),
- Issuing Special Permits for large events such as weddings, charitable functions and organized campfire gatherings,
- Merchandise sales (clothing, firewood and Sandy Neck memorabilia),
- Liaison for all communication including emergencies.

Off Road Beach Operations:

- Educating ORV beach patrons regarding expectations for safety and natural resource protection,
- Patrolling the ORV beach to ensure regulatory compliance (curfew, campfires, speed, tire pressure requirements, etc.),
- Cottage owner escorts, Beach Point patrols, tent camping program and Shellfishing compliance,
- Traffic control on the ORV Beach, Access Trail and the Air Down Station,
- Managing beach parking.

Natural Resource Management and Enhancement:

- Monitoring/GPS/recording of piping plover, least tern and diamond back terrapin nests,

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

- 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,
- Invasive plant species removal,
- GIS mapping work to catalog resources and restoration efforts,
- Overseeing Sandy Neck hunting activities.

Enforcement and Emergency Response:

- Issuing verbal and written warnings, non-criminal citations, and permit suspensions,
- Court hearings and resulting appeals,
- First responder duties for Sandy Neck medical emergencies over a wide variety of incidents.

Educational Program:

- Professionally lead informative nature hikes,
- Junior Ranger Programs,
- Diamondback terrapin headstart and outreach programs,
- Halfway House environmental and educational events,
- Nature trails with educational kiosks,
- Tick prevention and erosion control information throughout the park,
- Informational Blog.

Grounds and Facilities:

- Installation and maintenance of 6+ miles of fencing,
- Beach portable restroom program,
- Facility maintenance (Gatehouse, Bathhouse, Halfway House, air compressor building),
- Trash/debris removal (including Sandy Neck Road),
- Marsh Trail maintenance.

Management Responsibilities:

- Ensuring regulatory compliance with Town, State and Federal agencies,
- Applying for grants/permitting for special projects,
- Attending monthly Sandy Neck Board Meetings,
- Coordinating hiring, training and scheduling of seasonal staff,
- Regulation and policy updates,
- Public outreach and presentations,
- Coordinating volunteers.

Labor Components:

- Sandy Neck Park Manager,

RECENT ACCOMPLISHMENTS

- Gave 60+ educational wildlife and shellfish talks to schools, library's, senior centers and private groups.
- Successfully released 56 terrapin graduates in the head start program,
- Implemented the use of credit cards for Gatehouse transactions and increased the merchandise offerings to include taxable items,
- Placed sand along the dune in front of the Sandy Neck parking lot as a protective measure against winter storms,
- Improved Sandy Neck cottage owner access by amending the Orders of Conditions to allow escorts to Trail Six,
- Secured a Coastal Zone Management Resiliency Grant for the bathhouse/parking lot dune area,



- Division Assistant (1),
- Natural Resource Officer (1),
- Seasonal Natural Resource Officers (4),
- Seasonal Shorebird Specialists (2),
- Seasonal Turtle Monitor (1),
- Seasonal Gate Attendants and Lifeguards (15).

Fiscal Year 2017 Goals and Objectives

Short Term:

1. Commence the use of an RFID log-in system for off road vehicles (Strategic Plan: Public Health and Safety, Regulatory Process and Performance)
2. Determine an erosion solution for the Sandy Neck bathhouse/parking lot area. This effort will include research, public outreach, design and permitting (Strategic Plan: Infrastructure, Environment and Natural Resources, Recreation, Communication)
3. Increase our educational wildlife talks at schools, libraries, senior centers and private groups (Strategic Plan: Environment and Natural Resources, Education, Recreation)
4. Pursue future grant opportunities to support the division's needs (Strategic Plan: Public Health and Safety, Finance)

Long Term:

1. Implement erosion solution to the bathhouse/parking area thereby building coastal resiliency into the Sandy Neck Infrastructure (Strategic Plan: Environment and Natural Resources, Infrastructure, Recreation)
2. Construct a Coastal Interpretive Center that will provide the public, as well as school groups, with interactive educational materials about Sandy Neck; its cultural history, ecology and geology (Strategic Plan Priority: Infrastructure, Education, Environment and Natural Resources, Recreation)
3. Improve the Sandy Neck Gatehouse and surrounding grounds (Strategic Plan: Infrastructure, Economic Development, Recreation)
4. Continue to develop educational outreach programs (Strategic Plan: Education, Public Health and Safety, Economic Development, Environment and Natural Resources, Communication)

Fiscal Year 2017 Sandy Neck Enterprise Fund Financial Data

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

Factors Affecting Revenues

Major sources of revenue for this operation include beach stickers, parking revenue and off-road vehicle stickers. Weather can play a major role in the revenue generated at this park as approximately 20 to 25 percent of revenue is derived from daily parking fees. Another factor that can affect revenue is the presence of the Piping Plover, a threatened species of bird that nest every year on the front of the barrier beach. This can limit the number of vehicles that access the outer beach in the early to mid-summer period.

Factors Affecting Expenses

Salaries and benefits are projected to increase 3 percent and 10 percent per year, respectively. Operating expenses are projected to increase on average 2 percent per year. Operating expense include the loan payment of approximately \$95,000 per year for the construction of the bathhouse which opened in May 2011. Also included is \$50,000 per year for sand nourishment for the embankment in front of the lower parking lot. A long-term solution is being evaluated to protect the front beach and parking lot area. This solution could have a significant impact on the annual operating budget in the form of a new loan payment. Rates are set accordingly so that sufficient revenue can be generated to cover this loan payment as well as the increase in personnel costs and operating expenses.

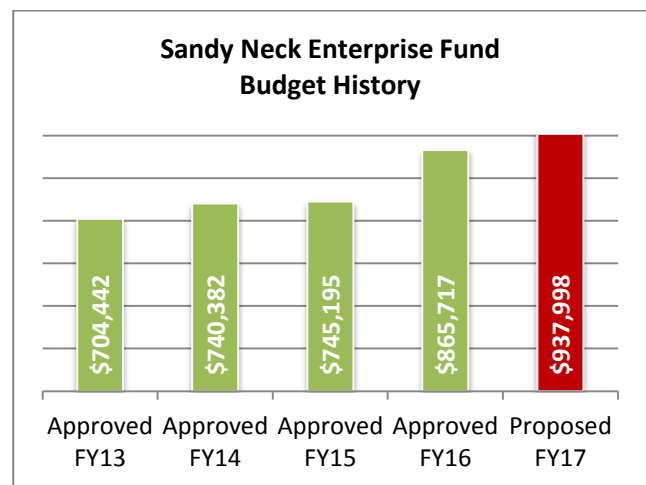
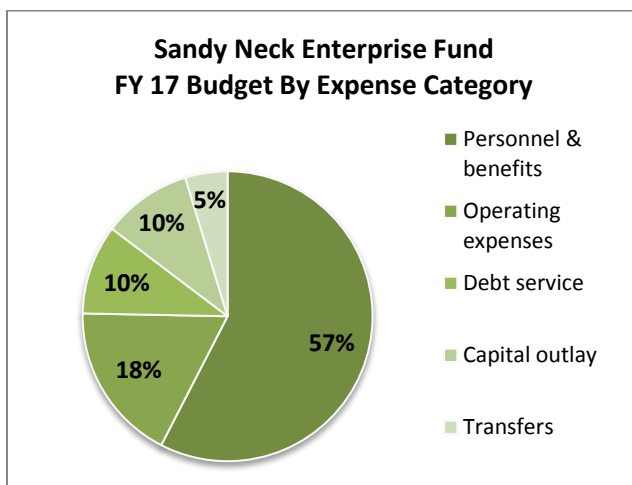


Expense Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 404,700	\$ 439,894	\$ 413,500	\$ 463,683	\$ 23,789	5.41%
Benefits	58,958	64,101	64,037	76,319	12,218	19.06%
Operating Expenses	123,010	149,400	150,894	166,400	17,000	11.38%
Capital Outlay	146,606	71,500	71,500	93,500	22,000	30.77%
Debt Service	91,981	95,481	95,481	93,831	(1,650)	-1.73%
Transfers Out	56,329	45,341	45,341	44,265	(1,076)	-2.37%
Subtotal Operating Budget	881,584	865,717	840,753	937,998	72,281	8.35%
Capital Program	18,673	-	-	-	-	0.00%
Total Expenses	900,257	865,717	840,753	937,998	72,281	8.35%
Permanent full-time equivalent employees	3.75	3.75		3.75	-	
Source of Funding						
Fees, Licenses, Permits	567,069	511,347	570,000	568,519	57,172	11.18%
Charges for Services	225,685	227,370	230,000	237,479	10,109	4.45%
Interest and Other	72,076	77,000	100,000	82,000	5,000	6.49%
Total Sources	864,831	815,717	900,000	887,998	72,281	8.86%
Excess (Deficiency) cash basis	(35,426)	(50,000)	59,247	(50,000)	\$ -	
Adjustment to accrual basis	(27,663)	-	-	-		
Beginning Net Assets per CAFR	(138,677)	(201,766)	(201,766)	(142,520)		
Ending Net Assets per CAFR	(201,766)	\$ (251,766)	\$ (142,520)	\$ (192,520)		
Invested in capital assets, net of related debt (1)	(277,905)					
Reserved for encumbrances (2)	(35,761)					
Reserved for continuing appropriations (3)	(36,288)					
Reserved for subsequent year's budget (4)	(50,000)					
Other post employment benefits obligation (5)	56,957					
Compensated absences (5)	4,565					
Net pension liability (5)	1,039,131					
Deferred revenue (6)	(18,300)					
Deferred outflow of resources (7)	(1,780)					
Net assets available for appropriation (free cash) (8)	\$ 478,853					

- (1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.
- (2) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from, a specific appropriation account.
- (3) This represents the portion of the enterprise fund's cash in the town's treasury that has been appropriated for a specific capital expenditure which still remains unexpended as of June 30, 2015.
- (4) This amount represents the net assets appropriated for the subsequent year's (FY16) operating budget.
- (5) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.
- (6) This represents revenue accrued for financial statement reporting purpose but deferred for the calculation of surplus.
- (7) This amount represents the deferred recognition of an outflow of resources related to future fiscal years.
- (8) Amount certified by the Division of Local Services.

Summary of Significant Budget Changes

The proposed budget is increasing \$72,281 or 8.35%. Personnel cost are increasing \$23,789, and includes funding for contractual obligations and minimum wage increases of \$18,500. Operating costs are increasing \$12,218 due to several requests, which include \$5,000 for building facilities maintenance, \$1,000 for staff training, \$3,000 for credit card processing fees, \$5,000 for merchandise purchases for resale, \$1,500 for office supplies and \$1,500 for uniforms. Capital Outlay is increasing \$22,000 and includes \$21,500 for a vehicle replacement, \$22,000 to upgrade the gatehouse facility and marsh trail improvements and continued level funding for a sand nourishment program at \$50,000. The budget includes using \$50,000 of the enterprise fund’s reserves to fund the sand nourishment program, if needed.



Personnel & benefits expenses comprise 57% of all expenditures. The Sandy Neck Park operating budget has increased from \$704,442 in FY13, to \$937,998 FY17 or 33% over the five-year period. Most of the increases are attributable to increases in both permanent staff and seasonal staff. The minimum wage increase for seasonal employees has accounted for 23% of the total cost increase from FY15 to FY17 proposed budget.

Additional Funding Recommended

1. Seasonal Rate of Pay Increase

\$23,500 Requested

\$18,500 Recommended

Increase the seasonal wages on January 1, 2016 by \$1.00 per/hour and on January 1, 2017 by an additional \$1.00 per/hour to meet state’s mandatory minimum wage requirements.

2. Operating Capital Vehicles

\$21,500 Requested

\$21,500 Recommended

We are requesting continuation of the Sandy Neck capital improvement program. In FY17, we propose to use the funds for (1) purchasing a used patrol vehicle (possibly from Natural Resource) and (2) purchase a new (utility style) ATV.

3. Gatehouse Improvements**\$17,000 Requested****\$17,000 Recommended**

The Sandy Neck Gatehouse is a very small, heavily used building (particularly in the summer season). In addition, we now use the Gatehouse year-round for three full-time employees. The building is shabby and needs upgrades (new flooring, work sink, picture window). We are also proposing yard improvements with new fencing, creating a shaded picnic area and educational kiosks. Included will be converting the tent platform constructed by Boy Scout Troop 54 in 2015 into a three-sided Adirondack style lean-to.

4. Building and Facilities Maintenance**\$5,000 Requested****\$5,000 Recommended**

We are requesting an increase in the building and facilities line item by \$5,000 a year. This would bring the total of the building and facility line item to \$15,000. Building and facilities at Sandy Neck include the Gatehouse, Bathhouse, Air Compressor shack, Garage, Halfway House, two overlooks, two sets of stairs and the handicap ramp. In the past few years, storm damage costs have been considerable. As such, other maintenance projects have been put on hold in order to replace storm damaged stairs, broken pipes, downed flag poles, etc in time for Memorial Day weekend.

5. Merchandise**\$5,000 Requested****\$5,000 Recommended**

We are requesting an additional \$5,000 for our merchandise program. This increase would bring the total line item to \$30,000, which is money we use to purchase clothing/merchandise for re-sale. Increasing our stock and variety of merchandise for re-sale will increase our revenue potential. In addition, sales have increased now that patrons can utilize credit cards, as most people no longer carry cash especially while recreating at a beach.

6. Office Supplies**\$1,500 Requested****\$1,500 Recommended**

We are requesting an increase in the office supplies line item by \$1,500 a year. This would bring the total of the office supply line item to \$3,500. Costs continue to increase for paper, copy toner and printer ink which are needed to keep the Gatehouse supplied for the busy summer season.

7. Uniforms**\$1,500 Requested****\$1,500 Recommended**

We are requesting an increase in the uniform line item by \$1,500 a year. This would bring the total of the uniform line item to \$4,000. Usage of Sandy Neck continues to increase. As such, we have increased our number of staff to manage the additional beach patrons. With more staff (gate attendants, biology staff and natural resource officers) as well as a new full time staff member, our uniform line item is no long sufficient.

8. Training**\$1,000 Requested****\$1,000 Recommended**

User ship of Sandy Neck continues to increase. As such, we have increased our number of staff to manage the additional beach patrons. With more staff (gate attendants, biology staff and natural resource officers) as well as new fulltime staff members, our training requirements have increased. Without adequate training for Sandy Neck staff, public safety would be in jeopardy. In addition, we have obligations to our full time staff with regard to training requirements.

9. Sand Stabilization**\$50,000 Requested****\$50,000 Recommended**

The purpose of funding protective sand placement for additional dune nourishment in front of the Sandy Neck parking lot after major erosion from winter storms.

Performance Measures**Performance Measures: Diamond-backed Terrapin headstart outreach program**

In FY17, the Natural Resource Program (NR) will hatch at least 51 diamond-backed terrapins from eggs collected at Sandy Neck Beach. These animals are State listed **“threatened”** and a permit will be obtained through the Natural Heritage and Endangered Species Program in order to collect and headstart these animals.

The hatchlings will be placed in at least 25 schools and/or public facilities throughout Barnstable and Sandwich for students to headstart. NR staff will provide guidance and educational talks to the schools to engage the students in terrapin ecology and to ensure that the animals thrive in captivity.

In June 2016, the terrapins will be released into the Sandy Neck “Great Marsh” as robust yearlings that have a high rate of success of reaching sexual maturity. This program accomplishes two goals; it educates the students about their Cape Cod environment and increases the threatened terrapin population at Sandy Neck Beach.

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

Performance Measure: Sandy Neck Parking Lot Revenue:

Starting in calendar year 2016, we are going to increase our hours of operation for the public beach parking lot. Presently, parking hours are (or require a Barnstable or Sandwich Beach Parking Permit) from 8:00 am to 3:30 pm Memorial Day to Labor Day. We presently do not charge (or require a parking permit) weekdays from Memorial Day to the third weekend in June. We will be changing these business hours to everyday from Memorial Day to Labor Day from 8:00 am to 5:00 pm. Because of this change, we anticipate an increase in our parking lot revenue by at least 15% from calendar year 2015 to 2016.

Workload Indicators

	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Merchandise Sold	\$25,149	\$31,165	\$40,000

	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
<u>Sandy Neck Beach Park</u>	3,938	4,000	4,000
ORV Permits			



Sandy Neck Bathhouse

Golf Course Enterprise Fund

Mission Statement

Barnstable Golf is dedicated to provide, operate and maintain affordable, self-supporting public golf facilities, while protecting them for the future, by maintaining and improving the courses, the buildings, and the equipment. Golf Course Management strives to provide programs that enrich recreational opportunities, while being fiscally responsible to the Residents and Taxpayers of the Town of Barnstable.

Golf Division

- Administration Activity
- Operations Activity
- Maintenance Activity



Hyannis Golf Course



Olde Barnstable Fairgrounds Golf Course

Two 18-hole Championship Courses

Operating and Maintaining Affordable Public Golf Facilities

RECENT ACCOMPLISHMENTS

- Olde Barnstable Fairgrounds was once again voted by golfers from throughout New England as one of the Top 25 Public Places to play. This is the third year in a row we have received this distinction.
- Unveiled a new and improved website for Barnstable Golf. The new site is interactive and allows us to provide more accurate information on golfing opportunities for members and guests alike. We now have tournament and outing packages including food and beverage menus. Reserving a tee time online is now easier and faster.
- Increased the golf outing business at Hyannis GC from 23 large outings in 2014 (70 or more golfers) to 26 in 2015. These events are very important pieces of business as all revenue centers are affected at the facility. Income is generated through greens fees, golf carts, driving range, pro shop and our food and beverage service. Many of these large groups stay in town at local hotels/motels where the local community economy benefits.
- First Tee Program at Hyannis GC continues to grow by leaps and bounds. With spring and fall after school programs to compliment the already popular summer program, participation has skyrocketed. As the number of participants grew, additional instructors and classes were offered. Over 500 children participated in Hyannis First Tee Program activities making it the largest chapter in the state. This represents a 10 fold increase in the last 3 years.
- Introduced a Monday Quota League and Weekend Skins game at Hyannis GC with great success and participation. These events have had a positive impact on golf shop sales. Golf shop sales at both courses are up 7% this year over last.
- Hosted several prestigious golf events at both courses that brought competitors in from all over the region. The Cape Cod Open, MGA Public Links Championship Qualifier, Cape Cod PGA Championship, Hurricane Junior Golf Tour, New England PGA Junior Tour and Northeast US Regional Championship for the PGA Junior League all brought families to the Town of Barnstable to stay and play, again, having a positive effect on the local economy.
- Created a monthly newsletter for our annual pass holders. Improved communication, sharing of information and education regarding the happenings in the Golf Division is the purpose of the newsletter. The newsletter is available via email, website and print copy at the clubhouses.

Description of Services Provided

Golf Course

Barnstable Golf consists of two 18 Hole Championship golf courses open to the public -, Olde Barnstable Fairgrounds and Hyannis Golf Courses. Each course offers a uniquely different layout with varying degrees of difficulty for golfers of all playing abilities and age groups. Each golf course features a fully stocked pro shop, full service practice facility, and restaurant. Hyannis GC also features a large function/banquet facility that can accommodate groups of up to 150 guests. The management staff has put together a comprehensive plan for the successful operation of both golf courses with the emphasis on being self-supportive. The focus of the Golf Division is to provide affordable golfing opportunities to residents and guests alike by offering highly conditioned golf courses and exceptional customer service. The Maintenance program strives to keep both courses in great playing condition with the goal of exceeding customer expectations. The Operations program does an outstanding job of balancing the needs of both members and guests alike in an effort to provide a memorable golfing experience. A strong membership and repeat clientele is the cornerstone of our revenue producing capabilities. The Administration program oversees the day-to-day activities of both facilities and manages all financial aspects of the Golf Division. An aggressive marketing plan has been implemented that is aimed at making the Town of Barnstable a true golfing destination featuring the course of Barnstable Golf.

Administration Activity

The Administration is the financial management arm of the Golf Division. The Administration oversees the collection of cash receipts and the pay-overs to the Town. As an enterprise fund it is

vital that the Administration closely monitor the revenues and expenses as we cannot spend more than we make. One of the most important jobs of the Administration is the development and implementation of the annual fiscal operating budget. For the fiscal year ending June 30, 2015 the Golf Division generated \$3,051,826 in revenues while expending \$2,856,938 resulting in a surplus of \$142,058 after paying debt service and operating transfers to the Town. Through the setting of fees and rates, forecasting of revenues, and adhering to tight expense controls, the Administration strives to keep Barnstable Golf in the Black. As facility managers for the Town's two golf properties the Administration develops both long and short range comprehensive capital improvement plans to ensure protection and enhancement of the assets. The Administration works hard to balance the yearly operational needs of the division, the debt service and financial obligations owed to the Town, and funding needed capital improvements with the revenues generated. Barnstable Golf pays \$633,000 in debt service and administrative support to the Town annually. The Administration is also responsible for developing and implementing a progressive marketing plan that includes TV, radio, internet, social media, print and web based advertising campaigns with a focus on promoting the Town of Barnstable as a true golfing destination. Golfing visitors stay in local hotels and motels, eat at local restaurants, visit local attractions and shop at local businesses. Golf is good for our community.

Operations Activity

The Operations activity is responsible for management of the two pro shops, practice facilities, golf carts and all golfer related activities. Each operation is managed by a highly trained PGA golf professional that is supported by a staff of customer service experts. The pro shops, our retail stores for everything golf, offer a wide variety of the latest styles of seasonal clothing, golf clubs, equipment and accessories for our customers to choose. The pro shops are the central point of all activity. Greens fees, cart fees, annual pass fees, range fees and merchandise sales are all collected at the front desk. The Operations staff answers hundreds of phone calls daily, which provides wide variety information to customers. Operations provide professional player assistance, golf instruction (both individual and group) to juniors, seniors, women and the physically challenged. One of the main responsibilities of Operations is to provide outstanding customer service to all of our members and guests. The staff greets golfers at the bag drop area, assists them with any needs they may have, helps organize games, provides course information and collects fees. The Operations staff handles over 68,000 rounds played by members and guest each year. Customer service, player development and growth of the game are major objectives for Operations. Taking reservations, managing the tee sheet, running and scoring tournaments, and monitoring pace of play for hundreds of golfers daily is all part of a day's work for the Operations staff at each golf course. The Operations staff is responsible for keeping a combined 152 golf carts clean, fueled, and stored daily. With over 34,500 cart rentals annually, all carts need to be brought to the staging area daily during the peak months.

Maintenance Activity

The mission of the Maintenance Activity is to provide highly conditioned, top quality golf courses for members and guests to enjoy while being good stewards to the open space lands they sit on. Daily grooming of the golf courses consists of mowing greens, tees, collars, approaches, fairways, roughs, and raking

bunkers. Course set-up (changing flag pin locations, moving tee markers, and emptying trash receptacles) also occurs daily in peak season. The Maintenance 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 is responsible for the safe, timely, and accurate applications of plant protectants to combat infestations of weeds, insects and diseases that occur throughout the properties. Top consideration is always given to using the most environmentally safe products at the lowest rates possible. The Maintenance management staff made a conscious decision several years ago to go with a minimalist approach concerning applying nitrogen based fertilizers on the golf courses. For the past five years, the rough areas on the courses, accounting for the most turf acreage, have only received 1.0 lbs. of nitrogen per year. The Fairways, the second largest turf areas in terms of acreage, have been receiving 2-2.5 lbs. of nitrogen per year. This has equated to a 35-50% sustained reduction in applied nitrogen to 85% of the turf found on the two golf course properties. Organic fertilizers make up 50% of the fertilizer used on the courses with the exception of the tees and greens, where it consists of 80%. The Maintenance staff understands the importance of safely coexisting with the natural environment surrounding the golf courses as well as the water that runs beneath them. The focus of the Maintenance activity is on sustainability, where less is more.



Hyannis Golf Course April 2016

Fiscal Year 2017 Goals and Objectives

Short Term:

1. To secure funding for the renovation of Hyannis Golf Course based upon the recommendations contained in the Renovation Business Plan produced by Richard Mandell, Golf Course Architect. Hyannis GC is over 40 years old and is long overdue for replacement and renovation of key course features to remain a viable and competitive facility. The Golf Division looks to modernize Hyannis GC by installing a new irrigation system, creating new forward tees, renovating all sand bunkers and reconstructing cart paths. Of all the options proposed in the Renovation Business Plan the one we are recommending is the least expensive. (Strategic Plan: Finance, Infrastructure, Economic Development, Quality of Life)
2. Replace an inoperable 25 year old vertical turbine pump and motor in the pump station at OBF. The pump station has three pumps and motors to distribute water throughout the golf course irrigation system. Two of them have been replaced and upgraded in previous years. It is essential we replace this equipment in order to ensure we can properly irrigate the golf course turf. (Strategic Plan: Finance, Infrastructure, Quality of Life)
3. Host high profile golf events such as the MGA Public Links qualifier (scheduled), a Pro-Member tournament and other regional tournaments such as the Cape Cod Open that we have hosted for over 20 years. (Strategic Plan: Economic Development, Quality of Life)
4. Continue to edge, reshape and replenish sand in bunkers at both courses. The bunkers at both courses are showing significant signs of deterioration after many years of use and are in need of complete renovation – especially Hyannis Golf Course. The condition of the bunkers is the #1 complaint we receive. (Strategic Plan: Finance, Infrastructure, Quality of Life)
5. Expand and enhance the member's tournament schedule by introducing a Mixed Scotch Series (couples nine & dine type events) and provide a One Day Member-Member at both facilities to offer new and exciting playing opportunities. (Strategic Plan: Economic Development, Quality of Life)
6. Address signage throughout both golf properties. Tee signs, directional signs, and main entrance signs are old and in poor condition. Both courses have been rated by the MGA for correct yardages yet the informational signs have not been adjusted to match our scorecards. Customers not familiar with our courses can get turned around and find themselves playing the wrong hole. (Strategic Plan: Quality of Life)
7. Continue to remove select trees around tees and greens at both courses. Over time tree growth shades out the greens and impacts putting green performance. The result will be improved air movement, increased sunlight and reduced disease incidence. (Strategic Plan: Finance, Infrastructure, Quality of Life)
8. Expand our PGA Junior League participation by hosting 2 teams at each golf course. This rapidly growing junior golfing initiative uses the "team approach" to playing golf. Our junior golfers travel with coaches and parents to other area courses to play competitive matches against other teams for the chance to win the opportunity to play at regional and national events. (Strategic Plan: Economic Development, Quality of Life)

Long Term:

1. To continue to address facility deficiencies to both golf courses. Hyannis GC is over 40 years old and OBF is 24 years old. Clubhouses, maintenance buildings, and cart barn are showing their age. The Golf Division seeks to use a combination of funding sources to accomplish necessary building repairs, maintenance, and upgrades to protect the assets for the future. The emphasis of the second phase will be on building windows and doors, awnings, stairwell renovation at HGC, and cart barn upgrades at OBF. (Strategic Plan: Finance, Infrastructure, Quality of Life)
2. To continue to position Barnstable Golf as the premier public golfing destination on Cape Cod. This is a win-win for the Town. Our guest golfers stay at local hotels and motels, eat at local restaurants, shop at local stores, and visit our beaches and other Town attractions. The successful completion of the Hyannis Renovation Plan will be the most significant contributing factor that leads to achieving this goal. (Strategic Plan: Finance, Quality of Life)
3. Completely redesign, refurbish and expand the parking lot at Hyannis GC. The asphalt throughout the parking lot is in poor condition. Traffic patterns are confusing, islands are in the wrong locations and the lot is too small to accommodate large functions and golfers simultaneously. Delivery trucks can't maneuver in or out when cars are present, deliveries can only be made in the early morning. Trucks continuously have to drive across landscaping in order to enter/exit the facility. (Strategic Plan: Finance, Infrastructure, Quality of Life)



Olde Barnstable Fairgrounds Pro Shop

Fiscal Year 2017 Golf Enterprise Fund Financial Data

The purchase of the Hyannis Golf Course in FY 2005 provides the town with two municipal courses that should increase the recreational opportunities for our citizens. The golf course management is committed to operating and maintaining attractive, self-supporting public golf facilities. The following strategies have been established as a way of achieving these commitments: maximize revenue centers; develop a comprehensive junior golf program; provide members with competitive and recreational golf tournaments; cultivate a continuous volunteer assistance program; establish a sound turf management plan, and work closely with other town divisions to cross-utilize department resources.

During the past several years, management has committed revenue resources to improving golf course conditions. Without healthy turf conditions, it is difficult to charge competitive prices. The visitor is likely to pay more for a top quality conditioned golf course. Therefore, the playing surfaces must be well maintained.

It is projected that the combined revenue for the two golf courses will be slightly higher than what was budgeted for FY16. Total General Fund support for this operation is calculated at \$399,140. The estimated revenue generated at the facilities will allow for a reimbursement of \$250,000 resulting in a general fund subsidy of \$149,140. Going forward, fee increases in the neighborhood of 2-3% per year may be necessary if activity levels remain constant with current levels.

Factors Affecting Revenues

Each year, golf course fees are set through the preparation of a user fee analysis. These fees are set in accordance with the necessary revenue required to run course operations with a small profit if play shows an upward trend. As growth in play is difficult to predict, fees are set assuming level utilization. If the amount of rounds played or memberships increase, then the need to raise rates can be mitigated. Weather plays a significant role in this operation's ability to generate revenue.

Factors Affecting Expenses

Staff levels have remained level for the past couple of years as revenue from operations have improved. No increase in permanent year-round staff is projected over the next ten years. A projected wage increase of 3 percent and benefit increases of 10 percent per year are included in the forecast after resetting the base staff levels in FY 2016. Operating expenses are projected to increase 1 percent per year.

Expense Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 1,179,100	\$ 1,301,482	\$ 1,240,213	\$ 1,381,455	\$ 79,974	6.14%
Benefits	108,356	133,961	133,960	142,989	9,028	6.74%
Operating Expenses	955,879	1,012,765	1,023,137	1,026,986	14,221	1.40%
Capital Outlay	-	-	-	27,000	27,000	0.00%
Debt Service	382,811	419,100	419,027	453,611	34,511	8.23%
Transfers Out	371,352	375,598	375,598	399,140	23,542	6.27%
Subtotal Operating Budget	2,997,498	3,242,906	3,191,935	3,431,181	188,276	5.81%
Capital Program	212,247	314,000	314,000	565,000	251,000	79.94%
Total Expenses	3,209,745	3,556,906	3,505,935	3,996,181	439,276	12.35%

Permanent full-time equivalent employees

15.75	17.00	17.00	-
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Source of Funding

Taxes	\$ 121,352	\$ 125,598	\$ 125,598	\$ 149,140	23,542	18.74%
Charges for Services	3,038,221	3,112,180	3,174,424	3,180,617	68,437	2.20%
Interest and Other	13,606	5,128	48,241	5,128	-	0.00%
Borrowing Authorizations	-	314,000	314,000	565,000	251,000	79.94%
Total Sources	3,173,180	3,556,906	3,662,263	3,899,885	342,979	9.64%

Excess (Deficiency) cash basis

(36,566)	1	156,328	(96,296)	<u>\$(96,297)</u>
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Adjustment to accrual basis

422,071	-	-	-	
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Beginning Net Assets per CAFR

7,633,782	8,019,287	8,019,287	8,175,615	
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Ending Net Assets per CAFR

8,019,287	<u>\$ 8,019,288</u>	<u>\$ 8,175,615</u>	<u>\$ 8,079,319</u>	
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Invested in capital assets, net of related debt (1)	(10,673,634)
Invested in inventory (1)	(97,508)
User fees receivable (1)	(41,274)
Reserved for encumbrances (2)	(54,143)
Other post employment benefits obligation (3)	550,333
Compensated absences (3)	68,966
Accrued Interest (3)	74,420
Net pension liability (3)	3,095,149
Deferred outflow of resources (4)	(181,569)
Reserved for continuing appropriations (5)	(121,753)
Net assets available for appropriation (free cash) (6)	<u>\$ 638,274</u>

(1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.

(2) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from, a specific appropriation account.

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

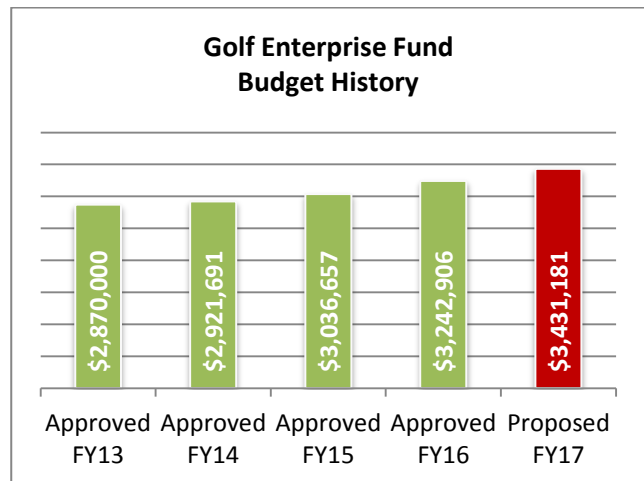
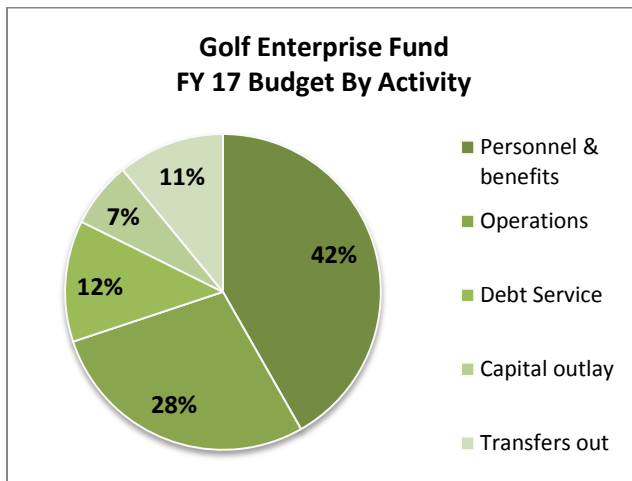
(4) This amount represents the deferred recognition of an outflow of resources related to future fiscal years.

(5) This represents the portion of the enterprise fund's cash in the town's treasury that has been appropriated for a specific capital expenditure which still remains unexpended as of June 30, 2015.

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

Summary of Significant Budget Changes

The Golf Course Enterprise Fund FY17 proposed budget is increasing \$188,276 or 5.8%. Personnel cost are increasing \$79,974 and includes \$21,430 in funding for minimum wage increases, an additional \$2,000 for overtime and all contractual obligations. Operating costs are increasing \$14,221 and includes \$25,000 for a market analysis for the Hyannis Golf Course. This is partially offset by reductions to other operating expense line items. Capital outlay includes \$27,000 to purchase a water pump at Olde Barnstable. Debt service is increasing \$34,511 as new loan payments are due to cover the FY16 bond issue. The FY17 indirect costs charges to the golf course from the general fund total \$399,140. The golf course will pay \$250,000 from their estimated revenue resulting in a general fund subsidy of \$149,140, which is an increase of \$23,542 over the FY16 amount. The proposed budget includes using \$96,296 of reserves to balance the budget. This will cover the one-time expenses for a market analysis and pump replacement as well as a portion of the increase in debt service. A bond authorization of \$565,000 will pay for the FY17 capital program.



Personnel & benefits is the largest category within the golf course operation comprising 42% of the total proposed spending for FY17. The budget has increased from \$2.87 million in FY13 to \$3.43 million in FY17 or 19.55% over the five-year period.

Additional Funding Recommended

1. Seasonal Rate of Pay and Hours Increase

\$21,430 Requested

\$21,430 Recommended

Increase the seasonal wages on January 1, 2016 by \$1.00 per/hour and on January 1, 2017 by an additional \$1.00 per/hour to meet state’s mandatory minimum wage requirements.

2. Pump for Olde Barnstable**\$27,000 Requested****\$27,000 Recommended**

Olde Barnstable Fairgrounds Golf Course has three pumps in its pump house to provide water to the golf course during the season. Two of the pumps (50 hp) have been replaced in the last 8 years and are in good running condition. The third pump stopped working during the 2015 season. As we stand right now, we are in good shape with the two 50hp pumps, but if one of those pumps stops working we will be reduced to 500 gallons per minute (gpm). This golf course normally runs water through the irrigation system at 900 gpm. The pump and motor to be replaced are original from 1991 and has exceeded its life expectancy. We need to have the pump pulled out of our wet well and be replaced with a 10-320 turbine pump. The motor needs to be replaced with a 30 hp inverter duty premium efficient motor.

3. Increase Overtime**\$2,000 Requested****\$2,000 Recommended**

The Golf Division enterprise would like to increase the Operations and Pro Shop programs overtime (OT) line item from \$2,000 to \$4,000 at Olde Barnstable Fairgrounds Golf Course. We are not requesting an increase for Hyannis at this time. Barnstable Golf utilizes three (3) full time Division Assistants on a roving basis at both courses. The Division Assistants typically work 8 of the 12.5 holidays during the season with a total estimated cost of \$5,886 this year. With the increases in wages due to COLA and step increases, it has been difficult to keep these OT costs at the budgeted \$4,000 between the two courses. These positions are service based and it is very important that we maintain the level of service to both members and visitors to the golf courses. We have experienced an increase in golf activity over the past two seasons and we schedule these Assistants during our busiest and high traffic days. It is very important to have our best "customer oriented" employees in on weekends and holidays to provide our customers the best service. This request does not take into account vacation coverage, illness, or tournaments.

4. Marketing Analysis – Hyannis Golf Course**\$25,000 Requested****\$25,000 Recommended**

Barnstable Golf Management is requesting funding for a market analysis report related to the Hyannis Golf Course Rehabilitation & Refurbishment proposal. This analysis will provide valuable information regarding the health of the local golf market, business potential of Hyannis GC and return on investment (ROI) based upon completion of capital improvements made to the facility. This analysis should assist golf management and town officials with the decision-making process regarding funding for the project. The cost of the market analysis is not exceeding \$25,000.

Olde Barnstable Fairgrounds Financial Summary

Expense Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 655,383	\$ 714,166	\$ 699,883	\$ 751,445	\$ 37,279	5.22%
Benefits	54,431	66,606	66,605	72,319	5,713	8.58%
Operating Expenses	545,546	575,228	563,723	565,748	(9,480)	-1.65%
Capital Outlay				27,000	27,000	0.00%
Debt Service		46,800	46,762	66,767	19,967	42.66%
Transfers Out	319,363	323,014	323,014	343,260	20,246	6.27%
Subtotal Operating Budget	1,574,723	1,725,814	1,699,988	1,826,540	100,725	5.84%
Capital Program		174,000	174,000	258,000	84,000	48.28%
Total Expenses	1,574,723	1,899,814	1,873,988	2,084,540	184,725	9.72%
Permanent full-time equivalent employees	8.25	10.00		10.00	-	
Source of Funding						
Taxes	\$ 104,363	\$ 108,014	\$ 108,014	\$ 128,260	20,246	18.74%
Charges for Services	1,664,600	1,647,672	1,680,625	1,696,702	49,030	2.98%
Interest and Other	13,606	5,128	29,331	5,128	-	0.00%
Borrowing Authorizations	-	174,000	174,000	258,000	84,000	48.28%
Total Sources	1,782,569	1,934,814	1,991,970	2,088,090	153,276	7.92%
Excess (Deficiency) cash basis	\$ 207,846	\$ 35,000	\$ 117,982	\$ 3,551	\$ (31,449)	

Hyannis Golf Course Financial Summary

Expense Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 523,717	\$ 587,316	\$ 540,330	\$ 630,010	\$ 42,694	7.27%
Benefits	53,925	67,355	67,355	70,670	3,315	4.92%
Operating Expenses	410,333	437,537	459,414	461,238	23,701	5.42%
Debt Service	382,811	372,300	372,264	386,844	14,544	3.91%
Transfers Out	51,989	52,584	52,584	55,880	3,296	6.27%
Subtotal Operating Budget	1,422,775	1,517,091	1,491,947	1,604,641	87,550	5.77%
Capital Program		140,000	140,000	307,000	167,000	119.29%
Total Expenses	1,422,775	1,657,091	1,631,947	1,911,641	254,550	15.36%
Permanent full-time equivalent employees	7.50	7.00		7.00	-	
Source of Funding						
Taxes	\$ 16,989	\$ 17,584	\$ 17,584	\$ 20,880	3,296	18.74%
Charges for Services	1,373,621	1,464,508	1,493,798	1,483,915	19,407	1.33%
Interest and Other			18,911		-	0.00%
Borrowing Authorizations		140,000	140,000	307,000	167,000	119.29%
Total Sources	1,390,611	1,622,092	1,670,293	1,811,795	189,703	11.69%
Excess (Deficiency) cash basis	\$ (32,164)	\$ (35,000)	\$ 38,346	\$ (99,847)	\$ (64,847)	

Performance Measures/ Workload Indicators

Division Name	Division Goal
GOLF	The Golf Course is committed to providing leisure opportunities that improve the quality of life in our community through exceptional programs and services.

Program Name	Program Goal	Program Outcome Measures
Administration/Operations	To continually maintain and improve the Town’s golf facilities.	To ensure outstanding service, superior conditions and innovative programs that will promote customer loyalty. Must strive to be 100% self-supporting to include all expenses – direct and indirect.

Activity Name	Budget	End Product	Unit Cost / Productivity	Service Quality
(What)	(Input)	(Output)	(Efficiency)	(Effectiveness)
ADULT/FAMILY ANNUAL PASS	\$218,159	136 pass holders	\$1,604 per pass	Cost of Recovery – 42%
JUNIOR ANNUAL PASS	\$77,625	117 pass holders	\$663 per pass	Cost of Recovery - 35%
DAILY FEE PLAY-RESIDENT	\$278,956	3,946 rounds	\$71 per round	Cost of Recovery - 57%
DAILY FEE PLAY – NON-RESIDENT	\$662,148	23,706 rounds	\$28 per round	Cost of Recovery – 153%
RANGE	\$121,851	17,259 buckets sold	\$7 per bucket	Cost of Recovery – 113%
GOLF CARTS	\$231,835	17,853 carts	\$13 per cart	Cost of Recovery – 232%
RENTALS	\$2,512	1,004 pull carts/club rental	\$3 per cart/club rental	Cost of Recovery – 319%
CLUB SERVICES	\$24,482	739 M.G.A handicaps	\$33 per person	Cost of Recovery – 109%
PRO SHOP	\$171,119	-	\$1	Cost of Recovery – 120%
RESTAURANT	\$18,594	2	\$9,297	Cost of Recovery – 193%

Program Name	Program Goal	Program Outcome Measures
Maintenance	To provide residents and guests with a well-conditioned golf course facility.	To ensure the user’s visit is highly memorable and enjoyable to promote return visits. (CSR Program is based on 10.0)

Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality (Effectiveness)
<p>MAINTENANCE (Acres aerated, bunker sand spread, acres maintained daily, irrigation, sprinklers & piping, pruning and trimming)</p> <p>Equipment repair and maintenance.</p> <p>Apply fertilizer, plant protectants. Improvement projects.</p>	\$1,215,974	<p>305 acres aerated</p> <p>400 tons sand spread annually</p> <p>160 acres maintained daily</p> <p>1,300 valve in-head sprinklers and approx 12 miles of various size PVC pipe</p> <p>6,500 trees (holly, oak, pine, birch, beech and small evergreens)</p> <p>Keep fleet of over 100 pieces of equipment in good working order.</p> <p>Apply over 65 tons of granular fertilizer, lime, and organics soil amendments to 160 acres.</p> <p>Maintain operation building and grounds including Memorial and plantings.</p>	\$ Total budget spread throughout maintenance programs	9.79 CSR



Olde Barnstable Golf Couse April 2016

Hyannis Youth & Community Center Enterprise Fund

Mission Statement

The Hyannis Youth & Community Center is committed to providing a safe, healthy recreational facility to every segment of the community. Providing quality, well-rounded programs of a general and specialized nature that contribute to the maximum use of the community is essential to the overall success of the facility. We strive to constantly improve our service to the community, our patrons, through creative innovation and teamwork; built upon a solid foundation of values and beliefs in order to achieve our mission.



Description of Services Provided

Community Center Program

The Hyannis Youth and Community Center (HYCC) is now in its seventh year of operation. The HYCC continues to showcase its attractive facilities and provide some variations in alternative uses throughout 2015-2016. From September through March, all levels of youth hockey practice and play competitive games.

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

RECENT ACCOMPLISHMENTS

- Partner with the Cape Cod Chamber of Commerce to attract new sporting activities to the HYCC that appeal to a wide variety of tastes
- The home rink for a multitude of youth hockey organizations, the largest being Barnstable Youth Hockey Association (BYHA) and New England Junior Hurricanes (NEJH).
- Serve as the home ice for three area high school hockey programs: Barnstable High School, Saint John Paul II and Mashpee/Monomoy Co-Op. The facility hosted nearly seventy high school hockey games throughout the winter sports season (regular season, tournament and playoff games).
- Serve as the home rink for a multitude of youth hockey tournaments sponsored by Barnstable Youth Hockey Association (BYHA) and New England Junior Hurricanes (NEJH).
- The home court for Sturgis East High School and Sturgis West High School volleyball programs.
- The home court for Saint John Paul II High School, Sturgis East High School and Sturgis West High School basketball programs.
- Serve as the home court for Shea's Youth Basketball Association and the Cape-wide Summer High School Basketball League.
- Hosted a Professional Boxing Event in the gymnasium that featured local Heavyweight fighter Jesse Barbosa.
- Hosted the US Figure Skating Theatre on Ice Competition as well as the HYCC Skating School Holiday and Spring Skating shows.

The HYCC is proud to partner with the Cape Cod Chamber of Commerce to bring high profile events to the facility including: U.S. Figure Skating events. The gymnasium serves as the home court for three high school teams: Saint John Paul II, Sturgis East and Sturgis West. Several basketball leagues, tournaments and camps utilize the space as their primary court. Public skating and recreational programming is offered with expansive programs for both residents and non-residents. Some of the ongoing programs of note include US Figure Skating Instructional Badge Programs, Free Community Yoga, Toddler Programs, Adult Day Programs and the Walking Program. The Shepley Community Room hosts hundreds of club, town and organizational meetings, private birthday parties and other functions throughout the year.

The Center consists of:

- Two NHL regulation ice rinks with seating capacity of 2,100 combined
- Six indoor Basketball courts
- Indoor regulation Volleyball court
- 1,500 sq. ft. Teen Center
- Cafe' (for everyday use and events within the facility)
- 650 sq. ft. Pro-Shop
- 100 sq. ft. Youth Center
- 500 sq. ft. Computer room
- 825 sq. ft. Multi-purpose room.

The rink level has eight locker rooms, skate rental room, video games, referee locker rooms, home team locker rooms, first aid room, figure skating locker room, rink supervisor's office and a sitting area with a fireplace.

The Program consists of the following activities:

Administration Activity – Ice Facility

The Administration program of the ice component oversees the activities of the facility to make sure service and rink conditions are at the highest level. The Administration oversees the collection of cash receipts and the pay overs to the Town, monitoring revenue vs. expenses. Administration provides preparation of annual budgets, projection of revenues and long-range planning. The Administration oversees the hiring of seasonal employees. The hiring process includes CORI and SORI background checks, and determining that all requirements for

employment are met. The Program Coordinators, under the umbrella of the Administration, 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 instructions. We strive to provide developmental programs for all participants. Our goal is to provide affordable, quality ice rinks that will attract residents, hockey players and figure skaters. The staff is responsible for greeting the participants/teams when they enter the facility directing them to the correct location, effectively and efficiently collecting fees, and providing necessary information. Customer relations and education are a major objective for operations. The operations staff is responsible for scheduling available ice time to interested groups. The operations staff is responsible for keeping rental skates sharpened, cleaned and sanitized on a daily basis. Our staff answers hundreds of requests daily providing a wide variety of information to customers.

Operations Activity – Ice Facility offers the following:

- **Tournaments** - are played on both the Lt. Joseph P. Kennedy Jr., and Patrick M. Butler Rinks. These two rinks are NHL Regulation size with a combined seating capacity of 2,100. The HYCC has hosted a number of tournaments for both men and women of all abilities. The tournaments range from boys and girls youth hockey tournaments to Division I college tournaments to Adult Men's and Women's Tournaments.
- **Public Skating** – An activity that is available for all ages and abilities; hours for public skating is offered nearly every day: Monday – Friday: mid-morning to early afternoon, as well as Saturday and Sunday afternoons. Skate rentals are available for those who do not own their own skates.
- **HYCC Skating School** - The Learn-to-Skate Program offered throughout the year and services approximately 400 children. Skating professionals teach basic to advanced skills to individuals ranging from the kindergarten level up to the adult. There are two 10-week sessions and some inter-sessions when scheduling allows.
- **Camps/Clinics** - Ice time is offered during the spring and summer months to outside agencies that want to run hockey programs for private leagues. The clinics and hockey schools offered in the facility provide a range of services for various ages, skill levels and positions.
- **Barnstable Youth Hockey** – A non-profit organization dedicated to serving the youth of Barnstable and the surrounding areas. Their mission is to provide a positive and fun experience while teaching children all aspects of the game of ice hockey, emphasizing teamwork and good sportsmanship. BYHA fields teams at the A, B and C travel levels for Mites – Bantam age players, as well as House Level Farm and Mini Mite programs.
- **New England Junior Hurricanes Hockey** – An organization dedicated to developing well-rounded student athletes through individual and team skill-building, combined with a sense of accountability

both on and off the ice. New England Junior Hurricanes field teams of a number of different age levels and host hockey activities in the building throughout the year.

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



Hockey East Media Day

Maintenance Activity – Ice Facility

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

Administration Activity – Youth Center

The Administration program at the Youth Center oversees the activities of the facility to make sure services and programs are instructed at the highest level. The program staff plans and executes programs that are a benefit to the youth in the Town of Barnstable. The Youth Center programs include an array of intellectual, social, and physical opportunities to enhance the lifestyles of the youth through positive experiences. The Administration oversees the collection of cash receipts and the payovers to the Town, monitoring revenue vs. expenses. The Administration is responsible for inventory control to ensure that equipment and uniforms for each program are in stock and readily available. The Administration oversees the hiring of seasonal

employees. The hiring process includes CORI and SORI background checks, and determining that all requirements for employment are met.

Operations Activity – Youth Center

The Operations program provides a wide variety of programs for residents and non-residents alike. Continual training of staff is done to ensure the highest level of customer service for our residents and guests of the facility. With basketball courts, volleyball courts, a computer lab and teen center, we offer a multitude of programs that benefit the youth and citizens in the Town of Barnstable. For a nominal fee, the basketball and volleyball courts are made available for use to various public and private schools within the Town of Barnstable. The operations staff is always available to greet the public, relay information and answer questions covering a wide variety of information to our customers. The operations staff oversees activities that are run on an instructional basis, emphasizing teamwork, self-esteem and respect.

Youth Center programs with a brief description are as follows:

- **Private Gym Rentals** – A program that allows Saint John Paul II, Sturgis East and Sturgis West to rent the gym for volleyball and basketball. The fall and winter programs for each school include both girls and boys teams. In addition to practicing at the facility, both schools are proud to call the HYCC their home court.
- **Special Events** – The gym space is rented to various user groups for trade shows and other events throughout the course of the year. These events cover a wide spectrum of interest and appeal to a wide range of residents and visitors to Barnstable.
- **Youth Programs** – The HYCC offers a variety of programs for kids of all ages, from tots through school age kids. The gym and Shepley Community Room are utilized for a wide variety of activities including balls of all sizes, tumbling, baking, chess and a home school gym class.
- **Adult Programs** – Year round fitness programs that include Yoga, Walking Groups, Adult Volleyball, Adult Men’s and Women’s Basketball, Personal Training and Aerobic Boot Camp. Each activity is unique and offers a variety of fitness bliss.
- **Membership** - Membership to the HYCC provides Barnstable residents and non-residents the opportunity to take advantage of a multitude of programs within the facility. The computer lab is open to adults Monday through Friday from 9 a.m. until noon when school is in session. The game room offers air hockey, pool, ping pong and other games. Membership allows participants access to the walking track, Open Gym activities, the Teen Center and the computer lab. A monthly schedule is laid out for each specific program. Yearly membership for residents cost \$20 per person and \$40 per person for non-residents.

Maintenance Activity – Youth Center

Providing and maintaining a high quality, top-notch Youth Center is the mission of the Maintenance Activity. The focus of the Maintenance Activity in the Youth Center is to uphold a high standard of excellence so that the Youth Center is always a welcoming facility to resident and non-residents. The day-to-day operations in the Youth Center include the cleaning and upkeep of all Administration Offices, Reception area, Teen Center

and surrounding offices. The Maintenance staff is responsible for restocking and cleaning restrooms in public areas and administrative areas. During the winter months, all walkways and entrances are to be shoveled and treated so that the public can safely enter and exit the building. The Maintenance Department is responsible for the general upkeep of the grounds in and around the HYCC.

Fiscal Year 2017 Goals and Objectives

Short Term:

1. Maximize the marketing program of the facility's ice and youth center components to ensure the revenue stream will meet all operational costs along with a sum of money to be dedicated toward the debt schedule. (SP: Finance, Quality of Life)
2. Identify specific areas of potential growth within the gym and ice and work towards filling those areas with new programs and events to attract more users to the facility. (SP: Finance, Quality of Life)
3. Re-certify the Hyannis Youth and Community Center staff in First Aid and CPR by October 1, 2016 (SP: Education, Quality of Life).
4. Foster the relationship between the Hyannis Youth & Community Center and the YMCA Achievers Program to help the program continue into its second year. (SP: Education, Quality of Life).

Long Term:

1. Continue to develop, coordinate, and market the Hyannis Youth & Community Center Facility to generate sufficient revenue to meet 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 with the funding of programs. (SP: Finance, Quality of Life)
3. Continue to work closely with Barnstable Recreation, Barnstable School Department and Village Libraries for serving our youth within the Hyannis Youth & Community Center. (SP: Quality of Life)
4. Continue to work with the Cape Cod Chamber of Commerce to market the Hyannis Youth & Community Center as the premier indoor sports destination on Cape Cod. (SP: Finance, Quality of Life)
5. Strategize and continue to develop green initiatives at the Hyannis Youth & Community Center. (SP: Finance, Quality of Life)

Fiscal Year 2017 HYCC Enterprise Fund Financial Data

FY16 was the sixth full year of operations for this enterprise fund. The facility consists of a youth center complete with multi-purpose rooms, a full size gymnasium with a four lane walking track above it, a cafeteria, pro shop, lockers, common areas and two ice skating rinks. The main rink has a seating capacity of 1,700. Ice rink areas can also be used for non-ice activities such as concerts, indoor lacrosse and soccer, and other events. The facility is operated as an enterprise fund in order to determine its level of self-sufficiency. Revenue generated from the facility was expected to cover its operating expenses.

The facility was constructed at a cost of approximately \$24.7 million dollars. \$4.5 million was received in the form of grants, \$1.3 million was received from private contributions, \$1.5 million was transferred in unspent balances from other town projects that had been completed and \$17.4 million in new bonds were issued to

complete the financing. The loan repayments on the bond issue are included in the enterprise fund's operating expenses but are being made by the Capital Trust Fund. A transfer of cash is made annually from the trust fund to cover this cost.

Factors Affecting Revenues

The major source of revenue for this operation is from facility rentals. Major rental activity includes ice rental activities such as public skating, youth hockey associations, camps, clinics, private ice rentals, tournaments and leagues. Other significant sources of revenue consist of concessions, gymnasium rental and advertising activities. The Recreation Division working with a consultant who was brought in to conduct a marketing study to determine the need for the facility developed a business plan. Revenues will be impacted by the level of activity at the facility as well as pricing. Ice activities are projected to generate 85 percent of the total gross revenue. As the activities conducted in this facility are recreational in nature, downturns in the economy will affect this operation more significantly. Customers tend to cut back on the amount they spend on recreational activities during economically stressful times. No significant increase in total revenue is projected.

Factors Affecting Expenses

Contractual obligations, employee benefits and utilities are the major expenses for this operation. Salaries and benefits are projected to increase 3 percent and 8 percent per year respectively. Operating expenses are projected to increase on average 3.5 percent per year.



Expense Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 718,695	\$ 831,163	\$ 820,000	\$ 851,142	\$ 19,980	2.40%
Benefits	64,545	72,033	72,000	82,561	10,528	14.62%
Operating Expenses	603,442	708,002	707,294	708,002	-	0.00%
Debt Service	1,358,893	1,291,400	1,291,400	1,256,476	(34,924)	-2.70%
Transfers Out	260,430	282,672	282,672	322,830	40,158	14.21%
Subtotal Operating Budget	3,006,004	3,185,270	3,173,366	3,221,011	35,742	1.12%
Capital Program	-	-	-	-	-	0.00%
Total Expenses	3,006,004	3,185,270	3,173,366	3,221,011	35,742	1.12%

Permanent full-time equivalent employees	10.50	10.50		10.50	-
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Source of Funding

Taxes	570,578	592,820	592,820	719,936	127,116	21.44%
Fees, Licenses, Permits	286,118	299,000	302,000	299,000	-	0.00%
Charges for Services	789,959	735,450	750,000	735,450	-	0.00%
Interest and Other	420,118	141,000	141,000	141,000	-	0.00%
Trust Funds	1,358,892	1,292,000	1,292,000	1,256,476	(35,524)	-2.75%
Total Sources	3,425,665	3,060,270	3,077,820	3,151,862	91,592	2.99%

Excess (Deficiency) cash basis	419,662	(125,000)	(95,546)	(69,149)	<u>\$ 55,851</u>
Adjustment to accrual basis	(19,663)	-	-	-	
Beginning Net Assets per CAFR	8,511,783	8,911,782	8,911,782	8,816,236	
Ending Net Assets per CAFR	8,911,782	<u>\$ 8,786,782</u>	<u>\$ 8,816,236</u>	<u>\$ 8,747,087</u>	

Invested in capital assets, net of related debt (1)	(10,111,188)
Reserved for encumbrances (2)	(96,783)
Deferred revenue (3)	(33,937)
Accrued interest (4)	182,491
Other post employment benefits obligation (4)	153,306
Compensated absences (4)	42,851
Net pension liability (4)	1,847,134
Deferred outflow of resources (5)	(451,847)
Reserved for subsequent year's budget (6)	(125,000)
Net assets available for appropriation (free cash) (7)	<u>\$ 318,809</u>

(1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.

(2) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from, a specific appropriation account.

(3) This represents revenue accrued for financial statement reporting purpose but deferred for the calculation of surplus.

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

(5) This amount represents the deferred recognition of an outflow of resources related to future fiscal years.

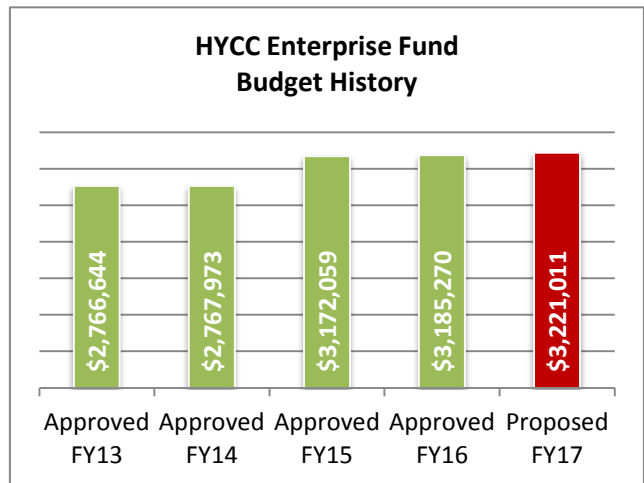
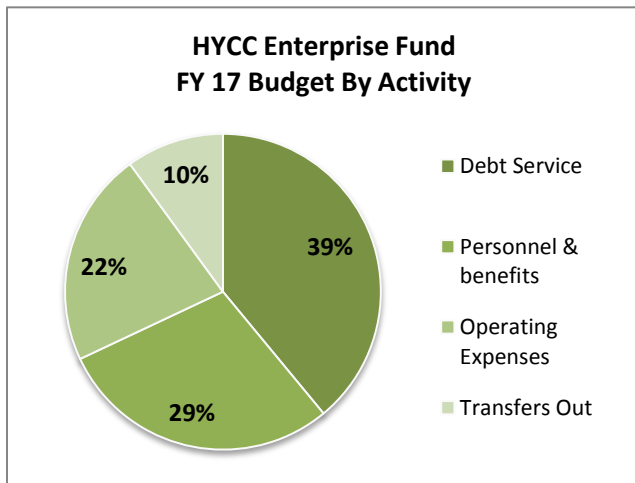
(6) This amount represents the net assets appropriated for the subsequent year's (FY16) operating budget.

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

Summary of Significant Budget Changes

The FY17 proposed budget is increasing \$35,742 or 1.1%. Personnel & benefit costs are increasing \$30,508 and include all contractual obligations. Operating costs will remain level funded. Debt service cost is decreasing \$34,924 and transfers to the general fund are up \$40,158.

Funding for this operation is comprised of \$1,175,450 in estimated operating revenue; a \$1,256,476 transfer from the Capital Trust Fund, \$719,936 in tax support and \$69,149 of the enterprise fund reserves.



Debt service encompasses a larger percentage of the FY17 proposed budget more than any other category in the HYCC. Personnel & benefits is the second largest area of the budget 29%. The budget for this operation has increased from \$2.766 million in FY13 to FY17 proposed amount of \$3.22 million or 16.42% increase over the five-year period.

Performance Measures/Workload Indicators

Rink Usage Hours

	FY11 TOTAL KENNEDY	FY12 TOTAL KENNEDY	FY13 TOTAL KENNEDY	FY14 TOTAL KENNEDY	FY15 TOTAL KENNEDY
Hours Available	5,840	5,856	5,840	5,840	5,840
Hours Used	2,412.61	2,788.75	3,055.41	2,780.91	2,974.74
Hours Unused	3,427.39	3,067.25	2,784.59	3,059.09	2,865.26
% Hours Used	41.31%	47.62%	52.32%	47.62%	50.94%

	FY11 TOTAL BUTLER	FY12 TOTAL BUTLER	FY13 TOTAL BUTLER	FY14 TOTAL BUTLER	FY15 TOTAL BUTLER
Hours Available	5,840	5,856	5,840	5,840	5,840
Hours Used	2,494.57	2,559.09	2,861.35	2,713.82	2,947.59
Hours Unused	3,345.43	3,296.91	2,978.65	3,126.18	2,892.41
% Hours Used	42.72%	43.70%	49.00%	46.47%	50.47%

Total % of Hours Used	42.01%	45.66%	50.66%	47.04%	50.70%
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Public Works Department

Department Mission

The Public Works Department Enterprise Funds' mission it is to provide the citizens of the Town with an environmentally sound, efficient and cost effective means of obtaining drinking water and disposal of solid waste and wastewater.



Solid Waste Transfer Station Operations



Water Pollution Control Operations



Drinking Water Operations

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

Solid Waste Division

Mission Statement

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

Solid Waste Division



Description of Services Provided

Solid Waste Program

The program provides for the operation, maintenance and remedial upgrading of the Town's Solid Waste Transfer Facility to meet State regulations and operation of a residential transfer station and a recycling center including composting of grass clippings and leaves. The transfer station involves a compactor type system that allows residents to dispose of their bagged waste. A residential sticker is sold annually which entitles purchasers to utilize the Residential Transfer Station. The Solid Waste Division manages and coordinates the transfer and disposal of solid waste and recyclables on the Town's behalf.

Managing Waste as a Resource

RECENT ACCOMPLISHMENTS

- Received 2,257 tons of Single Stream recyclables
- Received 192 tons of corrugated cardboard
- Transferred 8,606 tons of municipal solid waste
- Transferred 2,616 tons of construction and demolition materials
- Received \$12,500.00 in grants for food waste recycling, educational materials and funds towards a compactor unit
- Received access to a MassDEP-funded program for the transportation and recycling of mattresses
- Screened 4,500 cubic yards of compost and provided it free of charge to our sticker holders
- Completed and submitted all DEP, Cape Cod Commission and Town reports and *permits*
- Packer Service hauled 412 tons of solid waste from municipal properties.

Fiscal Year 2017 Goals and Objectives

Short Term:

1. Complete the evaluation and Master Plan for the future operations and layout of the facility
2. Implement food waste collection program with start-up grant we received

Long Term:

1. Begin the improvements of the Master Plan at the facility
2. Pursue all available grants to improve costs of operations

Fiscal Year 2017 Solid Waste Financial Data

The Solid Waste Fund is used to account for all revenues and expenses associated with operating the Town of Barnstable's facility located on Flint Street in Marstons Mills. The facility operates a transfer station, recycling facility, and bulky item disposal service.

Factors Affecting Revenues

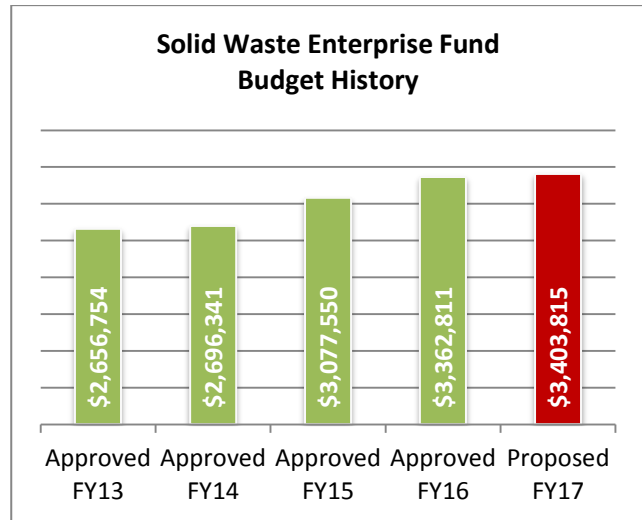
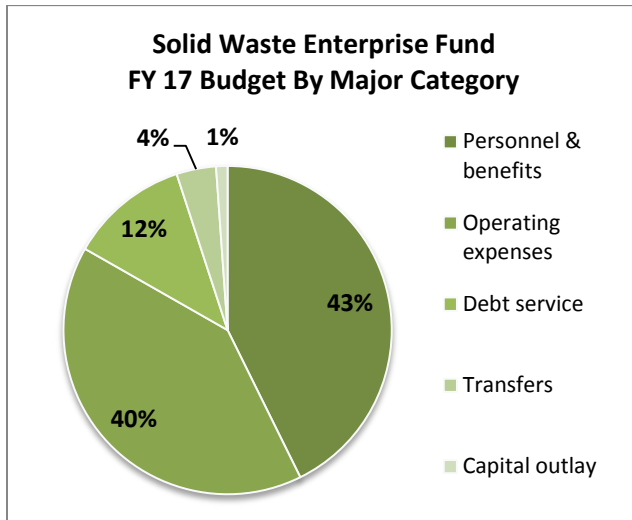
The Solid Waste Fund revenues are affected by rates set at the residential transfer station and recycling facility. Rates are set annually for services provided by this facility. The two major sources of revenue for the fund are the residential sticker and the tonnage fees charged for disposal of construction and demolition materials by homeowners and local small businesses. Residential stickers increased \$50 annually to \$210 on January 1, 2015. The sticker is good for 18 months until June 30, 2016. The sticker will increase to \$240 again effective July 1, 2016 to cover the increased costs of disposal and will be effective through June 30, 2017.

Factors Affecting Expenses

Expenses have been forecast to provide staffing levels for a 7-day operation. Projected wage and benefit increases range from 3 to 10 percent. Operating expenses are significantly dictated by disposal costs. Debt service is included for all solid waste related borrowings.

The recycling operation does not generate enough revenue to offset the cost of operations requiring this operation to be funded partially with surplus funds. A significant amount of the fund's surplus is expected to be used for the landfill capping debt repayment over the next 3 years when it expires. Surplus used for

debt repayment has been planned as surplus was accumulated in prior years for this specific purpose in order to eliminate any need for rate increases to repay the loan on the capping of the landfill.



Personnel & Benefits comprise 43% of this fund’s expenses. Operating expenses comprise the second largest category 40%. The Solid Waste Enterprise Fund budget has increased from \$2.656 million in FY13 to \$3.403 million proposed FY17 or 28.1% over the five-year period. The significant spikes in FY15 and FY 16 are due to new waste disposal contract that is significantly higher than previous years.

Expense Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 1,063,412	\$ 1,098,877	\$ 1,076,899	\$ 1,153,572	\$ 54,695	4.98%
Benefits	261,778	281,278	278,465	299,745	18,467	6.57%
Operating Expenses	952,275	1,413,200	1,384,936	1,380,100	(33,100)	-2.34%
Capital Outlay	34,322	38,300	38,267	38,300	33	0.09%
Debt Service	403,764	400,500	400,500	399,544	(956)	-0.24%
Transfers Out	134,635	130,656	130,656	132,554	1,898	1.45%
Subtotal Operating Budget	2,850,186	3,362,811	3,309,724	3,403,815	41,037	1.22%
Capital Program	159,682	480,000	480,000	2,700,000	2,220,000	462.50%
Total Expenses	3,009,868	3,842,811	3,789,724	6,103,815	2,261,037	58.84%

Permanent full-time equivalent employees

15.75	16.75	16.95	0.20
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Source of Funding

Intergovernmental Aid	4,800	-	10,500	-	-	0.00%
Charges for Services	2,622,524	2,653,900	2,680,439	2,979,007	325,107	12.25%
Interest and Other	90,504	98,000	91,140	98,000	-	0.00%
Borrowing Authorizations	-	-	-	2,000,000	2,000,000	0.00%
Total Sources	2,717,828	2,751,900	2,782,079	5,077,007	2,325,107	84.49%

Excess (Deficiency) cash basis	(292,040)	(1,090,911)	(1,007,645)	(1,026,808)	\$ 64,070
Adjustment to accrual basis	351,632	-	-	-	
Beginning Net Assets per CAFR	2,409,122	2,468,714	2,468,714	1,461,069	
Ending Net Assets per CAFR	2,468,714	\$ 1,377,803	\$ 1,461,069	\$ 434,261	

Invested in capital assets, net of related debt (1)	(383,798)
Intergovernmental receivable (1)	(448,071)
Reserved for subsequent year's budget (2)	(1,090,911)
Reserved for encumbrances (3)	(228,960)
Other post employment benefits obligation (4)	445,614
Compensated absences (4)	71,883
Net pension liability (4)	2,726,461
Reserved for continuing appropriations (5)	(66,843)
Deferred outflow of resources (6)	(4,669)
Net assets available for appropriation (free cash) (7)	\$ 3,489,420

(1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.

(2) This amount represents the net assets appropriated for the subsequent year's (FY16) capital program and operating budget.

(3) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from, a specific appropriation account.

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

(5) This represents the portion of the enterprise fund's cash in the town's treasury that has been appropriated for a specific capital expenditure which still remains unexpended as of June 30, 2015.

(6) This amount represents the deferred recognition of an outflow of resources related to future fiscal years.

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

Summary of Significant Budget Changes

The FY17 proposed operating budget is increasing \$41,037 or 1.2%. Personnel costs are increasing \$54,695. This includes additional funding of \$43,500 for overtime to assist in covering a seven-day work schedule and all contractual obligations. There is also an increase in staff by 0.20 FTE to cover a shared position between the department's general fund and enterprise fund operations.

The Solid Waste Enterprise Fund FY17 proposed budget proposes to use \$326,808 in reserves to cover the operating costs and \$700,000 of reserves for the capital program. A borrowing authorization of \$2,000,000 will pay for the balance of the FY17 capital program.

Additional Funding Recommended

1. Increase Safety Equipment Budget

\$3,000 Requested

\$3,000 Recommended

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

2. Increase Building and Grounds Repair/Maintenance Budget

\$34,000 Requested

\$34,000 Recommended

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

3. Increase Overtime

\$43,500 Requested

\$43,500 Recommended

The Solid Waste Division operates the Transfer Station & Recycling Center seven days a week during the entire year, excluding holidays. Overtime wages are needed to cover Sunday operations (mandated by union contract to be paid as overtime), time off coverage and functions that cannot be accomplished during the normal workday. For FY16, the overtime funding was \$142,729.00. We have spent \$81,151.75 to date.

Water Pollution Control Division

Mission Statement

The mission of the Water Pollution Control Division is to provide the citizens of the Town with an environmentally safe, efficient and effective means of disposing of sanitary waste.

Water Pollution Control Division



Description of Services Provided

Water Pollution Control Program

The Water Pollution Control Program, an enterprise account-funded program under the Department of Public Works, manages a wastewater collection, treatment and disposal system, including the operation and maintenance of a secondary wastewater treatment plant, 30 sewage pump stations and 55 miles of sewer lines. The Program also includes the operation of a pretreatment program, and a laboratory for testing the quality of sewage and septic to prevent the introduction of toxic wastes into the system and to ensure compliance with Federal and State regulations. In addition, the Program manages an accounts receivable and billing system for users of the sewer system. The Program provides owners of properties with on-site septic systems with a means of disposing of septic pumped routinely from their systems to prevent premature failure of the system and contamination of the groundwater.

Protecting the Town's Water Resources

RECENT ACCOMPLISHMENTS

- Treated 553,085,100 gallons of wastewater
- Treated 11,517,475 gallons of septage
- Treated 986,100 gallons of grease
- Processed 1,105 dry tons of sludge
- Performed jet-rod cleaning of 1.8 miles of sewer line.
- Performed television inspection of 1.0 miles of sewer line.
- Completed the installation of a new staff locker room.
- Completed an evaluation of the primary and secondary clarifiers at the Hyannis WPCF.
- Rebuilt two gravity belt sludge thickeners at Hyannis WPCF.
- Installed a new grinder pump at Oak Neck Pump Station to alleviate rag clogging.
- Installed a new motor and gear drive on Marstons Mills WWTP Rotating Biological Contactor.
- Installed new influent pumps in the Marstons Mills WWTP flow equalization tanks.
- Uploaded over 2,500 sewer plans and tie cards into the Town's GIS database.
- Installed a variable-frequency drive on a second effluent pump at the Hyannis WPCF.
- Replaced sonar level

Fiscal Year 2017 Goals and Objectives

Short Term:

1. Evaluate the septage building capacity, operation and future sludge disposal options.
2. Complete the rehabilitation of all five clarifiers at the Hyannis WPCF.
3. Install a new emergency backup generator at the Hyannis WPCF.
4. Construct a portable generator storage shed.
5. Study and design an upgrade to the South Street sewer system.

Long Term:

1. Evaluate, design, and construct improvements to the Water Pollution Control Facility in order to meet new Commonwealth of Massachusetts effluent discharge requirements.
2. Evaluate the condition and capacity of the Barnstable sewer system, with emphasis on 1935 clay pipes. Reline and reconstruct sewer pipes as needed.
3. Construct recommended improvements as required by the septage building evaluation.

Fiscal Year 2017 Water Pollution Control Enterprise Fund Financial Data

The Water Pollution Control Fund is used to account for revenues and expenses associated with the Wastewater Facility on Bearses Way in Hyannis, the treatment plant located in Marstons Mills on school property along Osterville-West Barnstable Road, and a treatment system near Red Lily Pond. The main facility in Hyannis acts as a repository for residential and commercial sewage and septic. The facility in Marstons Mills services the two school buildings and a residential housing development located adjacent to the school property. The Red Lilly Pond system services residential properties located in the vicinity of the pond.

Factors Affecting Revenues

Sewer rates charged to users of the system account for a majority of the revenue in this fund. The number of customers tied into the facility can have a significant impact on revenue. The rates are set in accordance with the necessary revenue required to run the sewer

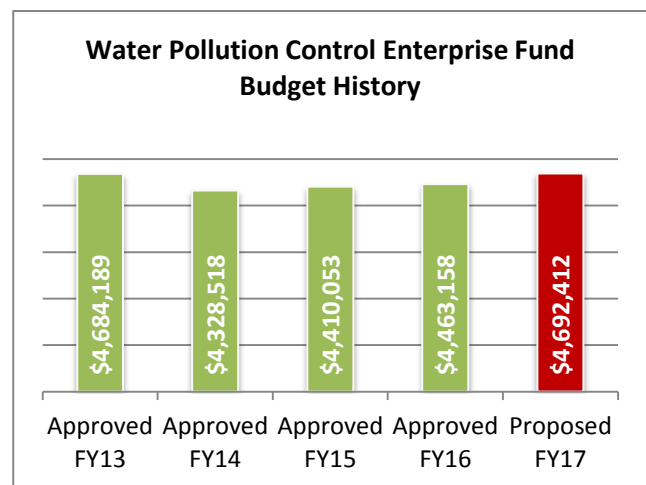
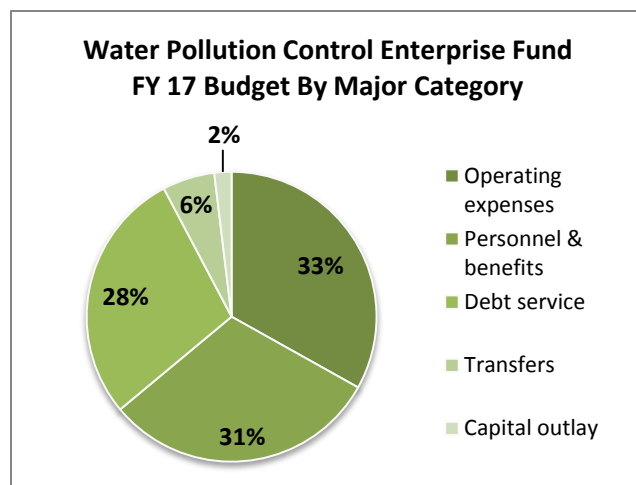
operations and pay back the borrowings issued for the sewer plant improvements.

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

Factors Affecting Expenses

Expenses have been forecast to maintain current staffing levels, at a projected wage and benefit increase of 2.5 and 10 percent respectively. Operating expenses are projected to increase 3 percent per year. Sludge disposal is major expense for this operation. Utility savings have been accounted for in the FY17 proposed budget as a result of the renewable energy upgrades at the facility. Debt service is included for all sewer related borrowings.

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



By category, operating expenses is the largest component at 33% followed by personnel & benefits 31% and debt service 28%. The Water Pollution Control Enterprise Fund budget has remained level over the past five years with no significant changes. The reduction in utility costs as a result of implementing renewable energy projects has been a major contributor to this.

Expense Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 1,042,376	\$ 1,122,679	\$ 1,088,999	\$ 1,131,789	\$ 9,110	0.81%
Benefits	273,518	293,785	287,909	315,334	21,549	7.33%
Operating Expenses	1,385,677	1,448,450	1,419,481	1,553,850	105,400	7.28%
Capital Outlay	32,430	90,000	90,000	90,000	-	0.00%
Debt Service	1,206,130	1,242,600	1,242,600	1,328,307	85,707	6.90%
Transfers Out	282,689	265,644	265,644	273,132	7,488	2.82%
Subtotal Operating Budget	4,222,820	4,463,158	4,394,633	4,692,412	229,254	5.14%
Capital Program	436,309	1,284,500	1,284,500	2,193,505	909,005	70.77%
Total Expenses	4,659,129	5,747,658	5,679,133	6,885,917	1,138,259	19.80%

Permanent full-time equivalent employees

15.15	14.15	14.35	0.20
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Source of Funding

Fines & Penalties	82,828	50,000	80,000	50,000	-	0.00%
Fees, Licenses, Permits	19,975	10,000	15,000	10,000	-	0.00%
Charges for Services	4,500,164	4,253,158	4,550,000	4,492,412	239,254	5.63%
Interest and Other	460,450	150,000	150,000	140,000	(10,000)	-6.67%
Borrowing Authorizations		1,000,000	1,000,000	2,104,000	1,104,000	110.40%
Total Sources	5,063,417	5,463,158	5,795,000	6,796,412	1,333,254	24.40%

Excess (Deficiency) cash basis	404,288	(284,500)	115,867	(89,505)	\$ 194,995
Adjustment to accrual basis	(8,840,864)	-	-	-	
Beginning Net Assets per CAFR	42,633,829	34,197,253	34,197,253	34,313,120	
Ending Net Assets per CAFR	34,197,253	\$ 33,912,753	\$ 34,313,120	\$ 34,223,615	

Invested in capital assets, net of related debt (1)	(22,723,813)
User Charges Receivable (1)	(1,701,872)
Special Assessments Receivable (1)	(2,618,253)
Intergovernmental receivable (1)	(754,120)
Reserved for subsequent year's budget (2)	(284,500)
Reserved for encumbrances (3)	(774,281)
Reserved for continuing appropriations (4)	(752,867)
Other post employment benefits obligation (5)	293,437
Compensated absences (5)	73,315
Net pension liability (5)	2,661,785
Deferred outflow of resources (6)	(4,560)
Net assets available for appropriation (free cash) (7)	\$ 7,611,524

(1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.

(2) This amount represents the net assets appropriated for the subsequent year's (FY16) capital program budget.

(3) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from, a specific appropriation account.

(4) This represents the portion of the enterprise fund's cash in the town's treasury that has been appropriated for a specific capital expenditure which still remains unexpended as of June 30, 2015.

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

(6) This amount represents the deferred recognition of an outflow of resources related to future fiscal years.

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

Summary of Significant Budget Changes

The FY17 proposed budget is increasing \$229,254 or 5.1%. Personnel & benefit costs are increasing \$30,659, which includes all contractual obligations, \$13,500 for overtime, and an increase in staff by 0.20 FTE. Operating costs are increasing \$105,400 and includes additional funds for safety equipment, sewer line repairs, chemicals, vehicle maintenance, renewable energy facility maintenance, grounds maintenance and cellular line charges. Debt service is increasing \$85,707 mostly attributed to the recent FY16 bond issue, however, these cost should stabilize as a bulk of the outstanding bonds are nearing maturity. The FY17 operating budget will be financed with user charges. The capital program will utilize \$89,505 of reserves.

Additional Funding Recommended

1. Increase Overtime

\$13,500 Requested

\$13,500 Recommended

The Water Pollution Control Division has not increased its overtime line since FY2011. During this timeframe, there have been numerous COLA increases and overall staff salaries have increased by more than 10%. In FY15, the Water Pollution Control Division spent \$123,160 on overtime, which is more than 20% over the allotted \$101,500. The Water Pollution Control Division has six on-call employees who respond to sewer related emergencies 24 hours per day, 365 days per year. In order to maintain this level of service, it is necessary to increase the overtime budget to keep up with salary increases

2. Safety Equipment Increase

\$10,000 Requested

\$10,000 Recommended

Employee safety is the top priority of the DPW and the WPCD. A recent survey of wastewater treatment plants conducted by the New England Water Environment Association (NEWEA) reported that 40% of all wastewater treatment plants reported a workplace accident in 2012, and 28% in 2013. Of those accidents, almost half were severe enough to result in lost workdays. Wastewater treatment plant operators and lab staff are exposed to numerous hazards on a daily basis including chemical exposure, confined spaces, noise exposure, blood borne pathogens, and the use of heavy machinery. The current safety budget of \$5,000 is insufficient and has run over budget each of the past six fiscal years.

3. Sewer Repairs

\$57,000 Requested

\$57,000 Recommended

The purpose of this request is to fund to fund the maintenance and repair of the Town's sewer system. This would cover the repair of unexpected sewer and lateral failures and would fund a repair program that would systematically address problem areas within the Town's sewer system. Previously, sewer repairs, root treatment, and television inspection were paid for out of the Pump Stations line. This request would separate sewer maintenance from the Pump Stations line and create a new line dedicated to solely to the upkeep of the Town's Sewer pipe infrastructure.

4. Vehicle Maintenance Budget Increase

\$16,000 Requested

\$16,000 Recommended

The purpose of this request is to increase the maintenance budget for vehicles in order to accommodate the addition of a Vacuum Truck to the Water Pollution Control Division's fleet. With the purchase of a new

Vacuum Truck, the DPW Highway Division was able to give Vacuum Truck #28 to the Water Pollution Control Division for full time use. With this, the WPCD is now responsible for the purchase of parts to service this truck. The Highway Division estimates that the yearly cost of upkeep for this truck will be \$16,000 per year.

5. Renewable Energy Maintenance

\$8,700 Requested

\$8,700 Recommended

The purpose of this request is to create a new budgetary line to cover the costs of the service contracts and unexpected repairs for the two 100kw wind turbines and 800kw solar array at the Water Pollution Control Facility. On a yearly basis, the WPCD spends \$9,800 on routine service and monitoring of the two wind turbines, and \$7,370 for the routine service and monitoring of the solar array. These service contracts do not cover the cost of parts for the unexpected repairs that need to be made throughout the year. Currently these contracts and repairs are paid out of the Buildings and Grounds line, which is more geared towards the wastewater treatment process and related equipment. Creating this new line will allow the WPCD to keep these costs separate from the wastewater treatment process, and the additional funding will ensure that repairs to the renewable energy systems are properly funded as these pieces of equipment continue to age.

6. Increase Buildings and Grounds Maintenance

\$5,000 Requested

\$5,000 Recommended

Increase the Buildings and Grounds line for Marstons Mills Wastewater Treatment Plant by \$5,000. The Buildings and Grounds line covers the replacement and repair of wastewater treatment plant equipment, general building maintenance, and the pumping of septic and sludge holding tanks. This line has run over budget by as much as \$24,000 in recent years. Certain pieces of equipment, such as a new gear drive for the rotating biological contactor (RBC), have cost over \$20,000 to install. The current budget is not sufficient to cover the repairs and maintenance of the Marstons Mills Wastewater Treatment Plant.

7. Operating Capital

\$90,000 Requested

\$90,000 Recommended

The Operating Capital line item is a recurring line item that funds the replacement of large pieces of equipment or entire systems that not reach the level of CIP funding. This budget line is essential to pay for repairs that do not generally fit into the routine operating budget for Pumping Stations or Buildings and Grounds. This budget line allows WPCD to make expenses repairs promptly without having to request emergency funding.

8. Cellular Phone Services Increase

\$3,700 Requested

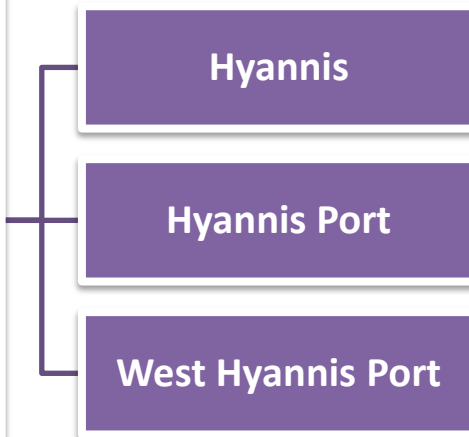
\$3,700 Recommended

Over the past five years, the WPCD has added several pieces of equipment that require cellular service. This includes wireless network cards that provide remote monitoring for the renewable energy sources, and the addition of a tablet computer for use in the field. As a result, the Cellular Phone Service line has run over by an average of \$2,400 over the past two fiscal years. The WPCD plans to purchase at least two more tablets going forward. The WPCD has recently uploaded all service connection diagrams and sewer plans into our GIS database. With the use of tablet computers, WPCD staff can now access valuable information in the field, without having to return to the treatment plant to photocopy sewer connection plans. This results in a more efficient response during emergencies such as a sewer break or backup.

Water Supply Division

Mission Statement

The mission of the Water Supply Division is to provide commercial and residential properties in Hyannis, Hyannisport and West Hyannisport with a safe, efficient and effective means of obtaining drinking water and fire-readiness services.



Description of Services Provided

Water Supply Program

The Water Supply program, an enterprise account-funded program under the Department of Public Works, oversees the contract management and operation of a water supply system that provides potable water to the residents and businesses (approximately 7,300 accounts) located in Hyannis, Hyannisport, West Hyannisport and fire-readiness services. The management of the system involves substantial investment in water supply sources, pumping, treatment, storage and distribution infrastructure, customer service and regulatory compliance

“Besides air there is nothing more important than water”

RECENT ACCOMPLISHMENTS

- Pumped, treated, and distributed 858,216,000 Gallons of Water in FY15.
- Continued construction on multiple water line/system improvement projects funded with State Revolving Funds.
- Increased water quality by implementing a unidirectional flushing system for the Hyannis Water System.
- Started the construction of a pipe replacement project at Scudder Avenue and Craigville Beach Road and the completion of the second phase of the cleaning and lining pipe rehabilitation project from Camp Street, under the airport runway to Mary Dunn Road.
- Installed a temporary water supply connection with Yarmouth to resolve a contamination and supply issue at the Maher Treatment Plant based on UCMR3 data.
- Resolved water supply contamination issues with the installation of a piping manifold and two activated carbon filters at two of the Mary Dunn wells. The contaminant, PFOS is originating from the Barnstable County Fire Training Academy.

Fiscal Year 2017 Goals and Objectives**Short Term:**

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

Long Term:

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

Fiscal Year 2017 Water Supply Enterprise Fund Financial Data

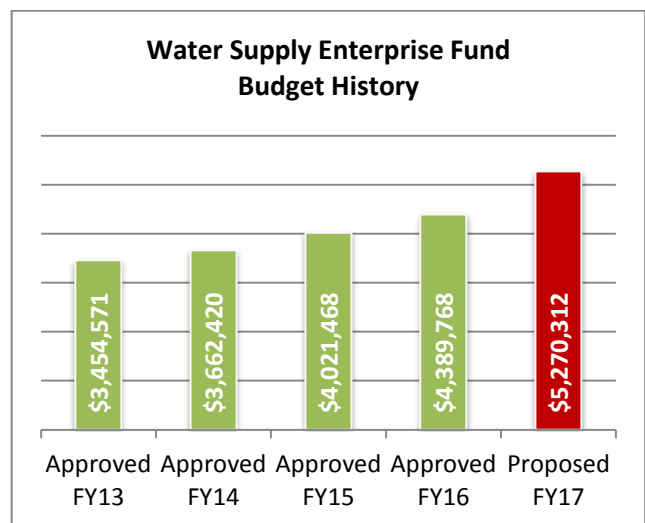
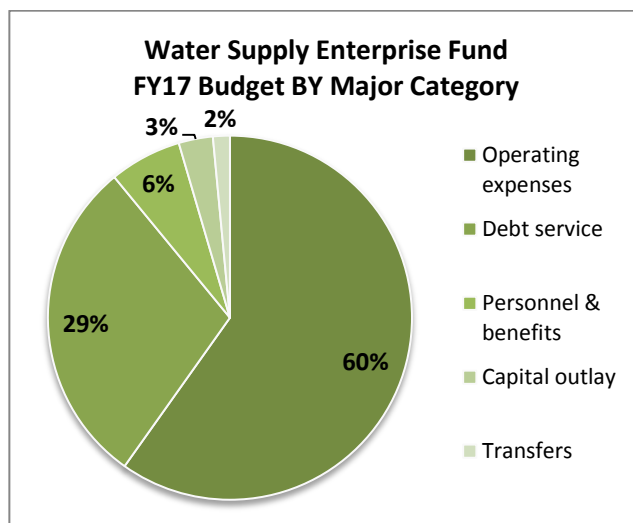
The Water Supply Fund was created through the acquisition of the Barnstable Water Company. This operation provides service to residential and commercial properties within the village of Hyannis. The daily management of the water service is provided for by an outside contractor.

Factors Affecting Revenues

The rates are set in accordance with the necessary revenue required to run the water operations and pay back borrowings issued for water related capital improvements. Current rates are projected to be adequate to cover the loan payments on the acquisition cost and on-going management contract. This forecast includes a provision for an annual rate increase of 7 percent to help fund the operational budget increases and an infrastructure improvement program of over \$1 million per year.

Factors Affecting Expenses

Management of this service is provided for by an outside contractor and it is expected to continue operating in this manner. The capital improvement portion of this service could have a significant impact on expenses. Depending upon how aggressive the town wants to address these improvements over the next 10 years will determine the amount of rate increase necessary to cover this cost. This forecast includes an annual debt financed pipe replacement program of \$1,050,000.



By activity, operating expenses represent the largest component at 60% followed by debt service at 29%. The Water Supply Enterprise Fund budget has increased from \$3.45 million in FY13 to \$5.27 million proposed for FY17 or 52.56%. The significant increase is mainly due to an increase in debt service from an aggressive capital improvement program as well as increase in the management contract for the system's operations.

Expense Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 252,020	\$ 263,756	\$ 261,118	\$ 276,596	\$ 12,840	4.87%
Benefits	60,229	63,782	63,718	61,716	(2,066)	-3.24%
Operating Expenses	2,247,895	2,574,983	2,570,000	3,152,883	577,900	22.44%
Capital Outlay	157,484	160,000	160,000	160,000	-	0.00%
Debt Service	1,063,692	1,245,000	1,225,000	1,540,073	295,073	23.70%
Transfers Out	81,754	82,247	82,247	79,044	(3,203)	-3.89%
Subtotal Operating Budget	3,863,074	4,389,768	4,362,084	5,270,312	880,544	20.06%
Capital Program	2,409,449	2,902,000	2,902,000	1,702,000	(1,200,000)	-41.35%
Total Expenses	6,272,523	7,291,768	7,264,084	6,972,312	(319,456)	-4.38%

Permanent full-time equivalent employees

	2.90	2.90		2.95	0.05
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Source of Funding

Fines & Penalties	56,700	50,000	55,000	50,000	-	0.00%
Fees, Licenses, Permits	178,679	135,500	180,000	149,000	13,500	9.96%
Charges for Services	4,356,965	4,138,000	4,500,000	4,890,812	752,812	18.19%
Interest and Other	206,355	66,268	218,000	180,500	114,232	172.38%
Borrowing Authorizations	-	2,552,000	2,552,000	900,000	(1,652,000)	-64.73%
Total Sources	4,798,699	6,941,768	7,505,000	6,170,312	(771,456)	-11.11%

Excess (Deficiency) cash basis	(1,473,824)	(350,000)	240,916	(802,000)	\$ (452,000)
Adjustment to accrual basis	2,664,021	-	-	-	
Beginning Net Assets per CAFR	12,645,109	13,835,306	13,835,306	14,076,223	
Ending Net Assets per CAFR	13,835,306	\$ 13,485,306	\$ 14,076,223	\$ 13,274,223	

Invested in capital assets, net of related debt (1)	(6,383,212)
User Charges Receivable (1)	(1,273,793)
Intergovernmental receivable (1)	(2,449,052)
Reserved for subsequent year's budget (2)	(350,000)
Reserved for encumbrances (3)	(69,279)
Reserved for continuing appropriations (4)	(402,529)
Accrued Interest (5)	239,670
Other post employment benefits obligation (5)	38,372
Compensated absences (5)	14,933
Net pension liability (5)	642,317
Deferred outflow of resources (6)	(506,583)
Net assets available for appropriation (free cash) (7)	\$ 3,336,150

(1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.

(2) This amount represents the net assets appropriated for the subsequent year's (FY16) capital program budget.

(3) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from, a specific appropriation account.

(4) This represents the portion of the enterprise fund's cash in the town's treasury that has been appropriated for a specific capital expenditure which still remains unexpended as of June 30, 2015.

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

(6) This amount represents the deferred recognition of an outflow of resources related to future fiscal years.

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

Summary of Significant Budget Changes

The FY17 proposed budget is increasing \$880,544 or 20%. The significant increase is due to four components. The operations contract is increasing \$154,200; a provision to purchase water from the town of Yarmouth is increasing \$125,000; a new line item of \$298,700 for maintain the carbon filter system and an increase in debt service for bonds issued to finance the system's capital program.

Estimated revenue for water charges are expected to cover all operating costs. The FY17 capital program proposes to use \$802,000 of the enterprise fund's reserves.

Additional Funding Recommended

1. Operations Contract, Year 7 Increase

\$198,596 Requested

\$154,200 Recommended

This is intended to fund the yearly increase in costs for the operations contract with United Water in line with the yearly escalation formula and the negotiated amendment 5. This decision package request is the latest estimate provided by United Water according the contractual escalation formula based on various indexes. The dollar amount of this request will be finalized after the final indexes come out at the end of January 2016.

2. Operating Capital

\$160,000 Requested

\$160,000 Recommended

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

3. Water Purchase From Town of Yarmouth

\$125,284 Requested

\$125,000 Recommended

The Hyannis Water System is installing a connection to the Town of Yarmouth's water system in the event the system needed to purchase water to supplement the Town's water supply. This will provide the Hyannis Water System with a backup supply to ensure the continued flow of adequate water resources. Due to contamination issues, the use of water from the Town of Yarmouth is necessary to blend and dilute the water pumped from the Maher wells. Based on the water rate agreed to in the Inter-municipal agreement with the Town of Yarmouth, an estimated flow rate of 250 gallons per minute and 8 months of use the existing funding of \$160,000 needs to be increased to \$285,284.

4. Carbon Filters

\$298,700 Requested

\$298,700 Recommended

The estimated funding needed to support the lease, carbon exchange, start-up, backwash, sampling and labor involved in operating the activated carbon filters on the Mary Dunn 1 and 2 drinking water wells for the Hyannis Water System. These filters remove the PFOS contaminant from the well water polluted by the Barnstable County Fire Training Academy. The approval of this request is important relative to the needed water quality resolution for these two critical water supply wells for the Hyannis Water System.

5. Personnel, Summer Intern funding increase**\$9,320 Requested****\$4,320 Recommended**

The DPW Water Supply Division is currently funded to temporarily employ an engineering college student during the summer months. The summer intern assists DPW Water Supply Division personnel with a variety of operational, administrative and field tasks and in return receives valuable experience in their field of study. The current funding enables us to employ a summer intern from July 1 to September 15. The increase in funding request would give us the ability to hire an intern when college classes are done early May and would cover the cost through June.

Barnstable Municipal Airport

Mission Statement

The mission of the Barnstable Municipal Airport is to provide a superb air travel experience and high quality aviation activities to the citizens of the Town of Barnstable, the Cape Cod region, and the Commonwealth of Massachusetts. As a non-hub primary airport and a major transportation facility, our goal is not only to foster local economic growth, but also to ensure that the airport remains an integral part of the regional transportation plan in an effort to meet the demand for present and future air travel.



Description of Services Provided

The Barnstable Municipal Airport serves as a distinct commercial transportation hub for the residents of the Town of Barnstable and Cape Cod by meeting the regional demand for air transportation. For some, it provides very affordable and economic travel opportunities from Hyannis to other major destinations across

An Integral Part of the Regional Transportation Plan

RECENT ACCOMPLISHMENTS

- Maintained compliance with all Federal & State airport safety and certification requirements.
- Completed the reconstruction and relocation of a major portion of the circa 1966 Taxiway Charlie; and the remainder of Taxiway Charlie and Taxiway Delta will be completed in FY16 and FY17 due to weather and operational constraints
- Completed removal of obstructions in the Runway Visibility Zone to improve line of sight requirements for aviation flight safety and to prevent collisions with ground vehicles.
- Completed the construction of a new 60,000 gallon above ground jet fuel storage facility to improve operations. The former 20,000 gallon underground jet fuel storage tank will be removed by the end of FY2016.
- Continued an expanded third year of major air carrier service with JetBlue Airways with seasonal daily direct flights between Hyannis and New York City (JFK Airport).
- The new airport 6.669 megawatt (DC) ground mounted solar photovoltaic array went on line in FY2016. Revenues generated for the airport are exceeding minimum annual guaranteed revenue levels.
- Completed the Hangar 2 corrective roof and storm water drainage run-off system.
- The Centerville Pie Company is opening a new Café at the Airport in late FY2016.

the country, and yet for others, the airport provides a much needed mode of travel to and from the Islands of Nantucket and Martha's Vineyard. This includes travel, tourism, and for a large professional labor force that commute to jobs. As documented in the Massachusetts Department of Transportation (MassDOT) Aeronautics Division FY2014 Economic Impact Analysis, the Barnstable Airport, in conjunction with its tenants and associated businesses, provide employment opportunities for 2,135 people, with an annual payroll in excess of \$85.3 million, with a regional economic output in excess of \$208 million. In FY2015 the Airport supported over 96,500 aircraft operations; and about 162,000 passengers embark to and debark from a variety of locations. These figures do not include a vast array of general aviation activities that include private and corporate passenger and freight services, and aviation flight services. From Hyannis, travelers are afforded many flight opportunities, to local and national destinations, including Nantucket and Martha's Vineyard, Boston, New York City and beyond.

The Barnstable Municipal Airport has met the requirements of the Title 49 USC, Subtitle VII – Aviation Program, and is authorized to operate as a certificated airport in accordance with, and subject to, said statute and the rules, regulations, and standards prescribed there under, including but not limited to, 14 CFR Part 139 and as approved in its Airport Certification Manual on file with the Federal Aviation Administration (FAA); and is approved as a public use airport in accordance with the provisions of Chapter 90, Section 39B of the General Laws of Massachusetts; and as such, is recertified on an annual basis by the FAA and the MassDOT Aeronautics Division.

The Barnstable Airport is managed by a seven member Airport Commission appointed by the Town Council. In FY2016 the Airport employed 25 full-time employees who operate and maintain the Airport 24 hours a day, 7 days a week, 365 days a year. The duties of airport personnel are both broad and varied, many of which are dictated by the FAA FAR Part 139 Airport Certification. The services are provided by three separate and distinct Airport Departments: Airport Operations, Airport Maintenance, and Airport Administration – that work together as a whole to provide mandated and required services.

Operations Department

The ten full-time Operations employees are tasked with servicing tenant and transient aircraft, including transportation of passengers from these aircraft, and passenger transportation in the busy summer months to and from remote parking areas; performing wildlife management duties to keep flight operations safe; refueling aircraft; inspecting and ensuring a safe airfield; and responding to emergency situations with our Aircraft Rescue and Fire Fighting vehicles. Aircraft rescue response, as mandated by the Federal Aviation Administration, must be able to respond to and reach an accident site on the airfield within three minutes or less. Airport rescue personnel constantly train and participate in live drill exercises in order to stay proficient and ready to handle any aircraft emergency.

Maintenance Department

Upkeep of the airfield and airport facilities by our nine full-time Maintenance employees takes precedence over all other maintenance tasks. Since Barnstable Airport is a certified FAA FAR Part 139 commercial service airport, any and all airside discrepancies must be documented and corrected as expeditiously as possible. Their duties include maintaining runways, taxiways, and ramps; painting airfield markings; mowing all grass areas in the 683 acre airport property; maintaining all airfield lighting; conducting all emergency and snow removal operations for the airfield and the terminal roadways; maintaining all airport owned buildings and grounds; and maintaining the fleet of vehicles needed to accomplish our mission.

Administration Department

The Administrative staff performs a myriad of administrative functions such as overseeing airport security, noise abatement and environmental response, billing, auditing and bookkeeping, contracting, construction oversight, capital planning, budgeting, grants administration, processing airport employee and tenant security identification files, personnel administration, overseeing leases, intergovernmental liaison, public relations, and communications.

Fiscal Year 2017 Goals and Objectives

Short Term:

1. Depending upon FAA and MassDOT Aeronautics funding availability:
 - a. Complete the reconstruction and replacement of a major portion of the circa 1966 Taxiway Charlie, and a portion of the circa 1976 Taxiway Delta to improve airport operations and safety;
 - b. Commence the reconstruction of the circa 1985 Runway 15/33, including the circa 1980 Taxiway Echo, a portion of the circa 1962 Taxiway Bravo; and the remaining portion of the circa 1966 Taxiway Charlie;
 - c. Continue to improve, repair, maintain and/or replace, various airport fixed assets and replace various pieces of snow removal equipment, as required and as approved, in the Capital Improvement Plan;
2. Take steps to increase airport revenues by increasing General Aviation (GA) business at the Airport:
 - a. Continue to research and provide enhanced high quality facilities and services, and provide better business management to retain and increase GA business and revenues;

- b. Continue to develop all available airport properties, including any potential spin-off from the Joint Base Cape Cod selection as an unmanned aircraft systems (UAS) test site; and develop a marketing plan.
3. Continue to develop market strategies to attract additional prospective air carriers and scheduled air charter services to meet the Cape's demand for air travel. Work with the local community to develop an application for a USDOT Small Community Air Service Development (SCASD) grant proposal to provide financial assistance to enhance air service.
4. Complete the airport master plan and Cape Cod Commission (CCC) Development Agreement; and complete the Cape Cod Commission (CCC) requirements for the 2007 DRI Final Certificate of Compliance.
5. Continue to develop a 20-year airport preventative maintenance, repair, and replacement program for all airport-owned structures, and major capital systems and equipment.
6. Continue to improve community relations with consideration to develop support for the Airport's future plans and to address efforts for noise and pollution abatement.
7. Evaluate available technologies for improving noise reductions; and storm-water and groundwater management.
8. Continue to review and obtain appropriate airport software to provide real time information regarding revenues sources, expenses, and other financial information.

Long Term:

1. Work with tenants and potential developers to build new general aviation facilities and public facilities to meet the needs of general aviation demand and new marketing initiatives; be in keeping with the FAA approved Airport Layout Plan and the new CCC Development Agreement; and to continue to explore all options to provide better airport support for general aviation needs..
2. Continue to develop market strategies to attract additional prospective air carriers and scheduled air charter services to meet the Cape's demand for air travel.
3. Serve as an integral component of the Cape Cod Transportation Plan in order to more effectively promote the use of all transportation modes to meet the regional demand for better transportation services.
4. Depending upon FAA and MassDOT Aeronautics funding availability:
 - a. Commence the design and reconstruction of the circa 1985 Runway 6/24;
 - b. Complete a new Vegetation Management Plan (VMP) and Airspace Study for the Airport;
 - c. Update the FAA Airport Layout Plan and Master Plan, to include a needs assessment for a 926 foot Runway 15/33 extension to provide a better margin of safety for regional and longer range private and commercial jet aircraft.
 - d. Update the Airport utilities infrastructure systems plan; and complete a comprehensive data base for all construction and engineering data at the airport.
 - e. Design and reconstruct the circa 1962 Taxiway Bravo;

- f. Continue to monitor nutrient loading from current and projected facilities and infrastructure on the East Ramp to determine need to construct a new Town sewer or install on-site proprietary denitrifying systems to be installed in stages as needed and obviate the need for a new sewer line, pump stations and a long force main;
- g. Design and construct a new snow removal equipment storage building and T-Hangar, and install an airfield lighting control system (ALCS) fiber optic network;
- h. Replace the circa 1997 Mo-Gas and Diesel Fuel Con-Vault, Gas Boy and alarm system;
- i. Design and permitting to clear vegetation along the airport perimeter fence line buffer zone, and in FAA airspace obstruction offending areas.

Fiscal Year 2017 Department Financial Data

Factors Affecting Revenues

Airport activities are financed primarily through jet fuel sales, renewable energy, land lease fees and user fees collected from airlines and concessionaires. Significant factors in the generation of airport revenues are passenger traffic, enplanements and fuel sales. These three items represent actual measures of airport and aviation services. Fuel sales are also a measure of the Airport's competitiveness in the marketplace. The recent bankruptcy filing by Island Airlines, Inc. is having a significant financial impact on the airport's operations. Island Airlines purchased approximately 250,000 gallons of jet fuel every year. This loss of jet fuel sales, and when it is coupled with current low jet fuel costs and resale prices, has resulted in a significant reduction to the FY2017 operating budget. It is still too early to tell what the total long term impact on this operation will be, due to a "bleed over" effect on enplanements/deplanements, and rental car and parking concessions. The overall effect may be somewhat mitigated if new airlines start-up at the airport to provide new commuter services.

Until the loss of Island Airlines occurred, passenger traffic has been showing a slight decrease for the past several years, primarily due to loss of passenger traffic between Hyannis and Nantucket to the high speed ferry system. The new JetBlue seasonal service has been a boost in passenger traffic; and with the start of expanded service in the third year of operations it can be expected to increase. Fuel sales are more difficult to project due to the volatility in wholesale prices and the cyclic trends in the aviation industry. The airport's remaining jet fuel sales, however, are expected to increase annually as past trends will substantiate with increased general aviation flights. New fees including a passenger facility charge are included in the budget which will contribute towards repaying the bond issue to construct the new terminal. New annual revenue projections from the energy generated by the new solar array are projected to be over 25% in excess of the first year guaranteed annual output of \$298,824.

Factors Affecting Expenses

Expenses for functions associated with operations and maintenance will rise in response to projected increases in inflationary costs and union contracts. The annual loan payment for a bond issue to construct the new terminal is included in the budget as well as an anticipated debt service for the new fuel farm and East Ramp construction projects. Other factors affecting this budget include the reduction in volume of fuel

sales and the current low cyclical cost of jet fuel. The combination of these factors will affect the operating budget and will have a negative impact on facilities maintenance and operating capital costs.

Capital Program

The airport participates in the federally sponsored Airport Improvement Program (AIP) which is administered by the Federal Aviation Administration. This program has an entitlement component with funding being determined by enplanement levels. The airport's annual entitlement grant has been approximately \$1.2 million, and may be reduced to as low as \$1.0 million. The airport also participates in the Massachusetts Department of Transportation Aeronautics Division's Aviation Safety and Maintenance Program (ASMP) that contributes a cost share for federally sponsored projects. The airport makes annual expenditures for required airfield rehabilitation projects using these funds. For federally sponsored grants to fund airport capital projects consist of costs being shared in a threefold process: the Federal Aviation Administration (FAA) at 90%, the Massachusetts Department of Transportation (MassDOT) Aeronautics Division at 5%, and a local (Airport) share of 5%. For non-federally sponsored projects that are eligible for ASMP funding, MassDOT will provide 80% and the local airport share will be at 20%. Any other projects will be fully funded by the use of available airport reserve funds. The FY17 capital plan includes \$6.62 million in improvements mainly to the airfield area and airfield/snow removal equipment. \$473,650 of airport reserves and \$6.15 million in federal and state reimbursable grant funds will finance the program. Airport revenues will be used to pay any annual debt service requirements.



New Airport Jet Fuel Storage Facility 2016

Expense Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 1,739,813	\$ 1,721,125	\$ 1,695,308	\$ 1,732,017	\$ 10,892	0.63%
Benefits	508,583	534,790	526,768	508,398	(26,392)	-4.94%
Operating Expenses	5,002,733	4,931,182	4,061,182	3,309,515	(1,621,667)	-32.89%
Capital Outlay	154,092	247,000	100,000	30,400	(216,600)	-87.69%
Debt Service	54,500	78,600	78,600	77,700	(900)	-1.15%
Transfers Out	392,987	403,155	403,155	435,498	32,343	8.02%
Subtotal Operating Budget	7,852,708	7,915,852	6,865,013	6,093,528	(1,822,324)	-23.02%
Capital Program	8,126,584	5,912,000	5,912,000	6,623,000	711,000	12.03%
Total Expenses	15,979,293	13,827,852	12,777,013	12,716,528	(1,111,324)	-8.04%

Permanent full-time equivalent employees	25.50	25.00		23.00	(2.00)
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Source of Funding

Intergovernmental Aid	4,695,258	87,600	87,540	6,236,950	6,149,350	7019.81%
Fees, Licenses, Permits	609,037	1,052,227	1,052,227	698,477	(353,750)	-33.62%
Charges for Services	7,054,406	6,725,125	5,725,125	4,884,106	(1,841,019)	-27.38%
Interest and Other	208,702	50,900	50,849	423,345	372,445	731.72%
Borrowing Authorizations	-	5,422,350	5,422,350	318,650	(5,103,700)	-94.12%
Total Sources	12,567,403	13,338,202	12,338,091	12,561,528	(776,674)	-5.82%

Excess (Deficiency) cash basis	(3,411,890)	(489,650)	(438,922)	(155,000)	\$ 334,650
Adjustment to accrual basis	5,251,656	-	-	-	
Beginning Net Assets per CAFR	69,224,656	71,064,422	71,064,422	70,625,500	
Ending Net Assets per CAFR	71,064,422	\$ 70,574,772	\$ 70,625,500	\$ 70,470,500	

Invested in capital assets, net of related debt (1)	(72,049,325)
Invested in inventory (1)	(50,165)
User fees receivable (1)	(394,303)
Reserved for continuing appropriations (2)	(2,411,677)
Reserved for subsequent year's budget (3)	(377,000)
Reserved for encumbrances (4)	(153,786)
Other post employment benefits obligation (5)	804,091
Compensated absences (5)	109,411
Net Pension Liability (5)	4,443,127
Deferred Outflow of Resources (6)	(7,609)
Net assets available for appropriation (free cash) (7)	\$ 977,186

(1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.

(2) This represents the portion of the airport enterprise fund's cash in the town's treasury that has been appropriated for a specific capital expenditure which still remains unexpended as of June 30, 2015.

(3) This amount represents the net assets appropriated for the subsequent year's (FY16) capital program budget.

(4) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from, a specific appropriation account.

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

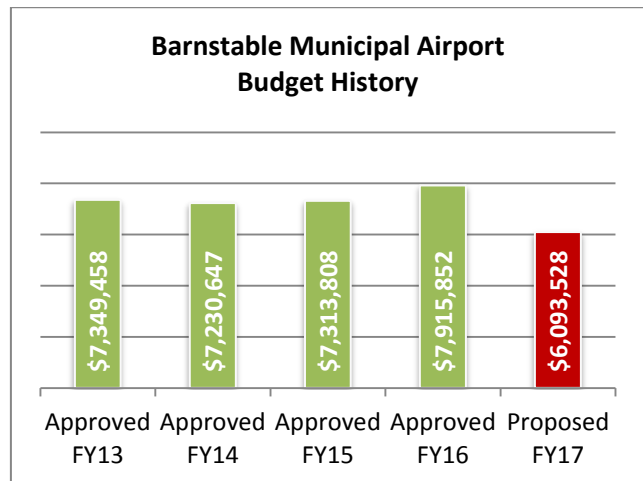
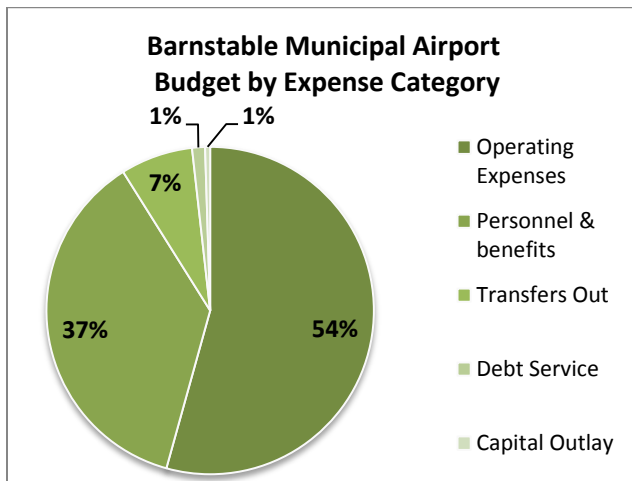
(6) This amount represents the deferred recognition of an outflow of resources related to future fiscal years.

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

Summary of Significant Budget Changes

The FY17 proposed budget is decreasing \$1,822,324 or 23%. Personnel and benefit costs are decreasing a modest 0.76%, which includes all contractual pay increases and the reduction of two full-time positions. Operating expenses are decreasing \$1,621,667 or 32.9% primarily caused by a reduction in fuel sales of approximately 250,000 gallons due to the Island Airlines bankruptcy, a reduction in the number of leased fuel trucks, the termination of the contract with the airport Air Service Development consultant, and a reduction in the cost of electricity. Capital outlay is down 87% due to budgetary deferrals of routine maintenance and vehicle replacements.

Revenue generated by airport operations will cover the FY17 proposed operating budget. The Airport continues to generate a significant amount of revenue from its jet fuels sales. FY17 revenue from fees, licenses and permits includes the new revenue from the renewable energy solar array projects and is expected to be at least 29% above the minimum annual guaranteed revenue. The enterprise fund will use \$155,000 in reserves and \$318,650 in borrowing authorizations for the FY17 capital improvement program. Grants are anticipated in the amount of \$6,150,000 for the FY17 capital program.



The operating expenses represent 54%, and the personnel & benefits 37% of all spending. The Airport Enterprise Fund budget has decreased from \$7.349 million in FY13 to \$6.09 million proposed FY17 or 17% over the five-year period, primarily due to the fluctuation in jet fuel sales and the Island Airlines bankruptcy. The level of jet fuel sales will dictate most of the fluctuations in this budget.

Additional Funding Recommended

1. Operating Capital (Systems)

\$30,400 Requested

\$30,400 Recommended

This item is for funding operating capital for replacement and/or repair of building systems and components. These safety projects will replace two (2) of the deteriorating garage bay doors as the first part of a five year process to replace all of the doors and associated operating equipment; and will replace one (1) of the continually failing roof top mounted garage bay heaters as part of a two year process to replace the remaining roof top heating units in the ARFF Building, which have been the subject of heavy use and deferred maintenance for many years. This is the operations and maintenance “hub” for airfield operations and emergency response. It is manned 24 hours a day, 365 days a year and sees a lot of use. The ARFF Building is an existing airport owned building (circa 1997) that has seen limited routine maintenance over its lifespan and is need of repairs. A recent garage door failure was a near miss in hitting equipment and one of the Airport Maintenance Technicians. In addition, we continue to have heating failures in our garage bays due to failing heating units. Both items are considered to be safety issues.

Performance Measures

Measure: To maintain a noise complaint ratio of less than 1 per 1,000 Airport Operations (includes landings/take-offs/instrument approaches/fly-bys/all flight operations controlled by the ATCT)

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected
Airport Operations	103,857	100,059	96,501	91,800	95,000
Noise Complaints Received	58	40	30	40	40
Noise Complaints/1000 Airport Operations	0.56	0.40	0.31	0.44	0.42

Measure: Increase parking revenue per enplanement

	CY 2013 Actual	CY 2014 Actual	CY 2015 Actual	CY 2016 Projected	CY 2017 Projected
Gross Parking Revenue	\$771,557	\$764,734	\$719,117	\$529,923	\$647,259
Enplanements (departing passengers)	90,332	81,832	80,382	61,325	80,438
Gross Parking Revenues/Enplanement	\$8.54	\$9.35	\$8.95	\$8.64	\$8.05

Measure: Increase rental car revenue per deplanement

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected
Deplanements (arriving passengers)	91,435	81,632	81,419	62,825	81,938
Gross Rental Car Revenues	\$3,715,399	\$3,812,768	\$3,692,044	\$3,762,550	\$3,762,460
Revenues/Deplanement	\$40.63	\$46.71	\$45.35	\$59.89	\$45.92

Measure: Increase the gallons of jet fuel contracted

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected
Gallons of Jet Fuel Dispensed	762,224	968,399	1,016,397	877,851	780,004
Gallons of Jet Fuel Contracted	275,000	250,000	100,000	75,000	50,000
Percentage of Jet Fuel Sales Contracted	36%	26%	10%	8.5%	6.4%

Measure: Increase Renewable Energy Revenue over Guaranteed Annual Output (GAO)

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected
Airport Net Benefit	None	None	\$125,380	\$386,858	\$372,445
GAO	None	None	None	\$298,824	\$309,050
Revenue Variance from GAO	None	None	None	\$88,034	\$63,395
Net Revenue % Over GAO	0%	0%	0%	29.5%	20%

Measure: Generate a positive budget variance every year

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected
Surplus Used to Balance Budget	None	None	None	None	None
Surplus Generated (Used)	\$209,037	\$181,342	\$782,051	\$150,000	\$120,000
Positive Variance	\$338,441	\$209,037	\$782,051	\$150,000	\$120,000



Workload Indicators

(Measures of Activity)

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected
Indicator: Number of airport operations recorded (includes landings/take offs/instrument approaches/fly-bys/all flight operations controlled by the ATCT)	103,857	100,059	96,301	91,800	95,000
Indicator: Number of airport noise complaints received	58	40	30	40	40
Indicator: Number of passengers on scheduled flights					
Deplanements (arriving)	91,435	81,632	81,419	62,825	81,938
Enplanements (departing)	90,332	81,832	80,382	61,325	80,438
Indicator: Number of gallons of jet fuel dispensed sold	762,264	968,399	1,016,397	877,851	780,004
Indicator: Gross parking revenues - all pay parking lots	\$771,557	\$764,734	\$719,177	\$529,923	\$647,259
Indicator: Gross rental car revenues - all concessions at airport	\$3,715,399	\$3,812,768	\$3,692,044	\$3,762,550	\$3,762,460
Indicator: Renewable Energy gross revenues from solar array at the airport – system on line FY2015	None	None	\$125,380	\$386,858	\$372,445



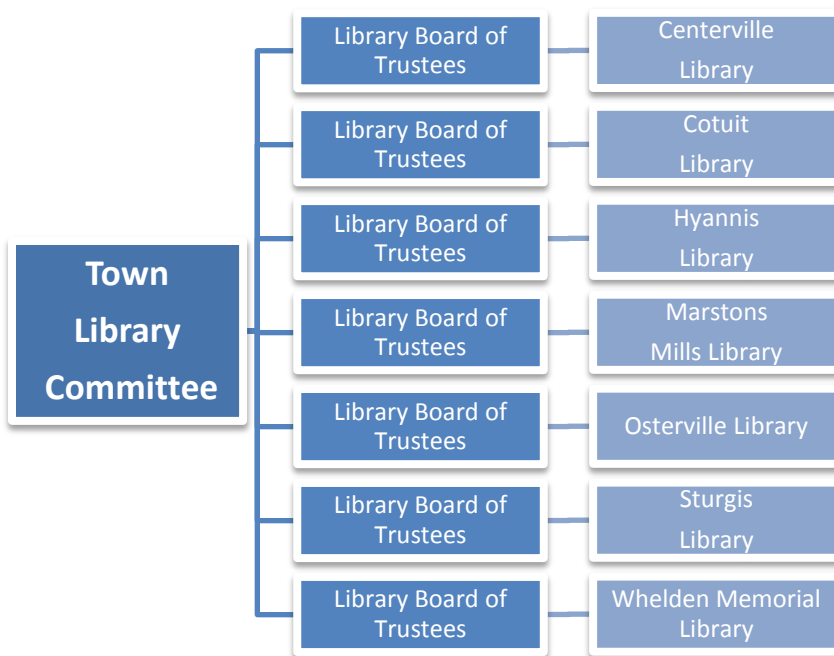
Cape Air 402 Ready to Load Passengers

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Libraries

Libraries' Mission

The primary mission of the seven independent cooperating libraries in the Town of Barnstable is to promote lifelong learning enrichment by offering free access to library materials and services to meet the educational, informational and recreation needs of residents of all ages, backgrounds, interests and abilities.



The Town Libraries are not departments within the Town of Barnstable government, but function as seven independent organizations each with its own Boards of Trustees. The Town has traditionally provided a portion of the libraries' operating funds in the form of grants, but has no administrative oversight of their operations and management of the libraries.

Description of Services Provided

Individuals, schools, organizations, and businesses within towns belonging to the CLAMS network are provided free access to library materials and services. Each of the seven libraries within the Town of Barnstable, Centerville Public Library, Cotuit Library, Hyannis Public Library, Marstons Mills Public Library, Osterville Village Library, Sturgis Library (Barnstable), and Whelden Memorial Library (West

Promoting Lifelong Learning Enrichment

Barnstable), has 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 and homeschoolers. The seven village libraries work together to provide home and in-library access to online resources, databases and research tools to enhance their print and non-print resources, including eBooks, magazine and newspaper databases and indexes, language learning tools, online reference resources and self-paced independent learning courses.
- **Reference and Information Services:** The libraries provide timely, accurate and useful resources for community residents of all ages in their pursuit of information. The libraries promote walk-in, telephone and email reference services and assist researchers with in-depth studies. The reference and information services are provided by professional information specialists, via interlibrary loan, and through resource sharing provided through the CLAMS Network, the 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.

Fiscal Year 2017 Aggregate Goals for the Seven Libraries

1. Collaboratively work with Town management to ensure that the seven village libraries are adequately funded so that they do not lose Massachusetts State certification. Loss of certification would mean that Barnstable residents would lose the ability to borrow books and other library materials from other towns either directly or through interlibrary loan.
2. To continue cooperative efforts of the seven village libraries to improve and expand library services within the Town of Barnstable, particularly in the areas of programming, reference and research services, children's services and educational support.
3. Focus on increased public awareness of the vast array of materials and services available to Barnstable residents of all ages in the seven village libraries. The seven libraries will work together to promote library programs and services and to make new services available.

4. To work together on collection development so that there is less duplication, especially of expensive materials, by collaborating on collection priorities and promoting the individual libraries' areas of specialization.
5. To seek grant and other funding for new projects, special library materials, programs and services.
6. Share staff and Board expertise in order to provide comprehensive public service and to streamline services among the seven libraries.

Fiscal Year 2017 Funding

The seven village libraries are requesting a total funding increase for FY 2017 of 4%, or \$66,560, made up of two decision packages. This increase would bring the total FY 2017 funding request to \$1,782,107.30, which is the FY 2017 Municipal Appropriation Requirement (MAR) of 2.5% mandated by the state in order to avoid the waiver application process, plus 1.5% to assist the libraries with the cost of programming, an increasingly important part of their mission.

Centerville Public Library



Mission Statement

As a center of community life, the Centerville Public Library encourages and supports civic, intellectual and cultural pursuits. It provides a wide range of information and materials to people of all ages, using traditional methods and innovative technology. The Centerville Public Library strives to adapt to the changing needs of the community. Its welcoming environment stimulates thinking, enhances knowledge of the world and improves the quality of leisure time. The Centerville Public Library educates the community to understand, appreciate and financially support the Library's relevance as a center of community life.

Description of Services Provided

1. The newly expanded and renovated facility is becoming a focal point of community activity.
2. Many groups and organizations, including the Centerville Civic Association, Girl Scouts and Cape Cod Rowing use the Library facilities for meetings and programs. Local representatives meet monthly with constituent.

Nurturing the Hearts and Minds of the Community

RECENT ACCOMPLISHMENTS

- Two desktop computers were added to the main reading room to accommodate the increasing need for web access.
- We increased the speed of our server enabling us to offer better and faster internet access for the public.
- A popular Sunday afternoon series of musical performances was offered for free. Some were standing room only.
- The local Democratic Town Committee offered a panel discussion about the serious drug problem on the Cape. We will continue to host programming or provide meeting room space for issues that affect the Cape.
- A grant was obtained from the Mid-Cape Cultural Council that allowed us to host a program of collaboration with the Cape Symphony, Cape Cod Conservatory and the Barnstable Schools Music Department. This allowed us to bring musicians of all ages to our library, giving them a chance to showcase their talents.
- We hired a new Youth Services Director to replace the director who had retired at the end of June.

3. The Library sponsors programs for adults that include author talks, musical performances and lecture series on a variety of topics including health, art and gardening. Tai Chi and yoga have a devoted following.

4. The outstanding children's program includes two weekly story hours during the school year and year-round drop-in story time on Monday morning.

5. Fourteen computers are available for public internet and word-processing use. Wireless internet access is available throughout the building. In addition, a volunteer offers technology help by appointment.

6. A grant from the Kirkman Trust Fund allowed us to purchase a variety of e-books to be added to the CLAMS system. The Trust also provides funding for electronic resources including Mango language study and access to Ancestry.com for genealogical research.

7. The Library collaborated with Cape Cod Child Development's F.U.N. network, to provide space for their yoga and music programs.

8. Staff from Waldorf School is welcomed as storytellers and crafters as a part of their community outreach program.

9. Teens from the community lead programs, groups and events for younger patrons. Teens are leading the Minecraft group, Lego club and Homework helpers. They are also helping by shelving books.

10. The Used Bookstore provides an opportunity to find a great read at a bargain price while helping to support the Library's services.

11. Two book discussion groups, the Mid-Cape Chess Club, a knitting group, yoga classes, blood pressure screenings, career fairs and a weekly bridge group are a few of the many ways the Library is being used by the community.

12. Home-bound delivery is available for area residents by our staff.

Fiscal Year 2017 Goals and Objectives

1. To hire a new director to lead the library in future endeavors.
2. To continue to offer all residents of the community the resources they require for their educational, informational and

recreational pursuits in a comfortable, helpful and accessible environment.

3. To continue working with all public libraries in Barnstable in planning so as to provide a high level of service to all library patrons and members of the local community. To explore ways in which the seven libraries can cooperate to reduce costs.
4. To begin work on our new five year plan. All the goals were reached in our last plan, which gave us great satisfaction. A lot of thinking is going into what new goals we should reach for.
5. To explore ways in which we can collaborate with local schools and cultural groups to offer educational support.
6. To continue to meet the needs of patrons for a variety of materials. To take advantage of additional shelf space by growing the collection and to provide more training for the public as technology keeps changing.
7. To continue collaboration with the local schools to support one another in curriculum areas, collection development, and mentoring and community service.



Summary of Centerville Library Funding Request

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2017
Library Funding	\$257,172	\$235,200	TBD
Town of Barnstable	\$308,632	\$317,926	TBD
Total	\$565,804	\$553,126	TBD

Permanent Positions (FTEs)

Positions	FY 2016 Actual	FY 2017 Proposed
Full time	5.0	5.0
Part Time	3.1	3.1
Total FTE's	8.1	8.1

Performance/Workload Indicators

Workload Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Circulation	132,627	155,000	165,000
Items in Collection	63,123	64,000	65,000
Hours Open	2,214	2,275	2,275
Programs Offered	787	800	800
Volunteer Hours	7,530	8,000	8,000

Cotuit Library



Mission Statement

The Cotuit Library Association provides and promotes open and equal access to the library's resources and services in order to support life-long learning, advance general and technical knowledge, encourage creativity, strengthen our town and the broader Cape Cod community, assist with the adaptation to new technology, and enhance individual quality of life.

Description of Services Provided

The Cotuit Library is at the heart of the village, both physically and in spirit. We provide a full range of essential library services to people of all ages, lending fiction, informational print, and audiovisual material, offering reference books and services, establishing free Internet and wireless access and creating programs for children and adults. The Library supports the research of several local authors. It is also an important community center and a meeting place for a variety of volunteer 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 large offering of outreach and embedded programs in the community to support all forms of literacy and community connection.

*Promoting Open and Equal Access to Library
Resources and Services*

RECENT ACCOMPLISHMENTS

- Named a 4 star library by the Library Journal.
- Created a Telescope lending program and increased Astronomy programming 200%.
- Ran a family literacy program for a local homeless shelter.
- Literacy outreach to local preschools and daycare centers.
- Began raising funds for a major construction project in order to make the library an accessible space.
- Staff Training Days -focused on team strengths as well as e-reader training.
- Renovated the basement where the balance of the collection is housed. Fixing major structural problems and creating a floor plan that allows wheelchair access to the shelves.



The Cotuit Library focuses on:

- Being a community commons, a place to meet and form community.
- Offering popular titles and materials that focus on current topics of interest.
- Helping children and adults build literacy skills, including digital literacy.
- Assisting people of all ages to develop information literacy skills.
- Acting as a meeting place for the community and for many community organizations, including the Cotuit Civic Association, the Historical Society of Cotuit and Santuit, Cotuit Bird and Garden Club and more.

Our resources and services include:

- Special collections such as the Fine Arts Collection, the Peck Maritime Collection and the Kirkman Collection of Fine Books.
- Special emphasis within the general collection on vintage mysteries, visual arts and classic science fiction.
- Computer training and e-reader classes.
- Meeting space for elected officials to meet constituents.
- Nine Internet-ready public access computers and wireless access throughout the building.
- An active children's department with two story hours per week and many seasonal and summer reading activities.
- Outreach programs to local family homeless shelters, the local Waldorf School and area preschools.
- A children's writing contest co-sponsored by the Cotuit Kettleers baseball team and Summer Baseball Camps at the Cotuit Library.
- Ongoing and periodic Adult programs, including two monthly book discussion groups, a handcrafts group, an exercise group that meets twice weekly, author talks and other guest speakers.
- Homebound delivery.
- A Literacy Program for children in partnership with the Companion Animal Program of Cape Cod.
- Volunteer opportunities for teens and adults.
- An ongoing book sale managed by the Friends of the Library.
- An ongoing Astronomy Program with lendable telescopes for the public.

Fiscal Year 2017 Goals and Objectives

1. Provide the best possible comprehensive library services to the community.
2. Work with other Barnstable Libraries to refine our common goals and plans and to offer the best possible library services.
3. Serve as a village center and meeting place for other community organizations.
4. Reach out to other community organizations to build partnerships to enhance programming and services.
5. Provide increased levels of information literacy and technology training for patrons.
6. Increase STEAM Programming for all ages.

Collaborative Efforts

1. Collaborated on a Town-wide summer reading program for children.
2. Ran a collaborative literacy component to the Kettleers Baseball Camps for kids, including a writing competition.
3. Participated in a group purchase of the databases.
4. Met regularly with other Barnstable library directors to explore new areas of collaboration and cost-savings.
5. Collaborated with schools and preschools for programming.
6. Held programs with the Barnstable Land Trust, Cotuit Historical Society, Mass Audubon, Hospice, and many other community organizations
7. Collaborated with local homeless shelter to provide training on family literacy and digital literacy.
8. Working with the Senior Center to offer free digital literacy and technology programs.



Ongoing Projects

1. Developing an ongoing program to teach children computer coding skills and increase their digital literacy.
2. Reaching out to local organizations to provide embedded librarianship.
3. Making the entire interior of the library accessible for all patrons.
4. Increasing family literacy.
5. Increasing digital literacy.
6. Increasing accessibility to all levels of the library.



Summary of Cotuit Library Funding Request

Expenditure Category	Actual FY 2015	Approved FY 2016	Proposed FY 2017
Library Funding	\$175,729.88	\$203,295.49	TBD
Town of Barnstable	\$158,927.00	\$162,599.22	TBD
Total	\$334,657.88	\$365,894.71	TBD

Permanent Positions (FTEs)

Positions	FY 2015 Actual	FY 2016 Proposed
Full time	4.0	4.0
Part Time	2.7	2.7
Total FTE's	6.7	6.7

Performance/Workload Indicators

Workload Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Circulation	54,342	57,500	58,500
Items in Collection	205,178	202,500	200,750
Hours Open	2,025	2,025	2,025
Programs Offered	580	585	589
Volunteer Hours	1,500	1,500	1,600



Hyannis Public Library



Mission Statement

The Mission of the Hyannis Public Library is to provide high quality services and resources in order to meet education, information, career, cultural and leisure time needs of those who live, work, attend school and/ or own property in Hyannis.

Description of Services Provided

The Library needs of the community addressed include recreational, leisure, informational, educational, and social. Staffs members work with the library's resources to provide access to information, meet users' needs, reach new users, make the public aware of library services and resources, provide interlibrary cooperation, preserve intellectual freedom and help individuals find answers to problems.

The Library provides print books and periodicals, audio books, music CDs, entertainment and documentary DVDs, large print books, CD audiobooks, digital books, magazines and films for public borrowing as well other free online resources.

The educational needs of children, young adults and their families are served through borrowing, story-hours, story-telling projects and visits from teachers and classrooms of both public and private schools, including day-care facilities.

resources and services

The Library offers space and support for cultural awareness as a service to the parents, children and educational professionals within the Barnstable community.

The literacy goals of the community are supported with the Library's services and resources for English Language Learning. The Hyannis Library serves as the site for tutoring sessions for public school students and adult learners and as a research and interlibrary loan center for the Sturgis Charter Public School.

The Library supports and meets the unique needs of our community's special populations, which include at-risk and unhoused singles and families. Outreach service is available for the unique needs of the homebound and institutionalized through the delivery of books by a network of volunteers and in cooperation with facilities in our area.

The name of our village is internationally recognized, and the library frequently provides reference services to people across the nation and around the world. The Library has trained personnel available as reference researchers within the library, by telephone, and online for non-circulation use of these reference materials.

The Library cooperates with the Hyannis Area Chamber of Commerce, the Hyannis Business Improvement District, the Zion Union Heritage Museum, the John F. Kennedy Hyannis Museum, Cape Cod Child Development, the Cape Cod Chamber of Commerce and the Arts Foundation of Cape Cod to promote services that benefit citizens, business and the library.



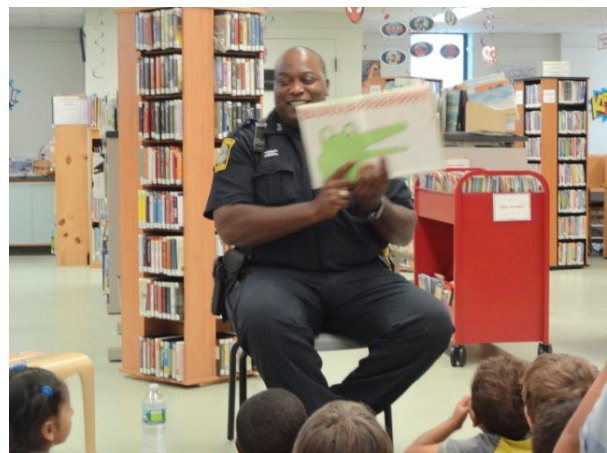
RECENT ACCOMPLISHMENTS

- Held 259 Free Children's Programs during the year including: *Story & Science* (sponsored by Cape Cod Child Development Families United Network Program), *Santa Claus's summer visit*,
- *Every Hero Has A Story* Children's Summer Reading Program, *Terrific Tuesdays*, *Heroic Thursdays* and *Spring on Main Street* sponsored by Hyannis BID
- Presented the second season of *Talks & Tunes* free Adult Summer Speaker Series with 13 programs during June, July, and August.
- Added a new free-of-charge Adult Fall Speaker Series with 8 programs during September, October, and November.
- Expanded shared digital resources and provided free online reference resources with funding from the Kirkman Fund grant.
- Reorganized and updated the Verizon Language Learning Resource Center to accommodate better use of materials and equipment.
- Upgraded the library's security system with the assistance of the Kirkman Fund safety/preservation grant.
- Participated in the Masonic Angel Foundation, Inc., project *Laptops for Kidz*.
- Boosted private donations with quarterly appeal letters.
- Held a successful fundraiser featuring local author Casey Sherman.
- Conducted patron survey on library services.
- Submitted the Five-Year Strategic Plan to Massachusetts Board of Library Commissioners.
- Increased digital holdings from 17,000 to 162,000 with the additional of the Commonwealth eBook Collections program.



Fiscal Year 2017 Goals and Objectives

1. Inventory the print collection.
2. Continue online surveys to identify and prioritize customer needs.
3. Increase fundraising efforts.
4. Expand library volunteer program.
5. Collaborate with local organization to present interesting and informative programming.



Summary of Hyannis Library Funding Request

Expenditure Category	Actual FY 2015	Approved FY 2016	Proposed FY 2017
Library Funding	82,750	82,750	TBD
Town of Barnstable	454,597	463,458	TBD
Total	537,347	546,208	TBD

Permanent Positions (FTEs)

Positions	Actual FY 2015	Approved FY 2016	Proposed FY 2017
Full Time Employees	7.0	6.0	6.0
Part Time Employees	1.7	2.9	2.9
Total FTE's*	8.7	8.9	8.9

*TOTAL INCLUDES SECURITY AND CUSTODIAN POSITION

Performance/Workload Indicators

Workload Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Circulation	130,333	140,000	150,000
Items in Collection	204,372	210,000	220,000
Hours Open	2,002	2,025	2,050
Programs Offered	290	325	325
Volunteer Hours	1,742	1,800	1,850



Marstons Mills Public Library



Mission Statement

The Mission of the Marstons Mills Public Library (MMPL) is to meet the informational, educational, recreational, and cultural needs of the residents, schools, businesses, and organizations in the Town of Barnstable through personal service, information resources and public programs. In its role as a village library, MMPL serves as a popular materials center, a reference resource, a computer facility, a community-gathering place, as well as a facility where children are welcomed and nurtured.

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, databases and Wi-Fi internet access and specialized collections and services for the four primary user groups who comprise our patrons: preschool children and families; school-aged children and families; adult readers and information seekers; and older adults who look to the Library for specific services, recreational programs and continuing education.

Marstons Mills is the third largest village in the Town of Barnstable, but it is second largest in terms of population growth. According to the 2010 census, 18% of Barnstable's overall population resides in Marstons Mills. The village is home

Meeting the informational, educational recreational and cultural needs of the community

RECENT ACCOMPLISHMENTS

- Established a Library Endowment Fund.
- Through the generosity of donors, the library redecorated and updated the furniture in the Reading Room.
- Collaborated with the National Novel Writing Month as a drop in writing center.
- Through the generosity of the Kirkman trust expanded our e-book collection.
- Hosted several author talks including Archer Mayor, Carly Peters and others.
- MMPL hosted three very successful book launches for local authors with nationally published works.
- Through a very generous donation of materials, MMPL established the Susan K. Martin Speculative Fiction Collection.
- Held several workshops on Financial Literacy
- Expanded children's programming with introduction to the arts in the Little Picasso Club.
- Held our first annual Pie Day Celebration with pie and math on 3.14

to West Villages Elementary School and the Barnstable United Elementary School. Together these schools provide service to 718 students. The village population is composed primarily of working families with children. Most of our population lives on-Cape year-round, and as a result, MMPL is busy throughout all seasons. The Library's primary services are:

- Popular materials center
- Computer access center
- Children's information and activity center
- Lifelong learning center
- Community meeting and information center
- Technology resource center

The Library has increased the usable size of its building, which has resulted in increased usage and circulation. Like all Barnstable libraries, it is challenged each year to raise sufficient funds through private donations and community fund-raisers to meet the obligations in our operating budget. Despite these obvious disadvantages, however, MMPL circulates over 56,000 items per year.

- The Marstons Mills Public Library offers its users the following services in addition to its circulating collection:
 - Special collections include Drama and Theatre arts; Lilith Gordon Women's Poetry Collection; Susan Martin Speculative Fiction; and an extensive Large Print collection.
 - Meeting place for many community organizations including the Marstons Mills Historical Society, Academy of Life Long Learning classes, Cape Cod Writer's Center and neighborhood associations.
 - Active children's department with story hours, 4-H, home school club, mother-daughter book club, and other after-school activities.
 - Regular and special adult programs.
 - Homebound delivery service.
 - Technology classes and one-to-one technical support for e-readers.
 - Partnership with Elder Services to provide volunteer support.
 - Designated as a lending site for materials from the Perkins Braille and Talking Book Library.
 - Designated as an Administrative site for the IBM Reading Companion Reading and Literacy Program
 - Collections include materials that support diverse cultures and languages.

Additional Recent Accomplishments

- Collaborated with local organizations to present the first annual Marstons Mills Christmas Stroll and Celebration.
- Collaborated with the Marstons Mills Historical Society to provide programming of historical significance.
- Expanded our Homebound Services Delivery.
- Collaborated with Cape Cod Charitable Fun-Raisers and 18 other Cape Cod non- profits in the Spectacle of Trees Fundraiser.
- Provided free computer classes each week for adult beginners on Tech-Tuesday.
- Collaborated with the Marstons Mills Village Association and the Liberty Hall Club to provide services and programs to support community information and recreational needs.
- Held a Charity Casino Night to raise operating funds.
- Collaborated with the other Barnstable Libraries on the Sumer reading Program



Fiscal Year 2017 Goals and Objectives

1. To maintain current open hours (48 hours per week; open Monday- Friday at 9:00 am, Saturday at 10:00am).
2. To aid in establishing a Friends of the Marstons Mills Public Library Group
3. To continue to partner with the Senior Service Corp and Elder Services to recruit volunteer support for circulation, the children's room and events.
4. To improve the aesthetics of the Library's landscaping and grounds.
5. To replace aging shingles on library
6. To investigate new and innovative funding ideas.
7. To meet the goals and implement the action items in our long range plan.
8. 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.
9. To provide professional development opportunities to our staff and valued volunteers.
10. 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.
11. To continue to provide outreach to schools and youth organizations in Marstons Mills and to collaborate with schools to provide programs and resources.
12. To increase collaborations and partnerships with area conservancy, literacy and human service agencies to provide both increased programming and access to those programs.
13. 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.

Summary of Marstons Mills Library Funding Request

Expenditure Category	Actual FY 2015	Approved FY 2016	Requested FY 2017
Library Funding	\$76,549	\$77,520	\$79,458
Town of Barnstable	\$182,323	\$187,752	\$195,262
Total	\$258,872	\$265,270	\$279,492

Permanent Positions (FTE's)

Positions	Actual FY2014	Actual FY 2015	Proposed FY 2016
Full Time	1.00	1.00	1.00
Part Time	2.325	2.50	2.50
Total FTE's	3.325	3.50	3.50

Performance/Workload Indicators

Workload Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Circulation	60,424	61,300	62,500
Items in Collection	51,470	52,000	52,250
Hours Open	2,396	2,396	2,396
Programs Offered	292	310	310
Volunteer Hours	1,878	1,900	1950

Osterville Village Library



Mission 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



Description of Services Provided

For 134 years, the Osterville Village Library has served both as a resource for continuing learning and as a center for village traditions. Since the new library building opened its doors in 2012, the Library's role in the village and the town has been evolving through its enriched programming and resources; it has become a 21st century library - the cultural, social and intellectual center for the community,

*Promoting Open and Equal Access to the Library's
Resources and Services*

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 7 days a week throughout the year and offers the following services:

1. Collection Specialties: Travel, Cooking, Crafting, Art, Business & Finance, and British—movies, television and nonfiction—and extensive Large Print Book and DVD collections.
2. Two full time librarians, specializing in Children’s and Adult Services and Reference
3. Meeting place for community groups including: the Osterville Business Professionals Association, the Osterville Men’s Club, the Osterville Garden Club, the Osterville Village Association, Business Network International and more
4. Meeting room facilities made available to elected officials, local businesses and nonprofit groups that can seat up to 100 people with state of the art audio-visual capabilities
5. Public access computers and computer training
6. Children’s programs to enhance learning and exposure to literature, history, arts and sciences
7. Monthly book discussion groups
8. Sunday music hours in the Carolyn Crossett Rowland Fireside Reading Room
9. Art shows by local artists and school groups
10. Volunteer opportunities
11. On-going book sales managed by the Friends of the Library



RECENT ACCOMPLISHMENTS

- The library conducted searches for two librarians during this year; Tiffany Turner was hired as the Adult Services Librarian and Larissa Farrell was hired as the Youth Services Librarian.
- The library conducted searches for two librarians during this year; Tiffany Turner was hired as the Adult Services Librarian and Larissa Farrell was hired as the Youth Services Librarian. With a gift received from the Kirkman Trust Fund, the library upgraded network connectivity throughout the library, upgraded HVAC system software and upgraded donor database capabilities.
- During this year's Summer Reading Program—*Every Hero Has a Story*—OVL had 81 participants who collectively read 800 books.
- A new early readers program was introduced this summer, "Dog Days with Caz," provided early readers the opportunity for uninhibited reading out loud sessions to the library's friendly therapy dog, Caz.
- Themed weekly programs were conducted for the participants and culminated in the final program, *Everyday Heroes in our Community*, in which the children met police, fire, first responders and even had the opportunity to meet our servicemen and women of the Air National Guard and tour a black hawk helicopter! Assistance from the COMM Fire Department, Barnstable Police Department, Air National Guard and the Town Hall staff made this unique and memorable event possible.

Additional Recent Accomplishments

- The library continues to be a resource to the community for its meeting room space; throughout the year, space was actively used for community meetings, State and Local agencies workshops and for private parties.
- Cultural Programming for community access has been expanded: through our active collaboration with the Cape Cod Conservatory, the library hosted multiple concerts with the violin studio of Dan Flonta, the voice studio of Joseph Dudzinski, a Musical Petting Zoo was held during April school vacation week, and the Conservatory Jazz Band kicked-off the Summer Concert Series under the tent during Summer Celebration Week.
- The library also hosted local artists; the Sean Murphy Trio, the Kanaly School of Irish Dance, the Voice Studio of John Murelle, and Brentwood Brass all performed to packed audiences.
- This year was the first year hosting a series of five Sunday Holiday Concerts, which were a smashing success and the beginning of a new library tradition. Several local artists mounted art exhibits in the library's exhibit space throughout the year, with the highlight being *the Cape Cod Contemporary Artists: On Abstraction* show that was mounted by Miller White Fine Arts.



- The library continues to be "the hub" for Village Festival activities; this year, the library hosted the Dessert Contest for the annual Chocolate Festival and hosted an acapella group to serenade guests during the judging; two Easter Egg Hunts were conducted at the library this year, sponsored by local shop owner Pocket Full of Posies; Summer Celebration Week, the library's signature kick-off to the summer season, held eleven events during the seven day period, including author Hank Phillippi Ryan, and Author Pooza, a collaboration with local bookstore, Books by the Sea, a meet and

greet, showcasing the works of 23 local authors; the library hosted nine concerts this season for its signature Summer Concert Series, which has become a mainstay for generations of Ostervillagers, with a total attendance of 1,443 or an average of 160 attendees per concert; during Village Day, the library participated with its entry in the annual Village Day Parade and won third place; at Fall Festival, the library hosted a Craft Fair and a Dog Parade, where local pooches are dressed in their Halloween costumes and strut their stuff during a walk through the village; the Osterville Rotary's Halloween Parade culminated on the library's green with treats followed by a special Halloween story time; during Christmas Stroll weekend, the library was very busy with a special tree lighting ceremony sponsored by the Osterville Village Association, a whimsical lighted holiday display on the library's green and a cocoa station that was attended by over 535 strollers: the Christmas Dog Parade had 51 participants this year and, at the Teddy Bear Tea, the children joined the adults during their annual holiday tea for a sing-along led by John Murelle.

- Collaboration with other community nonprofits continues to grow. In addition to the Cape Cod Conservatory, this year the library has been actively collaborating with the Osterville Historical Museum, 3 Bays and Armstrong-Kelly Park by conducting joint events; with the Osterville Garden Club as the recipient of their 2015 Arbor Day Award; and with Cape Cod Academy, through their community service volunteer program. Beat the Blues Winter Film Festivals: to help our local patrons beat the winter blues during the harsh winter of 2015, the library hosted a "Best Picture Film Festival" daily in February leading up to the Academy Awards and a "Cabin Fever Movie Spectacular" periodically in March to provide an escape from all the snow.
- Children's imagination soared at the 2nd Annual Stuffed Animal Sleepover; a showcase children's event that truly captures the imagination and wonder of young children. This year the library hosted 32 stuffed animals to "sleep over" over at the library. Their antics and mayhem were captured on film and brought wonderment and joy to their young owners, when they learned about the fun their animals had during pick-up the next day.
- High Praise for OVL's Revolutionary War Lecture Series: "One if by Land, Two if by Sea at the Osterville Village Library," a series of ten American Revolutionary War lectures packed the house. The focus of the series was to provide a local perspective on various aspects of the war. The series kicked off in June and continued throughout the summer. 293 people attended the 10 lecture series and was noted for its quality and content.
- Genealogy and Family History Writing Series were held this fall in partnership with the Cape Cod Genealogy Society and local author, Alice Plouchard Stelzer. The public has a high level of interest in these areas as the genealogy sessions met our maximum attendance of 30 participants and the writing workshops met our maximum attendance of 10 participants.
- In recognition of November as National Alzheimer's Awareness month, the library sponsored a series of awareness sessions in partnership with Hope Health and Hope Alzheimer's & Dementia Services. To round



out the program, Memory Screenings were conducted by Privatus of Cape Cod and a Mind Games Day to stimulate healthy brain function was conducted by Wicked Fund Games.

Fundraising is a continuous area of focus:

- In June, the library secured an anonymous matching donation of \$85,000 to further motivate donations to the library's 2015 annual appeal.
- The Osterville Village Guide is in its third year and continues to be a successful mainstay, both in popularity and as a fundraiser for the library. The audience has grown significantly and currently exceeds 30,000 readers.
- The 39th Annual Spring Golf Tournament was held in late May, where golfers enjoyed a picture perfect day for golf on the pristine course at the Wianno Golf Course. Golf was followed by dinner and silent auction in the newly renovated Main Dining Room at the Wianno Club—a spectacular evening.
- The Library held its annual car raffle for the 23rd consecutive year. A Mercedes-Benz CLA 250, purchased from Mercedes-Benz of Westwood, graced the lawn of Library and was won by a local Barnstable resident who was in the market for a new vehicle; the proud winner is an employee of the West Barnstable Fire Department.
- The 36th Annual Cape Cod 5K Championship Road Race to benefit the OVL was a huge success with over 400 runners contending for first place. This year a new course record was recorded and \$500 in prize money was awarded. The Osterville Village Library is fortunate to be the beneficiary of this fundraising event. We would like to thank Sean Doherty and Centinel Financial for their efforts in holding this event on our behalf.
- The 21st Annual Clam Bake was held during summer celebration week, with nearly 200 attendees—a beautiful evening, great food, fun music and a successful silent auction. Also during summer celebration week, the library held its 4th Annual Mutts and Martinis “Yappy Hour”, a canine and human cocktail event and a signature event for our dog friendly library. This year, our special guest was pet author, Spencer Quinn, of the Chet & Bernie Canine Detective Mystery Series.

Fiscal Year 2017 Goals and Objectives

1. Enhance the lives of the residents of Barnstable by serving as a cultural, social and intellectual center for the community, through access to our library's collection, programming and special events;
2. Work in collaboration with the other six Barnstable Village Libraries to provide comprehensive library services to the residents of the Town of Barnstable, including cooperative planning, programming and services/resource sharing; including grants, sponsorships and individual donations in order to maintain and expand library services;
3. Continuously evaluate our collection and its development policies for all areas of the library, making appropriate adjustments to support the evolving needs of the community.

Summary of Library Funding Request

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2017
Library Funding	390,503	407,836	TBD
Town of Barnstable	238,192	243,864	TBD
Total	628,695	651,700	TBD

Permanent Positions (FTEs)

Positions	FY 2015 Actual	FY 2016 Proposed
Full Time	5.0	5.0
Part Time	4.0	4.0
Total FTE's	9.0	9.0

Performance/Workload Indicators

Workload Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Total Circulation	96,385	91,500	97,000
Number of items in Collection	69,308	68,760	71,120
Total Hours Open	2,482	2,500	2,510
Programs Held	362	454	474
Volunteer Hours	4,427	4,555	4,000



Sturgis Library



Mission Statement

The Sturgis Library, a historic public library in the village of Barnstable, is dedicated to providing services and resources to meet the needs of a contemporary community while preserving and promoting Cape Cod history. The library:

- Supports the lifelong pursuit of personal, vocational, cultural, and intellectual enrichment.
- Fosters literacy, curiosity, and creativity in library users of all ages.
- Promotes the free exchange of ideas and serves as a community meeting place.
- Offers a gateway to emerging technologies and informational databases which enhance traditional resources.
- Serves as a regional archive and research center for the study of Barnstable County history, genealogy, and maritime culture.

Description of Services Provided

The Sturgis Library offers Barnstable and Cape Cod residents and visitors a comprehensive range of library services 6 days a week throughout the year. The Library's main service roles and priorities are summarized as follows:

- Community
- Knowledge
- Historic Preservation
- Technology and Innovation

*Providing contemporary services to the community while
preserving and promoting Cape Cod history*



One of Sturgis Library's primary service roles is to provide specialized research collections, services and facilities for the study of Cape Cod history, genealogy and maritime culture. Unique among libraries of the Town and County of Barnstable, the Sturgis Library is distinguished for the scope and depth of its special collections and the services it provides to students, genealogists, historians, and others interested in finding out about the rich history of Cape Cod and the Islands. Access to the Library's historical collections and archives is provided free of charge to all researchers.

Another of the Library's important missions is to act as a primary cultural and community center. A full series of special programs, speakers and exhibits throughout the year adds to the educational and recreational opportunities available to residents of all ages. Groups and organizations from around the community have access to the Library's meeting space, and tourists and visitors come to tour our historic building.

Characteristics and Specializations

The Sturgis Library is a historic public library and research archive located in Barnstable Village. The original historic building was constructed in 1644, which gives the Sturgis Library the distinction of being the oldest library building in the country. The Sturgis Library's special collections include the Lothrop Genealogy & Local History Collection and the Henry Crocker Kittredge Maritime Collection, which are used by researchers around the country. The Library's extensive research archives include ship's logs, whaling journals, manuscripts, family histories and genealogies, diaries, correspondence, photographs, cemetery records, early land deeds, and maps dating back to Barnstable's first settlement. Online services include access to digital archives of photographs, documents, deeds, postcards, and the Barnstable Patriot newspaper from 1830 to 1930. The Sturgis Library also offers in-library access to *Ancestry.com Library Edition*, and home access to *Heritage Quest* genealogical databases.



In addition to a wide variety of fiction and nonfiction books for readers of all ages, the Sturgis Library has a large selection of movies on DVD, audiobooks, ebooks, and one of the largest music collections on the Cape. There is a circulating collection of books about Cape Cod and by Cape Cod authors, as well as a dynamic selection of materials for young adults and children.

Special services include free internet and wireless access; service to homebound patrons; and fax, scanning, and photocopying services. We offer extensive research assistance, from homework help to genealogy assistance. We

host one of the only seed lending libraries on Cape Cod.

The Library maintains an attractive and busy Book, Gift, and Mini-Thrift Shop year round. Proceeds from the shop go to enhancing library services and programs, and preserving our historic collections and building.

The Library offers an active schedule of special programs, speaker series, exhibits, and displays for all ages. In addition to weekly programs for children and monthly programs for adults, the library hosts a scholarly book discussion group. The library sponsors an on-going exhibit of artwork by local artists and crafters, and has monthly displays of collectibles, artifacts, antiques, and other items of local interest.

In addition to the Sturgis Library's busy schedule of events and activities, the library hosts meetings and events sponsored by other area organizations, including the Barnstable Historical Society, Civic Association, Friends of Barnstable Harbor, Coast Guard Heritage Museum, and other organizations. Our meeting spaces are available to local groups of all kinds. We welcome visits by school and other groups, and are happy to organize special tours of our historic building for groups or individuals.

Fiscal Year 2017 Goals and Objectives

1. To complete a project to construct a new archival storage space and to replace out outdated HVAC system.
2. 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.
3. To act as a community gathering place and center for civic, cultural, and other events.
4. To identify and attract new sources of funding, including support from public and private grant funding agencies, foundations, businesses, and individuals.
5. 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.
6. To offer diverse and comprehensive programs and services to adults, young adults and children, including curriculum support and lifelong learning opportunities.

RECENT ACCOMPLISHMENTS

- Sturgis Library hosted a very successful **Vonnegut Celebration in the fall of 2014**. A series of events was held over Columbus Day weekend, including lectures on Kurt Vonnegut's work and life in Barnstable Village, art programs, exhibits, a dramatic reading of one of his plays, a jazz concert, film showings, a Chowderfest, and much more. Nearly all of the cultural organizations in Barnstable Village participated in the event by presenting or sponsoring programs. Friends, colleagues, and Vonnegut's son Mark and daughter Edie attended or participated. Cape Cod Beer created a special limited edition beer – Kurt's Farmhouse – specifically for the event. Nearly 2,000 attended programs over the 3 days of the weekend. The event was sponsored by numerous local businesses and individuals. We are grateful to all who participated in this wonderful community-building event.
- Staff and volunteers created an **online index to our unique collection of historic Cape Cod deeds**. These deeds are for property including land, houses, wharfs, salt works, church pews, and more. The index allows researchers to search on a variety of keywords to find the information they're looking for. The Sturgis Library deed collection includes deeds from the 1600s through the late 19th century. The index is not yet complete, but is available for searching on our website.
- The Sturgis ***little free* Library, which was installed in Barnstable Village in June of 2014** was a huge success. Hundreds of books are shared throughout the year in the *little free* Library. We encourage donations of gently used books, movies, music and more – donations can be dropped off at the Library during regular hours.

Additional Recent Accomplishments

- Sturgis Library hosted a **Local Leaders** forum where members of the business, cultural, and political communities met to discuss how these groups can work more effectively together with libraries to provide services to our residents and visitors. The panel discussion was moderated by Sarah Colvin Nelson and included Senator Dan Wolf, Town Manager Tom Lynch, Director of the Cape Cod Chamber of Commerce Wendy Northcross, Town Councilor Ann Canedy, Beth Marcus of Cape Cod Beer, Marilyn Fuller of the Barnstable Historical Society, and Ann Van Vleck of the Cape Cod Young Professionals Association.
- Staff members Karen Horn and Cathy Pastva planned and hosted an Armchair Traveler series, which kicked off with highlights from their trip to Italy, and included 3 other programs in subsequent months. Food and drinks from the various countries were served. This series will resume again in the winter of 2016.
- Sturgis Library collaborated with Tales of Cape Cod to present an author talk and reception with Cape Cod author Sally Gunning in July of 2014. The event was held at the Barnstable Comedy Club and was attended by 200 enthusiastic readers and historical fiction buffs. The Library also collaborated with the Barnstable Historical Society and Cape Cod Beer on a spring Brew-Ha-Ha held at Cape Cod Beer. It featured the music of Sarah Swain and the Oh-Boys as well as fine food, drink, games, dancing, and camaraderie with friends and neighbors. Over 120 people attended the event, and proceeds supported both organizations.

- The Library sponsored over 200 programs, exhibits, and events for adults, young adults, and children, including lectures, music and craft programs, art workshops, a literary tea, and other well-attended programs and events. Together with the six other Barnstable village libraries, the Library participated in the annual collaborative Summer Reading Program.
- The Library received a grant from Mass Humanities to fund its annual reading and discussion group series. This year’s theme was “Shaking Two Nickels Together: A Literary Perspective on Impoverishment and Income Inequality.” The series was attended by over 50 enthusiastic readers.
- In addition to programs, the Library sponsored several successful fundraising events, including a jewelry sale, an ornament sale, an Antiques Show and Sale, and a Plant and Garden Sale. We also raised funds through the sale of used and new books, movies, music, gift items, and a Mini Thrift Shop. Sturgis Library must raise 60% of our funding each year from private donations, events, and other fundraising activities.



Summary of Sturgis Library Funding Request

Category	Actual FY 2015	Approved FY 2016	Proposed FY 2017
Library Funding	332,631	325,800	TBD
Town of Barnstable	227,123	232,046	TBD
Total	\$541,523	\$557,846	TBD

Permanent Positions (FTE's)

Positions	Actual FY 2016	Proposed FY 2017
Full Time	4.5	4.5
Part Time	2.3	3.0
Total FTE's	6.8	7.5

Performance/Workload Indicators

Workload Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Circulation	69,917	72,000	75,000
Items in Collection (including downloadable materials)	202,828	210,000	215,000
Hours Open	2,025	2,100	2,100
Programs Offered	211	220	225
Volunteer Hours	1,788	2,000	2,100

Whelden Memorial Library



Mission Statement

Our mission is to serve the village of West Barnstable by providing popular reading materials, reference resources for independent and formal learning, and electronic access to the information network. Our mission is to preserve and promote the heritage of both West Barnstable and Cape Cod. Our Library serves the Village as a meeting place and a forum for civic and cultural events.

Characteristics and Specializations

The Whelden Memorial Library is a historic building named in honor of Martha Lee Whelden, a West Barnstable school teacher in the 1880s who was renowned for encouraging her students to read. Information literacy, lifelong learning and serving the Village of West Barnstable continue to be our highest priority. We serve the community in many ways including:

- The Library is an important community hub, and we offer comfortable meeting space for various groups and clubs.
- We have a well indexed archival collection of the history of West Barnstable, particularly of the Finnish population, many of whom settled in this area.
- In support of the Barnstable County Beekeepers Association, we have an extensive collection of books and audio visual materials on beekeeping.

Preserving and Promoting the Heritage of the Community

Description of Services Provided

1. We hold an extensive and growing collection of unabridged audio books. In addition, we participate in OverDrive through CLAMS.
2. We offer tutoring space for young and adult learners.
3. We have many programs for both adults and children including author talks, arts and crafts, educational lectures and entertaining presentations.
4. We have a well indexed archival collection of the history of West Barnstable available online.
5. In support of the Barnstable County Beekeepers Association, we have an extensive collection of books and audio visual materials on beekeeping.
6. We have increased the circulation of our audio books and Overdrive downloadable audio books by continuing to provide a varied and large selection.
7. We provide a growing collection of DVDs for both children and adults including the most recent releases, classics and TV series.
8. Our very active and dedicated Friends group maintains a used book store, and also sells books and other handmade items in our lobby. All proceeds benefit the library.
9. Our fundraising activities are diverse and offer entertainment for the community. They include auctions, suppers, wine and food tasting, raffles, boutiques, and participation in the West Barnstable Village Festival.
10. We have a drop-in group for those who knit, crochet, sew or do any other type of needlecraft.
11. Three computers are available for public use.
12. Free Wi-Fi access is available throughout our building.
13. Photocopying and fax services are available for a minimal fee.
14. We provide volunteer opportunities for adults and teens.
15. Homebound book delivery is available to area residents.
16. We provide an Election Day bake sale and snack bar at Precinct 11.
17. Whelden sponsors successful events such as "Time and Talent Auction, and "Whelden in Bloom."
18. We participate in the Annual West Barnstable Village Festival.
19. Whelden sponsored a successful "Time and Talent Auction," "Whelden in Bloom," Annual West Barnstable Village Festival and the Friends of the Whelden Library Christmas Boutique, all of which brought in needed revenue.
20. Whelden sponsors successful events such as "Time and Talent Auction, and "Whelden in Bloom."
21. We participate in the Annual West Barnstable Village Festival.
22. Whelden sponsored a successful "Time and Talent Auction," "Whelden in Bloom," Annual West Barnstable Village Festival and the Friends of the Whelden Library Christmas Boutique, all of which brought in needed revenue.
23. We provided an Election Day Bake sale and Snack Bar at Precinct 11.

RECENT ACCOMPLISHMENTS

- We have updated our website and online newsletter.
- We have a full complement of Trustees on the Board, and have successfully revised our by-laws.
- We have taken measures to correct long standing drainage problems in our basement, enabling our Friends group to expand its book sale.
- We are evaluating existing policies and procedures.
- We continued to make a coordinated effort to share resources, staff and materials with the other Barnstable Libraries.
- We saw increased use of Public Computers and continued to provide wireless access.
- We have increased our programming with successful children's craft programs and more offerings for adult patrons.



Fiscal Year 2017 Goals and Objectives

1. Revive and renovate children's room.
2. Increase programming for children and adults.
3. Evaluate and improve our young adult area.
4. Continue to collaborate extensively with the other Barnstable Libraries.
5. Improve the condition of the Library's basement in order to expand the revenue of our book sales.
6. Complete a plan of action for the library.
7. Evaluate and streamline the organizational structure of the library.



Summary of Whelden Memorial Library Funding Request

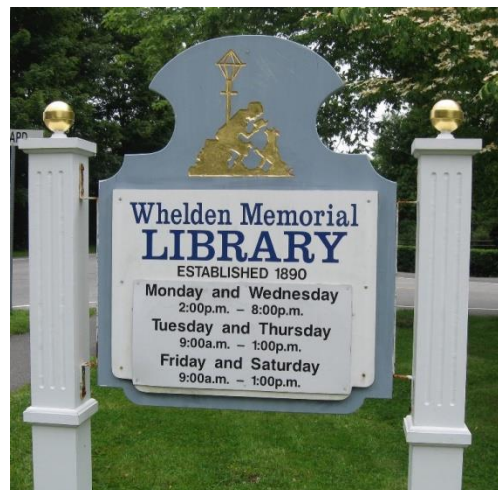
Expenditure Category	Actual FY 2015	Approved FY 2016	Proposed FY 2017
Library Funding	59,280	58,200	TBD
Town of Barnstable	102,562	105,301	TBD
Total	\$161,842	\$163,501	TBD

Permanent Positions (FTEs)

Positions	Actual FY 2016	Proposed FY 2017
Full Time	1.0	1.0
Part Time	1.5	1.5
Total FTE's	2.5	2.5

Performance/Workload Indicators

Workload Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Circulation	42,324	43,000	44,500
Items in Collection	43,526	43,500	44,000
Hours Open	1,585	1,607	1,664
Programs Offered	78	90	100
Volunteer Hours	1404	1500	1500



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Appendix A

FY 2017 Budget Appropriation Orders

PART A CAPITAL PROGRAM BUDGET:

APPROPRIATION TRANSFER AND LOAN ORDER 2016-081

Capital Trust Fund Capital Improvement Plan (Two-thirds vote)

ORDERED:

That the sum of **\$4,286,000** be appropriated for the purpose of funding the Barnstable Community Horace Mann Charter Public School Roof and Façade Improvement project as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$4,236,000**, and that **\$50,000** be transferred from available funds in council Order 2015-119, and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

APPROPRIATION AND LOAN ORDER 2016-082

Capital Trust Fund Capital Improvement Plan (Two-thirds vote)

ORDERED:

That the sum of **\$475,000** be appropriated for the purpose of funding the Barnstable United Elementary School Parking lot Light Pole Replacements and Restroom Fixture & Hardware Upgrades as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$475,000**, and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

APPROPRIATION AND LOAN ORDER 2016-083

Capital Trust Fund Capital Improvement Plan (Two-thirds vote)

ORDERED:

That the sum of **\$250,000** be appropriated for the purpose of funding the Barnstable Public Schools' Unit Ventilator Upgrade project as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$250,000**, and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

APPROPRIATION AND TRANSFER ORDER 2016-084**Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$70,000** be appropriated for the purpose of funding the Barnstable High School Pump Flange Replacements as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$70,000** be transferred from available funds within the Capital Trust Fund, and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

APPROPRIATION AND TRANSFER ORDER 2016-085**Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$120,000** be appropriated for the purpose of funding the Barnstable Public School's Walk-in Cooler Replacements as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$70,000** be transferred from available funds within the Capital Trust Fund and that **\$50,000** be transferred from available funds within the School Lunch Revolving Special Revenue Fund, and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

APPROPRIATION TRANSFER AND LOAN ORDER 2016-086**Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$418,000** be appropriated for the purpose of funding the Information Technology Hardware & Software Upgrade project as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$363,000**, and that **\$55,000** be transferred from available funds under council order 2014-100, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND LOAN ORDER 2016-087**Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$290,000** be appropriated for the purpose of funding the Property Acquisition, Design and Permitting of a Parking Lot in Marstons Mills as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$290,000**, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2016-088**Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$106,000** be appropriated for the purpose of funding the Site Improvements on the Walkway To The Sea as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$103,570** be transferred from available funds within the Capital Trust Fund, and that **\$2,392** be transferred from available funds under council order 2014-113, and that **\$38** be transferred from available funds under council order 2013-116, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2016-089**Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$55,000** be appropriated for the purpose of funding the Water Quality Improvements at Schoolhouse Pond as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$55,000** be transferred from available funds within the Capital Trust Fund, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND LOAN ORDER 2016-090**Airport Enterprise Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$6,373,000** be appropriated for the purpose of funding the Airfield Improvements as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$6,373,000**, and that the Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2016-091**Airport Enterprise Fund Capital Improvement Plan (Majority vote)****ORDERED:**

That the sum of **\$100,000** be appropriated for the purpose of funding the Heavy Duty Vehicle Replacement as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$100,000** be transferred from the Airport Enterprise Fund reserves, and that the Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2016-092**Airport Enterprise Fund Capital Improvement Plan (Majority vote)****ORDERED:**

That the sum of **\$150,000** be appropriated for the purpose of funding the Runway & Taxiway Markings project as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$150,000** be transferred from the Airport Enterprise Fund reserves, and that the Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION TRANSFER AND LOAN ORDER 2016-093**Water Supply Enterprise Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$1,050,000** be appropriated for the purpose of funding the pipe replacement and upgrade program for the Hyannis Water System as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$150,000** be transferred from the Water Supply Enterprise Fund Reserves, and that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$900,000**, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2016-094**Water Supply Enterprise Fund Capital Improvement Plan (Majority vote)****ORDERED:**

That the sum of **\$200,000** be appropriated for the purpose of Pump Station and Treatment Plant Upgrades as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$200,000** be transferred from the Water Supply Enterprise Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2016-095**Water Supply Enterprise Fund Capital Improvement Plan (Majority vote)****ORDERED:**

That the sum of **\$52,000** be appropriated for the purpose of funding the Design and Permitting of Mary Dunn 1 Water Storage Tank Upgrades as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$52,000** be transferred from the Water Supply Enterprise Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2016-096**Water Supply Enterprise Fund Capital Improvement Plan (Majority vote)****ORDERED:**

That the sum of **\$400,000** be appropriated for the purpose of funding the Study, Design, Permitting and Testing of Interconnections with Other Water Systems as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$400,000** be transferred from the Water Supply Enterprise Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND LOAN ORDER 2016-097**Water Pollution Control Enterprise Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$1,289,505** be appropriated for the purpose of funding the Rehabilitation of the Clarifiers at the Wastewater Treatment Plant as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,200,000**, and that **\$89,505** be transferred from available funds under council order 2011-084, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND LOAN ORDER 2016-098**Water Pollution Control Enterprise Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$904,000** be appropriated for the purpose of funding the Backup Generator Replacement at the Wastewater Treatment Plant as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$904,000**, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2016-099**Solid Waste Enterprise Fund Capital Improvement Plan (Majority vote)****ORDERED:**

That the sum of **\$150,000** be appropriated for the purpose of funding the Replacement of the 2007 Mack Tractor as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$150,000** be transferred from the Solid Waste Enterprise Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2016-100**Solid Waste Enterprise Fund Capital Improvement Plan (Majority vote)****ORDERED:**

That the sum of **\$50,000** be appropriated for the purpose of funding the Vehicle Replacement as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$50,000** be transferred from the Solid Waste Enterprise Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION TRANSFER AND LOAN ORDER 2016-101**Solid Waste Enterprise Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$2,500,000** be appropriated for the purpose of funding the Phase I and II Site Improvements at the Solid Waste Facility as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$500,000** be transferred from the Solid Waste Enterprise Fund Reserves, and that the Town Treasurer, with the approval of the Town Manager, be authorized to borrow **\$2,000,000**, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2016-102**Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$3,250,000** be appropriated for the purpose of funding the Public Roads Improvement Program as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$3,250,000** be transferred from available funds within the Capital Trust Fund, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND LOAN ORDER 2016-103**Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$730,000** be appropriated for the purpose of funding the Guardrail and Sidewalk Improvement Program as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$730,000**, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND LOAN ORDER 2016-104**Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$87,500** be appropriated for the purpose of funding the Updated Stormwater Management Plan in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$87,500** be transferred from available funds within the Capital Trust Fund, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2016-105**Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$150,000** be appropriated for the purpose of funding the Traffic Signal Upgrades as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$150,000** be transferred from available funds within the Capital Trust Fund, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2016-106**Sewer Construction & Private Way Maintenance & Improvement Fund (Majority vote)****ORDERED:**

That the sum of **\$853,000** be appropriated for the purpose of funding the Private Way Improvements as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$666,710** be transferred from available funds within the Sewer Construction & Private Way Maintenance & Improvement Fund, and that **\$115,354** be transferred from the available balance under council order 2015-102, and that **\$50,871** be transferred from the available balance under council order 2012-038, and that **\$20,065** be transferred from the available balance under council order 2013-066, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND LOAN ORDER 2016-107**Golf Course Enterprise Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$258,000** be appropriated for the purpose of funding facility improvements at the Olde Barnstable Fairgrounds Golf Course as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$258,000**, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND LOAN ORDER 2016-108**Golf Course Enterprise Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$307,000** be appropriated for the purpose of funding facility improvements at the Hyannis Golf Course as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$307,000**, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND LOAN ORDER 2016-109**Marina Enterprise Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$500,000** be appropriated for the purpose of funding the maintenance dredging of Gateway Marina as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$500,000**, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND LOAN ORDER 2016-110**Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$618,717** be appropriated for the purpose of funding the Beach Facility Improvements as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$478,000**, and that **\$50,000** be transferred from available funds under council order 2013-109, and that **\$21,250** be transferred from available funds under council order 2013-110, and that **\$16,101** be transferred from available funds under council order 2012-097, and that **\$53,366** be transferred from available funds under council order 2013-117, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION TRANSFER AND LOAN ORDER 2016-111**Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$1,079,788** be appropriated for the purpose of funding the Blish Point Boat Access Channel Dredging as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$988,000**, and that **\$6,346** be transferred from available funds under council order 2010-071, and that **\$25,735** be transferred from available funds under council order 2013-117, and that **\$37,306** be transferred from available funds under council order 2010-112 and that **\$22,401** be transferred from available funds under council order 2014-117, and that the Town

Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND LOAN ORDER 2016-112**Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$900,444** be appropriated for the purpose of funding the Site Improvements at the Former Osterville Bay Elementary School as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$757,000**, and that **\$9,865** be transferred from available funds under council order 2014-068, and that **\$133,579** be transferred from available funds under council order 2013-116, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION TRANSFER AND LOAN ORDER 2016-113**Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$1,686,000** be appropriated for the purpose of funding the Lombard Field Improvements as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager and Community Preservation Committee; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$936,000**, and that **\$750,000** be transferred from the amount set aside for open space/outdoor recreation in the Community Preservation Fund, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto, subject to the oversight of the Community Preservation Committee.

APPROPRIATION TRANSFER AND LOAN ORDER 2016-114**Community Preservation Fund (Majority vote)****ORDERED:**

That the sum of **\$173,000** be appropriated for the purpose of funding the West Barnstable Community Building Window Replacements as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager and Community Preservation Committee; and that to meet this appropriation, that **\$173,000** be transferred from the undesignated funds within the Community Preservation Fund, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto, subject to the oversight of the Community Preservation Committee.

PART B – OPERATING BUDGET:**APPROPRIATION ORDER 2016-121****Barnstable Municipal Airport Enterprise Fund****ORDERED:**

That the sum **\$6,093,528** be appropriated for the purpose of funding the Town's FY 2017 Airport Enterprise Fund budget, and to meet such appropriation that **\$6,093,528** be raised from current year revenues by the airport enterprise fund as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2016-122**School Department****ORDERED:**

That the sum **\$63,119,885** be appropriated for the purpose of funding the Town's FY 2017 Barnstable Public Schools budget, and that to meet this appropriation that **\$63,119,885** be raised from current year revenues as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2016-123**Police Department****ORDERED:**

That the sum of **\$13,392,590** to be appropriated for the purpose of funding the Town's FY 2017 Barnstable Police Department budget; and to meet such appropriation that **\$13,342,590** be raised from current year revenues and that **\$50,000** be transferred from the Embarkation Fee Special Revenue Fund as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2016-124**Growth Management Department****ORDERED:**

That the sum of **\$904,137** be appropriated for the purpose of funding the Town's FY 2017 Growth Management Department budget, and that to meet this appropriation that **\$904,137** be raised from current year revenues as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2016-125**Community Services Department General Fund Budget****ORDERED:**

That the sum of **\$3,262,086** be appropriated for the purpose of funding the Town's FY 2017 Community Services Department General Fund budget, and to meet such appropriation, that **\$2,974,086** be raised from current year revenue and that **\$288,000** be transferred from the Waterways Special Revenue Fund as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2016-126**Community Services Department Golf Course Enterprise Fund****ORDERED:**

That the sum of **\$3,282,041** to be appropriated for the purpose of funding the Town's FY 2017 Golf Course Enterprise Fund budget; and to meet such appropriation that **\$3,185,745** be raised from current year revenues by the Golf Course enterprise operations and that **\$96,296** be transferred from the Golf Course Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2016-127**Community Services Department Hyannis Youth and Community Center Enterprise Fund****ORDERED:**

That the sum of **\$2,898,181** be appropriated for the purpose of funding the Town's FY 2017 Hyannis Youth and Community Center Enterprise Fund budget; and to meet such appropriation that **\$1,175,450** be raised from current year revenues by the Hyannis Youth and Community Center operations, and that **\$397,106** be raised from the general fund, and that **\$1,256,476** be transferred from the Capital Trust Fund, and that **\$69,149** be transferred from the Hyannis Youth and Community Center Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2016-128**Community Services Department Marina Enterprise Fund****ORDERED:**

That the sum of **\$797,403** be appropriated for the purpose of funding the Town's FY 2017 Marina Enterprise Fund budget; and to meet such appropriation that **\$661,200** be raised from current year revenues by the marina facilities, and that **\$60,031** be transferred from the Capital Trust Fund, and that **\$30,000** be transferred from the Bismore Park Special Revenue Fund, and that **\$46,172** be transferred from the Marina Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2016-129**Community Services Department Sandy Neck Park Enterprise Fund****ORDERED:**

That the sum of **\$937,998** be appropriated for the purpose of funding the Town's FY 2017 Sandy Neck Park Enterprise Fund budget; and to meet such appropriation that **\$887,998** be raised from current year revenues by the Sandy Neck Park operations, and that **\$50,000** be transferred from the Sandy Neck Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2016-130**Regulatory Services Department****ORDERED:**

That the sum of **\$2,805,050** be appropriated for the purpose of funding the Town's FY 2017 Regulatory Services Department budget, and to meet such appropriation, that **\$2,616,950** be raised from current year revenue, and that **\$45,000** be transferred from the Wetlands Protection Special Revenue Fund, and that **\$143,100** be transferred from the Bismore Park Special Revenue Fund, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2016-131**Department of Public Works General Fund Budget****ORDERED:**

That the sum of **\$9,127,160** be appropriated for the purpose of funding the Town's FY 2017 Department of Public Works General Fund budget, and to meet such appropriation, that **\$9,056,590** be raised from current year revenue, **\$45,570** be transferred from the Embarkation Fee Special Revenue Fund and **\$25,000** be transferred from the Bismore Park Special Revenue Fund, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2016-132**Department of Public Works Solid Waste Enterprise Fund****ORDERED:**

That the sum of **\$3,403,815** be appropriated for the purpose of funding the Town's FY 2017 Department of Public Works Solid Waste Enterprise Fund budget, and to meet such appropriation that **\$3,077,007** be raised from current year revenues by the solid waste facility, and that **\$326,808** be transferred from the Solid Waste Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2016-133**Department of Public Works Water Pollution Control Enterprise Fund****ORDERED:**

That the sum of **\$4,692,412** to be appropriated for the purpose of funding the Town's FY 2017 Department of Public Works Water Pollution Control Enterprise Fund budget, and to meet such appropriation that **\$4,692,412** be raised from current year revenues by the Water Pollution Control Facility, as presented to the Town Council by the Town Manager

APPROPRIATION ORDER 2016-134**Department of Public Works Water Supply Enterprise Fund****ORDERED:**

That the sum of **\$5,270,312** be appropriated for the purpose of funding the Town's FY 2017 Department of Public Works Water Supply Enterprise Fund budget, and to meet such appropriation that **\$5,270,312** be raised from current year revenues by the Water Supply Enterprise Fund operations, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2016-135**Town Council Department****ORDERED:**

That the sum of **\$263,842** be raised and appropriated for the purpose of funding the Town's FY 2017 Town Council budget as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2016-136**Town Manager Department****ORDERED:**

That the sum of **\$633,153** be raised and appropriated for the purpose of funding the Town's FY 2017 Town Manager budget as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2016-137**Administrative Services Department****ORDERED:**

That the sum of **\$5,990,289** be raised and appropriated for the purpose of funding the Town's FY 2017 Administrative Services Department budget as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2016-138**Employee Benefits****ORDERED:**

That the sum of **\$20,039,841** be appropriated for the purpose of funding the Town's FY 2017 Employee Benefits budget, and to meet such appropriation, that **\$18,684,841** be raised from current year revenue, that **\$270,000** be transferred from the Pension Reserve Trust Fund, and that **\$1,085,000** be transferred from the general fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2016-139**Debt Service****ORDERED:**

That the sum of **\$9,172,108** be appropriated for the purpose of funding the Town's FY 2017 General Fund Debt Service budget, and to meet such appropriation, that **\$9,059,925** be raised from current year revenue, and that **\$59,283** be transferred from the Embarkation Fee Special Revenue Fund, and that **\$52,900** be transferred from the Bismore Park Special Revenue Fund, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2016-140**Grants****ORDERED:**

That the sum of **\$1,900,990** be raised and appropriated for the purpose of funding the Town's FY 2017 Library and Tourism Grant budgets as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2016-141**Insurance, Assessments, Transfers and Other Fixed Costs****ORDERED:**

That the sum of **\$9,070,842** be raised and appropriated for the purpose of funding the Town's FY 2017 Insurance, Assessments, Transfers and Other Fixed Costs budgets as presented to the Town Council by the Town Manager, and that the following sums be transferred from the Town's Enterprise Funds for the purpose of reimbursing administrative, employee benefit and insurance costs budgeted within the General Fund:

Water Pollution Control	\$444,872
Solid Waste	\$303,625
Water Supply	\$124,632
Airport	\$817,344
Golf Course	\$250,000
Marinas	\$61,044

Sandy Neck

\$86,520

And further, that the sum of **\$1,500,000** be transferred from the General Fund reserves all for the purpose of funding the Town's FY 2017 General Fund budget as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2016-142**COMMUNITY PRESERVATION FUND ADMINISTRATION EXPENSES AND FY 2017 PROGRAM SET-ASIDES****ORDERED:**

That, pursuant to the provisions of G. L. c. 44B § 6, for the fiscal year ending June 30, 2017, the following sums of the annual revenues of the Community Preservation Fund be set aside for further appropriation and expenditure for the following purposes: **\$393,660** for open space and recreation; **\$393,660** for historic resources; **\$393,660** for community housing; **\$418,896** for a budget reserve, and that the sum of **\$150,000** be appropriated from the annual revenues of the Community Preservation Fund for the administrative expenses the Community Preservation Committee, to be expended under the direction of the Town Manager, or the Community Preservation Committee with the prior approval of the Town Manager.

APPROPRIATION ORDER 2016-143**APPROPRIATION ORDER FOR COMMUNITY PRESERVATION FUND FY 2017 DEBT SERVICE****ORDERED:**

That the Town Council hereby appropriate **\$2,285,118** for the purpose of paying the FY 2017 Community Preservation Fund debt service requirements, and to meet such appropriation, that **\$2,186,724** be provided from current year revenues of the Community Preservation Fund and that **\$98,394** be provided from the reserve for the historic preservation program within the Community Preservation Fund.

2016-144 AUTHORIZING EXPENDITURE OF COMCAST LICENSING FEES FOR THE FUNDING OF THE PUBLIC, EDUCATIONAL AND GOVERNMENT (PEG) ACCESS CHANNELS

RESOLVED: That the Town Council hereby authorizes the Town Manager to expend funds for the FY 2017 operation of Public, Educational and Government access channels from licensing fees provided in the cable licensing agreement with Comcast, as signed by the Town Manager on June 8, 2008.

REVOLVING FUNDS AUTHORIZATION ORDER 2016-145

ORDERED:

Pursuant to Chapter II, Article XVIII-A, Section 3 of the General Ordinances, the Town Council hereby authorizes the following revolving funds for FY 2017:

Fund	Revenue Source	Dept. Officer Authorized To Expend Funds	Use of Fund	Total Expenditure Limit FY 2017
Classroom Education Fund	Program registration fees	Senior Services Director	Salaries, benefits, expenses, contract services to operate program	\$65,000
Recreation Program Fund	Program registration fees	Leisure Services Director	Salaries, benefits, expenses, contract services to operate program	\$500,000
Shellfish Propagation Fund	Fees from permits	Natural Resources Director	Salaries, benefits, expenses, contract services, shellfish equipment to operate	\$200,000
Building Inspections Fund	Fees from permits for municipal & private projects	Building Commissioner	Salaries, benefits, expenses, contract services to operate program	\$150,000
Consumer Protection Fund	Fees from weights & measures	Director of Regulatory Services	Salaries, benefits, expenses, contract services to operate program	\$350,000
Geographic Information Technology Fund	Fees for GIS maps & reports	Information Technology Director	Salaries, benefits, expenses, contract services to operate program	\$10,000
Arts and Culture Program Fund	Shanty revenue, gifts & contributions for arts culture	Growth Management Director	Expenses related to arts and culture program	\$50,000
			Total	\$1,325,000

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Appendix B

Glossary

The following definitions explain the meaning of some of the terms frequently used in documents and discussions related to the Town's financial matters:

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 (*e.g.*, water, sewer, sidewalks, etc.), special property taxes may be assessed to the property owners of that area to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property parcel receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of up to 20 years. In this case, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

Boat excise

An amount levied on boats and ships in lieu of a [personal property tax](#) for the privilege of using the Commonwealth's waterways. Assessed annually as of July 1, the excise is paid to the community where the boat or ship is usually moored or docked.

Bond

A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date ([maturity date](#)), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See [Note](#)).

Bond and interest record (bond register)

The permanent and complete record maintained by a municipal treasurer for each [bond](#) issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.

Bond Anticipation Note (BAN)

[Short-term debt](#) instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years ([MGL Ch. 44 §17](#)). Principal payments on school related BANs may be deferred up to seven years (increased in 2002 from five years) if the community has an approved project on the [Massachusetts School Building Authority \(MSBA\)](#) priority list. BANs are full faith and credit obligations.

Bond authorization

Action of town meeting or a city council authorizing the executive branch to raise money through the sale of bonds in a specific amount and for a specific purpose. Once authorized, issuance is by the treasurer upon the signature of the mayor, or selectmen. (See [Bond Issue](#)).

Bond counsel

An attorney or law firm engaged to review and submit an opinion on the legal aspects of a municipal bond or note issue.

Bond issue

The actual sale of the entire, or a portion of, the bond amount authorized by a town meeting or city council.

Bond premium

The difference between the market price of a bond and its face value (when the market price is higher). A premium will occur when the bond's stated interest rate is set higher than the true interest cost (the market rate). Additions to the [levy limit](#) for a [Proposition 2½ debt exclusion](#) are restricted to the true interest cost incurred to finance the excluded project. Premiums received at the time of sale must be offset against the stated interest cost in computing the debt exclusion. If receipt of the premium and the payment of interest at maturity of an excluded debt occur in different fiscal years, reservation of the premium for future year's debt service is required at the end of the fiscal year when the premium was received.

Bond rating

A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies such as Moody's and Standard and Poor's use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

Bonds authorized and unissued

Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by town meeting or the city council to be removed from community's books.

Budget

A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Level Funded Budget, [Performance Budget](#), [Program Budget](#), Zero Based Budget)

Budget basis of accounting

The Town's general fund and enterprise fund budgets are prepared on a basis other than generally accepted accounting principles (GAAP basis). The actual results of operations are presented on a "budget (cash) basis" to provide a meaningful comparison of actual results with the budget.

Budget calendar

The schedule of key dates or milestones which a government follows in the preparation and adoption of the budget.

Budget message

A statement that, among other things, offers context by summarizing the main points of a [budget](#), explains priorities, describes underlying policies that drive funding decisions, and otherwise justifies the expenditure plan and provides a vision for the future.

Business-type activities

One of two classes of activities reported in the [GASB 34](#) government-wide financial statements. These activities are financed in whole or in part by fees charged to users for goods or services. Some examples are enterprise (MGL [Chapter 44 §53F½](#)), [special revenue](#) (MGL [Ch. 41 §69B](#)) water, and municipal electric fund.

Capital assets

All tangible property used in the operation of government which is not easily converted into [cash](#), and has an initial useful live extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See [Fixed Asset](#)).

Capital budget

An [appropriation](#) or spending plan that uses borrowing or direct outlay for [capital](#) or [fixed asset](#) improvements. Among other information, a capital budget should identify the method of financing for each recommended expenditure, i.e., tax levy, rates, and identify those items that were not recommended. (See Capital Asset, Fixed Asset).

Capital expenditures /improvements

Items generally found in the capital budget such as construction or major repairs to municipal buildings. The fees for architects, engineers, lawyers, and other professional services, plus the cost of financing advance planning, may be included in addition to the cost of materials and installation/construction.

Capital improvements program

A blueprint, for planning a community's [capital expenditures](#) that comprises an annual capital budget and a five-year capital program. It coordinates community planning, fiscal capacity and physical development. While all of the community's needs should be identified in the program, there is a set of criteria that prioritizes the expenditures.

Capital outlay

The exchange of one asset ([cash](#)) for another (capital asset), with no ultimate effect on net assets. Also known as "pay as you go," it is the [appropriation](#) and use of available cash to fund a [capital improvement](#), as opposed to incurring debt to cover the cost.

Capital outlay expenditure exclusion	A temporary increase in the tax levy to fund a capital project or make a capital acquisition. Exclusions require two-thirds vote of the selectmen or city council (sometimes with the mayor's approval) and a majority vote in a community-wide referendum. The exclusion is added to the tax levy only during the year in which the project is being funded and may increase the tax levy above the levy ceiling .
Capital projects fund	Fund type used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds).
Cash	Currency, coin, checks and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.
Cash basis of accounting	An accounting method used that records and recognizes revenues when cash is received and expenses when cash is paid out of the Town treasury.
Cashbook	A source book of original entry, which a treasurer is required to maintain, for the purpose of recording municipal receipts, adjustments to balances, deposits to municipal accounts and disbursements through warrants .
Cash management	The process of monitoring the ebb and flow of a money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short-term borrowing and investment of idle cash.
Cash receipts	Any money received by a municipality or its departments whether by cash , check or electronic transfer.
Categorical aid (see offset item)	Type of state aid distributed to jurisdictions via the Cherry Sheet . An offset item constitutes categorical aid and as such the funds must be spent for specific municipal and regional school district programs. The funds may be spent with appropriation in the local budget.
Categorical grant	A type of intergovernmental payment, which is characterized by extensive restrictions on the uses to which the funds may be "spent" by the recipient government.
Cemetery perpetual care	Funds donated by individuals for the care of gravesites. According to MGL Ch. 114 §25, funds from this account must be invested and spent as directed by perpetual care agreements. If no agreements exist, the interest (but not principal) may be used as directed by the cemetery commissioners for the purpose of maintaining cemeteries.
Certificate of Deposit (CD)	A bank deposit evidenced by a negotiable or non-negotiable instrument that provides on its face that the amount of such deposit, plus a specified interest, is payable to the bearer or to any specified person on a certain date specified in the instrument, at the expiration of a certain specified time, or upon notice in writing.

Chapter 200 (tax recapitulation)

Chapter 200 of the Acts of 1988 provides relief for those communities in which the maximum shift results in a residential share that is larger than the prior year's. Those communities may increase the commercial and industrial properties share of the [levy](#) by as much as 75 percent if the residential class would not be reduced to less than 50 percent of its single [tax rate](#) share by doing so. However, this residential share cannot be less than the residential share in any year since the community was first certified at [full and fair cash value](#). General reference to the regulations and associated procedure for determining the maximum shift of tax burden from the Residential [property class](#) to the Commercial, Industrial, and Personal Property classes (CIP). The Chapter 200 form used in the tax rate approval process develops the maximum shift allowed

Chapter 59 assessment of local taxes

Portion of the Massachusetts General Laws that defines how municipalities assess local taxes. This chapter defines the role and responsibilities of assessors and methods for assessing property. Section 5 describes property and persons entitled to exemptions. There are a number of exemptions that a municipality can vote to adopt. A municipality can be reimbursed by the state for some tax exemptions mandated by [Chapter 59 - Section 5](#). A municipality applies for reimbursement by submitting documentation to [DOR](#) each year.

Chapter 61 land

Forest, agricultural/horticultural, and recreational lands valued according to MGL Chapters [61](#), [61A](#), and [61B](#). Land is valued at its current use rather than the full and fair cash value. The commercial property tax rate is applicable for land defined under these chapters.

Chapter 70 school funds

Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which state aid is distributed through the [Cherry Sheet](#) to help establish educational equity among municipal and regional school districts.

Chapter 90 highway funds

State funds derived from periodic transportation bond authorizations and apportioned to communities for highway projects based on a formula under the provisions of MGL Ch. 90 §34. The Chapter 90 formula comprises three variables: local road mileage (58.33 percent) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83 percent) derived the Department of Employment and Training (DET), and population estimates (20.83 percent) from the US Census Bureau. Local highway projects are approved in advance, and then later on the submission of certified expenditure reports to MHD, communities receive cost reimbursements to the limit of the grant. Under the formula, communities with a larger number of road miles receive proportionately more aid than those with fewer road miles.

Charges for services

(Also called User Charges or Fees) The charges levied on the users of particular goods or services provided by local government requiring individuals to pay for the private benefits they receive. Such charges reduce the reliance on property tax funding.

Charter school aid

A component of Chapter 70 state aid provided to a municipality for public education. Beginning in fiscal year (FY) 99, no new charter aid will be included in Chapter 70 aid, and any Charter Aid distributed in FY98 and prior years has been included in FY99 base aid.

Cherry sheets

A form showing all state charges and reimbursements to the Town as certified by the state director of accounts. Years ago this document was printed on cherry colored paper.

Cherry sheet assessments

Estimates of annual charges to cover the cost of certain state and county programs.

Cherry sheet offset items

[Local aid](#) that may be spent without [appropriation](#) in the [budget](#), but which must be spent for specific municipal and regional school district programs. Current [offset items](#) include racial equality grants, school lunch grants, School Choice Receiving Tuition and public libraries grants. (See also [Offset Receipts](#)).

Cherry sheet receipts

Chapter 58, Section 25A of the Massachusetts General Laws provides that the Commissioner of Revenue estimate the state's funding of local reimbursement and assistance programs as authorized by law and appropriated by the legislature. Local assessors are required to use these figures when determining the local property tax rate.

Classification of the tax rate

Each year, the selectmen or city council vote whether to exercise certain tax rate options. Those options include choosing a residential factor to adopt (MGL Ch. 40 §56), and determining whether to offer an open space discount (Ch. 61, 61A and 61B), a residential exemption (Ch. 59, §5C), and/or a small commercial exemption (Ch. 59, §5I) to property owners.

Collective bargaining

The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union.

Commercial, Industrial, Personal property (CIP)

A group of three property types used to describe the effect of multiple tax rates. A municipality can take a number of actions to shift the levy burden associated with a single tax rate from Open Space and Residential categories to the CIP categories.

Commitment

An authorization to collect taxes, fees or other charges due a municipality. For example, the assessors' commitment of real estate taxes authorizes the collector to pursue and receive payment from property owners.

Community Preservation Act

Enacted as MGL [Ch. 44B](#) in 2000, the community preservation act permits cities and towns accepting its provisions to establish a restricted fund from which monies can only be appropriated for a) the acquisition, creation and preservation of open space; b) the

(CPA)

acquisition, preservation, rehabilitation, and restoration of historic resources; and c) the acquisition, creation and preservation of land for recreational use; d) the creation, preservation and support of community housing; and e) the rehabilitation and restoration of open space, land for recreational use and community housing that is acquired or created using monies from the fund. Acceptance requires town meeting or city council approval, together with referendum approval by majority vote. The local program is funded by a local surcharge up to 3 percent on real property tax bills and matching dollars from the state generated from registry of deeds fees. (See DOR [IGR 00-209](#) as amended by IGR 01-207 and IGR 02-208).

**Community
preservation fund**

Formerly known as the “Landbank Fund” in Town, this was a voter approved surtax levied at 3 percent on all real estate taxes. The State had initially set up a \$15 million dollar matching fund and reimbursed Cape Cod Town’s 50 cents per dollar of surtax collected. This matching fund has been depleted as of FY04. The matching fund is now supported by a real estate transfer fee collected by the registry of deeds across the state. The revenue collected from this program can be used for land acquisitions for recreation and to preserve open space, historic preservation and affordable housing.

**Computer Assisted
Mass Appraisal
(CAMA)**

An automated system for maintaining property data, valuing property, notifying owners, and ensuring tax equity through uniform valuations.

Conservation fund

A city or town may appropriate money to a conservation fund, which money may be expended for lawful conservation purposes as described in MGL Ch. 40 §8C. The money may also be expended for damages arising from an eminent domain taking provided that the taking was approved by a two-thirds vote of city council or town meeting.

**Contingent
appropriation**

An appropriation that authorizes spending for a particular purpose only if subsequently approved in a voter referendum. Under MGL Ch. 59 §21C (m), towns may make appropriations from the tax levy, available funds or borrowing, contingent upon the subsequent passage of a Proposition 2½ override or exclusion question for the same purpose. If initially approved at an annual town meeting, voter approval of the contingent appropriation must occur by September 15. Otherwise, the referendum vote must occur within 90 days after the town meeting dissolves. The question may be placed before the voters at more than one election, but if not approved by the applicable deadline, the appropriation is null and void. If contingent appropriations are funded through property taxes, DOR cannot approve the tax rate until the related override or exclusion question is resolved or the deadline passes, whichever occurs first.

Contingent liabilities

Items that may become liabilities as a result of conditions undetermined at a given date, such as guarantees, pending law suits, judgments under appeal, unsettled disputed claims, unfilled purchase orders, and uncompleted contracts.

Cost-benefit analysis

A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

Cost Of Living Adjustment (COLA)

Reference to language in municipal contracts that provide for annual or periodic increases in salaries and wages for employees over the course of the contract. The amount of an increase is most often negotiated based on a community's ability to pay, but is sometimes tied to the annual change in a specified index, i.e., consumer price index (CPI).

Cost Center

The lowest hierarchical level of allocating monies. Often referred to as a program, project or operation.

Debt authorization

Formal approval by a two-thirds vote of town meeting or city council to incur debt, in accordance with procedures stated in MGL [Ch. 44 §§1, 2, 3, 4a, 6-15](#).

Debt burden

The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of [assessed value](#), debt per capita, etc.). Sometimes debt burden refers to [debt service](#) costs as a percentage of the total annual budget.

Debt Exclusion

An action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax [levy](#), but outside the limits under [Proposition 2½](#). By approving a debt exclusion, a community calculates its annual levy limit under Proposition 2½, then adds the excluded [debt service](#) cost. The amount is added to the levy limit for the life of the debt only and may increase the levy above the [levy ceiling](#).

Debt limit

The maximum amount of debt that a municipality may authorize for qualified purposes under state law. Under MGL [Ch. 44 §10](#), debt limits are set at 5 percent of EQV for a city and 5 percent of [EQV](#) for a town. By petition to the Municipal Oversight Board, cities and towns can receive approval to increase their debt limit to 5 and 10 percent of EQV, respectively.

Debt policy

Part of an overall capital financing policy that provides evidence of a commitment to meet infrastructure needs through a planned program of future financing. Debt policies should be submitted to elected officials for consideration and approval.

Debt service

The repayment cost, usually stated in annual terms and based on an amortization schedule, of the [principal](#) and [interest](#) on any particular bond issue.

Debt service fund

Governmental fund type used to account for the accumulation or resources for, and the payment of, general [long-term debt](#) principal and interest. In Massachusetts, these are only allowed by special legislation.

Debt statement

Reference to a report, which local treasurers are required to file with the [DOR](#), showing authorized and issued debt, debt retired and interest paid by a community during the prior fiscal year, as well as authorized but unissued debt at year-end. Also known as the "Statement of Indebtedness."

Deferred revenue

Amounts that do not meet the criteria for revenue recognition. Also, earned amounts that are not yet available to liquidate liabilities of a current period.

Deficit

The excess of expenditures over revenues during an accounting period. Also refers to the excess of the liabilities of a fund over its assets.

Demand letter

Notice to a delinquent taxpayer of overdue taxes typically mailed soon after the thirty day, or otherwise determined, payment period has ended.

Demand notice

When a tax bill becomes past due, the collector sends a demand notice requesting payment. The collector is required to issue a demand before initiating a tax taking.

Department

A principal, functional, and administrative entity created by statute and the Town Manager to carry out specified public services.

Department Of Revenue (DOR)

State department responsible for collecting a wide variety of taxes, providing taxpayer support, and administering programs related to municipal finance through the Division of Local Services ([DLS](#)).

Designated unreserved fund balance

A limitation on the use of all or part of the expendable balance in a governmental fund.

Division of Local Services (DLS)

A division within the [DOR](#) (Department of Revenue) responsible for helping Massachusetts cities and towns achieve sound and efficient fiscal management through technical assistance, training, and oversight. DLS bureaus are responsible for ensuring the fairness and equity of local property taxation, the accuracy and quality of local accounting and treasury management, interpreting state laws that affect local governance, distributing local aid, maintaining a comprehensive databank on local finances, and auditing local school districts.

Education Reform Act of 1993

State law that authorized the seven-year, Ch. 70 funding program for education and that established spending targets for school districts as a means to remedy educational inequities. Scheduled to end by FY00, the program has been extended, pending agreement on further reforms.

Emergency spending

MGL [Chapter 44 §31](#) allows a community to spend in excess of appropriation in cases of major disasters that pose an immediate threat to the health or safety of persons or property, following the emergency declaration by council or selectmen and the approval of the Director of Accounts.

Eminent domain

The power of a government to take property for public purposes. Frequently used to obtain [real property](#) that cannot be purchased from owners in a voluntary transaction. Property owner receives fair compensation (market value at the time of the taking) as determined through court proceedings.

Encumbrance

A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that is chargeable to, but not yet paid from, a specific appropriation account.

Enterprise Funds

An enterprise fund, authorized by MGL [Ch. 44 §53F½](#), is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax [levy](#), if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs--are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "[surplus](#)" or [retained earnings](#) generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services. Barnstable has seven: water pollution, solid waste, golf course, airport, marinas, water and Sandy Neck Park. Both the costs and the revenues of the enterprise are segregated from other finances of the Town.

Equalized Valuations (EQV)

The determination of an estimate of the [full and fair cash value](#) of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some state aid accounts and for determining county assessments and other costs. The Commissioner of Revenue, in accordance with MGL [Ch. 58 §10C](#), is charged with the responsibility of biannually determining an equalized valuation for each city and town in the Commonwealth.

Estimated receipts

A term that typically refers to anticipated local revenues listed on page three of the Tax Recapitulation Sheet. Projects of local revenues are often based on the previous year's receipts and represent funding sources necessary to support a community's annual budget. ([See Local Receipts](#)).

Excess levy capacity

The difference between the [levy limit](#) and the amount of [real](#) and [personal property](#) taxes actually levied in a given year. Annually, the board of selectmen or city council must be informed of excess levy capacity and their acknowledgment must be submitted to [DOR](#) when setting the [tax rate](#).

Exemptions

A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include [veterans](#), [blind individuals](#), [surviving spouses](#), and [persons over 70 years of age](#).

Expendable trust

A fund, administered by the treasurer, from which both [principle](#) and [interest](#) can be expended for the purposes specified and agreed upon when the money was donated or transferred to the community. (See [Trust Fund](#); Non-Expendable Trust).

Expenditure

An outlay of money made by municipalities to provide the programs and services within their approved [budget](#).

Expense

An identified cost incurred to accomplish a particular goal.

Fair market value

Fair cash value has been defined by the Massachusetts Supreme Judicial Court as "fair market value, which is the price an owner willing but not under compulsion to sell ought to receive from one willing but not under compulsion to buy. It means the highest price that a normal purchaser not under peculiar compulsion will pay at the time, and cannot exceed the sum that the owner after reasonable effort could obtain for his property. A valuation limited to what the property is worth to the purchaser is not market value. The fair cash value is the value the property would have on January first of any taxable year in the hands of any owner, including the present owner" (Boston Gas Co. v. Assessors of Boston, 334 Mass. 549, 566 (1956)).

Fiduciary funds

Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include expendable trust, non-expendable trust, pension trust, and agency funds.

Financial statement

A presentation of the assets and liabilities of a community as of a particular date and most often prepared after the close of the fiscal year.

Fiscal Year

Since 1974, the Commonwealth and municipalities have operated on a budget cycle that begins July 1 and ends June 30. The designation of the fiscal year is that of the calendar year in which the fiscal year ends. For example, the 2000 fiscal year is July 1, 1999 to June 30, 2000. Since 1976, the federal government fiscal year has begun October 1 and ended September 30.

Fixed assets

Long-lived, tangible assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

Fixed costs

Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or [interest](#) on loans.

Foundation budget

The spending target imposed by the [Education Reform Act of 1993](#) for each school district as the level necessary to provide an adequate education for all students.

Free Cash

Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the [tax recapitulation sheet](#), and unspent amounts in [budget](#) line-items. Unpaid [property taxes](#) and certain [deficits](#) reduce the amount that can be certified as free cash. The calculation of free cash is based on the balance sheet as of June 30, which is submitted by the community's auditor, accountant, or comptroller. Important: free cash is not available for [appropriation](#) until certified by the Director of Accounts. (See [Available Funds](#))

Full accrual

A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

Full and Fair Cash Value (FFCV)

Fair cash value has been defined by the Massachusetts Supreme Judicial Court as "[fair market value](#)", which is the price an owner willing but not under compulsion to sell ought to receive from one willing but not under compulsion to buy. It means the highest price that a normal purchaser not under peculiar compulsion will pay at the time, and cannot exceed the sum that the owner after reasonable effort could obtain for his property. A valuation limited to what the property is worth to the purchaser is not market value. The fair cash value is the value the property would have on January first of any taxable year in the hands of any owner, including the present owner" (Boston Gas Co. v. Assessors of Boston, 334 Mass. 549, 566 (1956)).

Fund

An accounting entity with a self balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

Fund accounting

Organizing the financial records of a municipality into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, [revenues](#), and [expenditures](#)) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the [general fund](#) and [enterprise funds](#). Communities whose accounting records are organized according to the [Uniform Municipal Accounting System \(UMAS\)](#) use multiple funds.

Fund balance

The difference between assets and liabilities reported in a governmental fund. Also known as fund equity. (See also [Unreserved Fund Balance](#))

GASB 34

A major pronouncement of the [Governmental Accounting Standards Board](#) that establishes new criteria on the form and content of governmental financial statements. [GASB 34](#) requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering services and value estimates on public infrastructure assets, such as bridges, road, sewers, etc. It also requires the presentation of a narrative statement analyzing the government's financial performance, trends and prospects for the future.

GASB 45

This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other post-employment benefits (See OPEB) in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

For additional information see Technical Assistance Best Practice: [Other Post-Employment Benefits](#)

General fund

The [fund](#) used to account for most financial resources and activities governed by the normal town meeting/city council [appropriation](#) process.

General fund subsidy

Most often used in the context of [enterprise funds](#). When the [revenue](#) generated by rates, or user fees, are insufficient to cover the cost to provide the particular service, general fund money is used to close the gap in the form of a subsidy. The subsidy may or may not be recovered by the [general fund](#) in subsequent years.

General ledger

The accountant's record of original entry, which is instrumental in forming a paper trail of all government financial activity.

General obligation bonds

[Bonds](#) issued by a municipality for purposes allowed by statute that are backed by the [full faith and credit](#) of its taxing authority.

Generally Accepted Accounting Principles (GAAP)

Uniform minimum standards and guidelines for financial accounting and reporting that serve to achieve some level of standardization

Generally Accepted Auditing Standards (GAAS)

Accounting standards that define the conventions, rules, and procedures necessary to make valid financial presentations. The Governmental Accounting Standards Board ([GASB](#)) provides specific interpretations of the [GAAP](#) for application in state and local governments. Criteria used by auditors to determine if financial statements are fairly presented.

Generally Accepted Government Auditing Standards (GAGAS)

These are auditing standards established by the U.S. General Accounting Office publication "Government Auditing Standards" (1988) also known as the "[Yellow Book](#)". GAGAS for financial statement audits incorporate the field work and reporting standards of [GAAS](#).

Government accounting standards board (GASB)

The ultimate authoritative on accounting and financial reporting standard-setting body for state and local governments.

Governmental funds

Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, capital projects funds, debt service funds, and permanent funds.

Grant

A contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal government. Grants are usually made for specific purposes.

Grant Anticipation Notes (GAN)

Short-term, interest-bearing notes issued by a government to raise capital to be repaid by grants proceeds, which are anticipated at a later date. GANS allow the recipient of the grant to begin carrying out the purpose of the grant immediately.

Hotel/Motel Excise

A local option since 1985 that allows a community to assess a tax on short-term room occupancy. The community may levy up to 4 percent of the charge for stays of less than 90 days at hotels, motels and lodging houses. The convention center legislation imposed an additional 2.75 percent charge in Boston, Cambridge, Chicopee, Springfield, West Springfield and Worcester.

House 1 (Governor's budget proposal)

Designation given to the Governor's annual budget request, which is submitted to the House of Representatives by the fourth Wednesday of January. Except that a newly elected governor has eight weeks from the day he/she takes office to submit a budget. The budget is designated House 1 in the first year of the two-year legislative session and House 1A in the second year.

Income approach

A method of estimating property value by converting anticipated net rental revenue, generated by the property, into an indication of market value. Used primarily to value [commercial/industrial](#) properties and apartment buildings, which are normally bought and sold on the basis of their income producing capability.

Indirect cost

Costs of a service not reflected in the operating [budget](#) of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of [enterprise funds](#).

Inside debt

Municipal debt incurred for purposes enumerated in MGL [Ch. 44, §7](#), and measured against the community's debt limit as set under [Ch. 10](#). Consequently, the borrowing is inside the [debt limit](#) and referred to as inside debt. (See also Outside Debt).

Interest

Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal [bonds](#), interest payments accrue on a day-to-day basis, but are paid every six months.

Interest rate

The interest payable, expressed as a percentage of the [principal](#) available, for use during a specified period of time. It is always expressed in annual terms.

Interfund transactions

Payments from one administrative budget fund to another, which results in the recording of a receipt and an expenditure.

Intrafund transactions

Financial transactions between activities within the same fund. An example would be a budget transfer.

Interim year valuation adjustment

State law requires that local [assessed values](#) reflect market value every year. Every three years, [BLA](#) reviews and certifies that an individual community's assessed values meet the standard. In between these [triennial revaluations](#), a community should complete an annual analysis to determine whether an interim year value adjustment is warranted. Depending on market conditions and property value trends, adjustments may increase, decrease or leave values unchanged. If the overall assessed value of the community changes by 10 percent, up or down, [BLA](#) must be notified.

Internal control structure

The policies and procedures established by management to ensure the integrity and comprehensiveness of the data collected by the [accounting system](#) for use in internal and external financial reports, as well as the overall control environment in which the government operates.

Internal service fund

A municipal accounting [fund](#) used to accumulate the cost of central services such as data processing, printing, postage, motor pool. Costs or charges to an internal service fund are then allocated to other departments or funds within the government unit.

Land court

Established in 1898, the Land Court has the exclusive jurisdiction to foreclose rights of redemption on a property in tax title.

Legal Level of Budgetary Control

The level at which a government's management may not reallocate resources without approval from the legislative body

Levy

The amount a community raises through the property tax. The [levy](#) can be any amount up to the [levy limit](#), which is re-established every year in accordance with [Proposition 2½ provisions](#).

Levy ceiling

A levy ceiling is one of two types of [levy](#) (tax) restrictions imposed by MGL Ch. 59 §21C ([Proposition 2½](#)). It states that, in any year, the real and personal property taxes imposed may not exceed 2½ percent of the total [full and fair cash value](#) of all taxable property. Property taxes levied may exceed this limit only if the community passes a capital exclusion, a [debt exclusion](#), or a [special exclusion](#). (See [Levy Limit](#)).

Levy limit

A levy limit is one of two types of [levy](#) (tax) restrictions imposed by MGL Ch. 59 §21C ([Proposition 2½](#)). It states that the real and personal property taxes imposed by a city or town may only grow each year by 2½ percent of the prior year's levy limit, plus [new growth](#) and any [overrides](#) or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, [debt exclusion](#), or [special exclusion](#). (See [Levy Ceiling](#)).

Lien

A legal claim against real or personal property to protect the interest of a party (i.e., a city or town) to whom a debt is owed (i.e., taxes). In the case of real property, the lien in favor of a municipality automatically arises each January 1, but must be secured through other action. On other property, a lien must be recorded to become secure.

Line item budget

A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

Local aid

Revenue allocated by the Commonwealth to cities, towns, and regional school districts. Estimates of local aid are transmitted to cities, towns, and districts annually by the "[Cherry Sheets](#)." Most Cherry Sheet aid programs are considered [general fund](#) revenues and may be spent for any purpose, subject to [appropriation](#).

Local receipts

Locally generated [revenues](#), other than real and personal property taxes. Examples include [motor vehicle excise](#), investment income, [hotel/motel tax](#), fees, rentals, and charges. Annual estimates of local receipts are shown on the [tax rate recapitulation sheet](#).

Long-term debt

Community borrowing, or outstanding balance at any given time, involving loans with a [maturity date](#) of 12 months or more. (See Permanent Debt).

Maintenance budget

A no-growth budget that continues appropriations for programs and services at their current year levels. The actual [appropriation](#) to maintain programs and services may still increase due to inflation or other factors.

Market value

Fair cash value has been defined by the Massachusetts Supreme Judicial Court as "fair market value, which is the price an owner willing but not under compulsion to sell ought to receive from one willing but not under compulsion to buy. It means the highest price that a normal purchaser not under peculiar compulsion will pay at the time, and cannot exceed the sum that the owner after reasonable effort could obtain for his property. A [valuation](#) limited to what the property is worth to the purchaser is not market value. The fair cash value is the value the property would have on January first of any taxable year in the hands of any owner, including the present owner" (Boston Gas Co. v. Assessors of Boston, 334 Mass. 549, 566 (1956)).

Mass appraisal

Use of standardized procedures for collecting data and appraising property to ensure that all properties within a municipality are valued uniformly and equitably.

**Massachusetts
General Laws (MGL)**

Laws passed by the Massachusetts legislature. The MGL is organized by chapters with multiple sections in each chapter. Currently there are 282 chapters. See www.mass.gov/legis/laws/mgl/index.htm. Note that laws enacted prior to the current legislative session are in one location and those enacted in the current session are located in a separate location.

**Minimum local
contribution**

The minimum that a city or town must [appropriate](#) from [property taxes](#) and other local revenues for the support of schools ([Education Reform Act of 1993](#)).

**Modified Accrual
Basis of accounting**

A method of accounting that recognizes revenues in the accounting period in which they become available and measurable.

**Motor Vehicle Excise
(MVE)**

A locally imposed annual tax assessed to owners of motor vehicles registered to an address within the community. The excise tax rate is set by statute at \$25.00 per \$1000 of vehicle value. Owner registration and billing information is maintained by the [State Registry of Motor Vehicles](#) and is made available to a city or town, or to the Deputy Collector who represents it.

**Municipal Revenue
Growth Factor
(MRGF)**

An estimate of the percentage change in a municipality's [revenue](#) growth for a fiscal year. It represents the combined percentage increase in the following revenue components: automatic 2½ percent increase in the [levy limit](#), estimated [new growth](#), the change in selected unrestricted state aid categories, and the change in selected unrestricted [local receipts](#) ([Education Reform Act of 1993](#)).

**Net Assets
Unrestricted**

(Formerly Retained Earnings) An equity account reflecting the accumulated earnings of an enterprise fund that may be used to fund capital improvements, to reimburse the general fund for prior year subsidies, to reduce user charges and to provide for enterprise revenue deficits (operating loss).

Net School Spending (NSS)

School budget and municipal budget amounts attributable to education, excluding long-term debt service, student transportation, school lunches and certain other specified school expenditures. A community's NSS funding must equal or exceed the NSS Requirement established annually by the [Department of Education \(DOE\) \(Education Reform Act of 1993\)](#).

Net school spending requirement

Sum of a school district's [minimum local contribution](#) and the [Chapter 70](#) aid received in a given fiscal year (FY). Municipalities and regional school districts must appropriate funds sufficient to the net school spending requirement. In addition to the NSS requirement funds need to be appropriated to support costs of student transportation, fixed assets, long term debt service, and other costs not part of the [NSS](#). Section 126 of Chapter 194 of the Acts of 1998 limits the net school spending requirement for regional vocational districts to 150 percent of the [foundation budget](#). When the net school spending requirements exceed 150 percent of the foundation budget, the required local contributions of the member towns are reduced proportionately. Any reduction is applied to any below foundation districts to which the municipality belongs.

New Growth

The additional tax revenue generated by new construction, renovations and other increases in the [property tax](#) base during a calendar year. It does not include value increases caused by normal market forces or by revaluations. New growth is calculated by multiplying the [assessed value](#) associated with new construction, renovations and other increases by the prior year tax rate. The additional tax revenue is then incorporated into the calculation of the next year's [levy limit](#). For example, new growth for FY09 is based on new construction, etc. that occurred between January and December 2007. In the fall of 2008, when new growth is being estimated to set the FY09 levy limit, the FY08 [tax rate](#) is used in the calculation.

Non-allocated receipts

[Municipal receipts](#) that need not be expended in a particular way due to their source. Non-allocated receipts are listed on page 3 of the [Tax Rate](#) and [Pro Forma Recapitulation](#) form. Specifically excluded are [offset receipts](#), [enterprise funds](#), and [revolving funds](#).

Non-expendable trust

A [trust fund](#) administered by the treasurer, from which [principle](#), but not [interest](#), can be expended for the purposes specified by the donor or agreed upon when the money was donated or transferred to the community. See Trust Fund; Expendable Trust.

Non-recurring revenue source

A one-time source of money available to a city or town. By its nature, a non-recurring revenue source cannot be relied upon in future years. Therefore, such funds should not be used for operating or other expenses that continue from year-to-year. (See Recurring Revenue Source).

Objects of expenditures

A classification of [expenditures](#) that is used for coding any department disbursement, such as "personal services," "expenses," or "[capital outlay](#)".

Official statement

A document prepared for potential investors that contains information about a prospective [bond](#) or [note](#) issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.

Offset Receipts

A local option that allows estimated [receipts](#) of a particular department to be earmarked for use of the department and [appropriated](#) to offset its annual operating [budget](#). If accepted, MGL [Ch. 44 § 53E](#) limits the amount of offset receipts appropriated to no more than the actual receipts collected for the prior fiscal year. The Director of Accounts must approve use of a higher amount before appropriation. Actual collections greater than the amount appropriated close to the [general fund](#) at year-end. If actual collections are less, the [deficit](#) must be raised in the next year's [tax rate](#).

Operating budget

A plan of proposed expenditures for personnel, supplies, and other [expenses](#) for the coming fiscal year.

Operational audit

A private-sector term used to describe [economy and efficiency audits](#) and program result audits.

Other Post Employment Benefits (OPEB)

(Other Post Employment Benefits) Employees of state and local governments may be compensated in a variety of forms in exchange for service that will not be received until after their employment with the government ends. The most common type of these post employment benefits is a pension. Post employment benefits other than pensions generally take the form of health insurance and dental, vision, prescription, or other healthcare benefits provided to eligible retirees, including in some cases their beneficiaries. They may also include some type of life insurance. As a group, these are referred to as OPEB. (See GASB 45).

Outside debt

Municipal borrowing for purposes enumerated in MGL [Ch. 44, §8](#), the debt incurred for which is not measured against the community's [debt limit](#) per [Ch. 10](#). Consequently, the borrowing is outside the debt limit and referred to as outside debt. (See Inside Debt).

Overlapping debt

A community's proportionate share of the [debt](#) incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.

Overlay reserve

An account established annually to [fund](#) anticipated property tax [abatements](#), exemptions and uncollected taxes in that year. The overlay reserve is not established by the normal [appropriation](#) process, but rather is raised on the [tax rate recapitulation](#) sheet.

Overlay Deficit

A [deficit](#) that occurs when the amount of [overlay](#) raised in a given year is insufficient to cover abatements, statutory exemptions, and uncollected taxes for that year. Overlay deficits must be provided for in the next fiscal year.

Overlay Surplus

Any balance in the [overlay](#) account of a given year in excess of the amount remaining to be collected or abated can be transferred into this account. Within ten days of a written request by the chief executive officer of a city or town, the assessors must provide a certification of the excess amount of overlay available to transfer. Overlay surplus may be appropriated for any lawful purpose. At the end of each fiscal year, unused overlay surplus is "closed" to surplus revenue; in other words, it becomes a part of [free cash](#).

Override

A vote by a community at an election to permanently increase the levy limit. An override vote may increase the [levy limit](#) no higher than the [levy ceiling](#). The override question on the election ballot must state a purpose for the override and the dollar amount. (See [underide](#))

Override capacity

The difference between a community's [levy ceiling](#) and its [levy limit](#). It is the maximum amount by which a community may [override](#) its levy limit.

Payments in lieu of taxes

An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the payer agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.

Performance audit

Such [audits](#) examine the implicit assertion of management, that it is meeting its responsibilities efficiently and effectively. Performance audits typically focus on individual departments, agencies, activities, or functions within a government.

Performance budget

A budget that stresses output both in terms of economy and efficiency.

Personal property tax

Movable items not permanently affixed to, or part of the real estate. It is assessed separately from real estate to certain businesses, public utilities, and owners of homes that are not their primary residences.

Personnel Costs

The cost of salaries, wages and related employment benefits.

Preliminary tax bill

The tax bill for the first two quarters of the fiscal year sent, no later than July 1, by communities on a [quarterly tax billing](#) cycle. The tax due on a preliminary tax bill can be no greater than the amount due in the last two quarters of the previous fiscal year.

Program

A combination of activities to accomplish an end.

Program budget

A budget that relates [expenditures](#) to the programs they [fund](#). The emphasis of a program budget is on output.

Property tax levy (see levy)

The amount a community raises through the property tax. The [levy](#) can be any amount up to the [levy limit](#), which is re-established every year in accordance with [Proposition 2½](#) provisions.

Proposition 2 1/2

State law enacted in 1980 that regulates local property tax administration. Major provisions of this legislation are located in [MGL Ch 59 - Assessment of Local Taxes § 21C](#) and relate to the determination of a [levy limit](#) and [levy ceiling](#) for each town.

Proprietary funds

[Funds](#) that account for government's business-type activities (e.g., activities that receive a significant portion of their funding through user charges). The fund types included in proprietary funds are the [enterprise fund](#) and the [internal service fund](#). The internal service fund accounts for certain central services (e.g., data processing, printing, postage, motor pool) and then allocates the cost among departments or funds within the governmental unit.

Public Employee**Retirement
Administration
(PERAC)**

The Public Employee Retirement Administration oversees and directs the state retirement system and administers benefits for members.

Purchase order

An official document or form authorizing the purchase of products and services. Outstanding purchase orders are called encumbrances.

Quarterly tax bills

Local option to issue two estimated (or three estimated when authorized by the General Court) property tax bills followed by two (or one, if three estimated) regular bills by prescribed dates.

Real property

Land, buildings and the rights and benefits inherent in owning them.

Receipts reserved

Proceeds that are earmarked by law and placed in separate accounts for [appropriation](#) for particular purposes. For example, parking meter proceeds may be appropriated to offset certain expenses for parking meters and the regulation of parking and other traffic activities.

**Recertification (see
triennial
certification)**

The Commissioner of Revenue, through the [Bureau of Local Assessment](#), is required to review local [assessed values](#) every three years and to certify that they represent [full and fair cash value \(FFCV\)](#). Refer to MGL [Ch. 40 §56](#) and [Ch. 59 §2A\(c\)](#).

Requisition

Form used by the requesting department when ordering products and services from external vendors. This document generates a Purchase Order.

**Reserve for
abatements and
exemptions (see
overlay)**

An account established annually to fund anticipated property tax [abatements](#), exemptions and uncollected taxes in that year. The [overlay reserve](#) is not established by the normal [appropriation](#) process, but rather is raised on the [tax rate recapitulation sheet](#).

Reserve Fund

An amount set aside annually within the budget of a city (not to exceed 3 percent of the tax [levy](#) for the preceding year) or town (not to exceed 5 percent of the tax levy for the preceding year) to provide a funding source for extraordinary or unforeseen expenditures. In a town, the finance committee can authorize transfers from this fund for "extraordinary or unforeseen" expenditures. Other uses of the fund require budgetary transfers by town meeting. In a city, transfers from this fund may be voted by the city council upon recommendation of the mayor.

Reserves

Money accumulated for future expenditure. The General Fund savings account and the Stabilization Fund are general reserves that may be used for a wide variety of purposes. Some reserves are available only for restricted purposes, for example, the Pension and Insurance reserve.

Rating agencies

This term usually refers to Moody's Investors Service, Standard and Poor's Corporation, and Fitch ICBA, Inc. These are the three major agencies which issue credit ratings on municipal bonds.

Registered bonds

Bonds registered on the books of the issuer as to ownership; the transfer of ownership must also be recorded on the books of the issuer. Recent changes in federal tax laws mandate that all municipal bonds be registered if their tax exempt status is to be retained.

Reserve for contingencies

A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for. The Town Council has a 4 percent policy reserve that sets aside a portion of the certified General Fund savings account balance that is equal to 4 percent of the Town's General Fund budget, net of transfers.

Residential exemption

An option that allows a community to grant an [exemption](#) to owner occupied residential properties of up to 20 percent. The exemption shifts a portion of the tax burden, within the residential class, away from lower valued, single family homes to multi-family properties, apartment buildings and non-resident property owners. Boston, Cambridge and Somerville have been granted special legislation to increase the percentage shifted to 30 percent. The legislation is as follows:

Boston - [Chapter 403 of the Acts of 2003](#)

Cambridge - [Chapter 90 of the Acts of 2003](#)

Somerville - [Chapter 257 of the Acts of 2000](#)

Retained earnings

An equity account reflecting the accumulated earnings of an enterprise fund that may be used to fund [capital improvements](#), to reimburse the [general fund](#) for prior year subsidies, to reduce user charges and to provide for enterprise revenue deficits (operating loss).

Revaluation

The assessors of each community are responsible for developing a reasonable and realistic program to achieve the [fair cash valuation](#) of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information. Every three years, assessors must submit [property values](#) to the [DOR](#) for certification. Assessors must also maintain current values in the years between certifications so that each taxpayer in the community pays his or her share of the cost of local government in proportion to the value of his property. (See [Triennial Certification](#))

Revenue Anticipation Note (RAN)

A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANS are [full faith and credit obligations](#). (See [Tax Anticipation Notes](#), [Bond Anticipation Notes](#))

Revenue deficit

The amount by which actual [revenues](#) at year-end fall short of projected revenues and are insufficient to fund the amount appropriated. In such a case and unless otherwise funded, the revenue [deficit](#) must be raised in the following year's [tax rate](#).

Revenues

All monies received by a governmental unit from any source.

Revolving fund

Allows a community to raise [revenues](#) from a specific service and use those revenues without [appropriation](#) to support the service. For departmental revolving funds, MGL [Ch. 44 §53E½](#) stipulates that each fund must be re-authorized each year at annual town meeting or by city council action, and that a limit on the total amount that may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also charged for all associated fringe benefits.

Sale of cemetery lots fund

A fund established to account for proceeds of the sale of cemetery lots. The proceeds may only be appropriated to pay for the cost of the land, its care and improvement or the enlargement of the cemetery under provisions of MGL [Ch. 114 §15](#).

Sale of real estate fund

A [fund](#) established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through [tax title](#) foreclosure. MGL [Ch. 44 §63](#) states that such proceeds shall be applied first to the retirement of debt on the property sold. In the absence of such debt, funds may generally be used for purposes for which the city or town is authorized to borrow for a period of five years or more.

School choice aid

A component of [Chapter 70](#) state aid provided to a municipality for public education. If a district is spending below the [foundation budget](#) and it was a "sending" district under school choice in the prior fiscal year (FY), the district generally receives school choice aid in an amount equal to any increase in its prior year estimated gross school choice liability, when compared to the previous year.

Short-term debt

Outstanding balance, at any given time, on amounts borrowed with a [maturity date](#) of 12 months or less. (See [Note](#))

Small commercial exemption

A [property tax classification](#) option where a community may exempt up to 10 percent of the value of Class Three, Commercial [parcels](#). In effect, the option shifts the tax burden from parcels occupied by small businesses to those occupied by other commercial and industrial taxpayers. Eligible small businesses have an average annual employment of no more than ten persons. (See [Information Guideline Release 00-403](#))

**Special assessments
(see betterments)**

Whenever part of a community benefits from a public improvement, or [betterment](#) (e.g., water, sewer, sidewalks, etc.), special property taxes may be assessed to the property owners of that area to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property [parcel](#) receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of up to 20 years. In this case, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the [tax bill](#) until the betterment has been paid.

Special exclusion

For a few limited capital purposes, a community may exceed its [levy limit](#) or [levy ceiling](#) without voter approval. Presently, there are two special expenditure exclusions: 1) water and sewer project debt service costs which reduce the water and sewer rates by the same amount; and 2) a program to assist homeowners to repair or replace faulty septic systems, remove underground fuel storage tanks, or remove dangerous levels of lead paint to meet public health and safety code requirements. In the second special exclusion, homeowners repay the municipality for the cost plus interest apportioned over a period of time, not to exceed 20 years (similar to [betterments](#)).

Special purpose fund

Money set aside by [appropriation](#) for specific purposes authorized by statute only. Money remains in the [fund](#) from year-to-year, but unlike special revenue fund balances, can be diverted to other uses by vote of the appropriating authority.

Special revenue fund

[Funds](#), established by statute only, containing [revenues](#) that are earmarked for and restricted to [expenditures](#) for specific purposes. Special revenue funds include [receipts reserved](#) for appropriation, [revolving funds](#), and grants from governmental entities and gifts from private individuals or organizations.

Stabilization fund

A fund designed to accumulate amounts for [capital](#) and other future spending purposes, although it may be appropriated for any lawful purpose (MGL [Ch. 40 §5B](#)). Communities may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed ten percent of the prior year's tax [levy](#). The total of all stabilization fund balances shall not exceed ten percent of the community's [equalized value](#), and any interest shall be added to and become a part of the funds. A two-thirds vote of town meeting or city council is required to establish, amend the purpose of, or appropriate money from the stabilization fund

Submitted budget

The proposed budget that has been approved by the Town Manager and forwarded to the Town Council for their approval. The Council must act upon the submitted budget within prescribed guidelines and limitations according to statute and the Town charter.

Supplemental appropriations

Appropriations made by the Town Council after an initial appropriation to cover expenditures beyond original estimates.

Surplus revenue

The amount by which [cash](#), accounts receivable, and other assets exceed liabilities and reserves.

Tax Anticipation Note (TAN)

A short-term note issued to provide cash to cover operating expenses in anticipation of tax proceeds.

Tax rate

The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable [real and personal property](#).

Tax recapitulation sheet

A document submitted by a city or town to the [DOR](#) in order to set a property [tax rate](#). The recap sheet shows all estimated [revenues](#) and actual [appropriations](#) that affect the property tax rate. The recap sheet should be submitted to the DOR by September 1 (in order to issue the first-half semiannual property tax bills before October 1) or by December 1 (in order to issue the third [quarterly property tax bills](#) before January 1).

Tax title

A collection procedure that secures a city or town's lien on [real property](#) and protects the municipality's right to payment of overdue property taxes. Otherwise, the [lien](#) expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city or town. After properly recording the instrument of taking, the collector transfers responsibility for collecting the overdue amounts to the treasurer. After six months, the treasurer may initiate foreclosure proceedings.

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.
Override	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

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FISCAL YEAR 2017 BUDGET

APPENDIX C

DEBT AMORTIZATION SCHEDULES: ISSUED DEBT OUTSTANDING AS OF FEBRUARY 25, 2016

Purpose	Issue Date	Maturity Date	Original Amount	Payments FY 2017	Payments FY 2018	Payments FY 2019	Payments FY 2020	Payments FY 2021	Payments FY 2022	Payments FY 2023	Payments FY 2024	Payments FY2025	Payments FY2026	Payments FY2027	Payments FY2028	Payments FY2029	Payments FY2030	Payments FY2031	Payments FY2032	Payments FY2033	Payments FY2034	Payments FY2035	Payments FY2036	Balance	
CTF Land Acquisition (I) - Hyannis Golf Course \$748,000 Refunded	02/15/07	02/15/17	403,000	41,600	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	84,800	
CTF Land Acquisition (I) - Hyannis Golf Course \$748,000 Refunded	02/17/15	02/15/26	325,200	13,065	52,065	49,310	47,600	46,080	44,560	43,040	35,520	34,240	32,960	-	-	-	-	-	-	-	-	-	-	411,636	
CTF Land Acquisition - CAP	06/26/08	06/15/23	365,200	30,930	30,030	28,890	27,990	26,970	26,010	25,020	-	-	-	-	-	-	-	-	-	-	-	-	-	227,790	
CTF Advance Refund 6/15/2002 Land Acquisitions BUTAPS	06/14/11	06/15/20	1,102,000	154,650	145,600	140,400	135,200	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	739,700	
Total Land Acquisition				240,245	227,695	218,600	210,730	73,950	70,570	68,060	35,520	34,240	32,960											1,463,926	
CTF School Facilities Repair (I) \$339,000 Refunded	02/15/07	02/15/17	339,000	31,200	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	63,600	
CTF BHS Cogeneration	02/15/07	02/15/17	500,000	52,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	106,000	
High School Construction - Refunded	02/15/07	02/15/19	27,486,190	3,434,050	3,434,250	3,433,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	13,736,050	
Barnstable Middle School - Refunded 2	02/15/07	02/15/20	1,548,520	176,300	165,300	158,050	150,800	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	832,750	
Barnstable Middle School - Refunded 1	02/15/07	02/15/20	7,071,300	799,660	757,660	719,200	681,200	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,794,980	
CTF School Upgrades 1 (I) \$360,000 Refunded	02/15/07	02/15/17	250,000	26,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	53,000	
CTF School Upgrades 1 (I) \$360,000 Refunded	02/17/15	02/15/22	104,700	4,427	28,127	27,360	21,280	20,520	19,760	-	-	-	-	-	-	-	-	-	-	-	-	-	-	125,875	
CTF School Facilities Repair & Improvement (I) \$660,000 Refunded	02/15/07	02/15/17	450,000	46,800	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	95,400	
CTF School Facilities Repair & Improvement (I) \$660,000 Refunded	02/17/15	02/15/22	199,700	8,390	51,390	49,455	42,520	41,000	38,480	-	-	-	-	-	-	-	-	-	-	-	-	-	-	240,292	
CTF School Health & Safety Improvements \$478,000 Refunded	02/15/07	02/15/17	273,000	26,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	53,000	
CTF School Health & Safety Improvements \$478,000 Refunded	02/17/15	02/15/26	193,400	7,780	31,780	30,700	29,620	28,660	27,700	21,740	19,980	19,260	18,540	-	-	-	-	-	-	-	-	-	-	243,905	
CTF MME Roof Replacement (I) \$750,000 Refunded	02/15/07	02/15/17	400,000	41,600	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	84,800	
CTF MME Roof Replacement (I) \$750,000 Refunded	02/17/15	02/15/26	329,800	13,256	52,056	49,510	47,800	46,280	44,760	43,240	40,720	34,240	32,960	-	-	-	-	-	-	-	-	-	-	418,004	
CTF School Upgrades 2 (I) \$150,000 Refunded	02/15/07	02/15/17	100,000	10,400	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	21,200	
CTF School Upgrades 2 (I) \$150,000 Refunded	02/17/15	02/15/22	47,400	1,866	6,766	6,645	6,420	6,220	6,020	5,820	5,620	4,920	4,240	4,120	-	-	-	-	-	-	-	-	-	60,511	
CTF BHMCS Roof (I) \$910,000 Refunded	02/15/07	02/15/17	460,000	46,800	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	95,400	
CTF BHMCS Roof (I) \$910,000 Refunded	02/17/15	02/15/22	426,900	16,681	60,581	57,705	55,770	54,050	52,330	50,610	48,890	46,170	44,490	42,230	-	-	-	-	-	-	-	-	-	546,094	
CTF School Facility Improvements 1 (I)	06/26/08	06/15/28	316,600	45,188	44,063	42,638	41,438	40,238	39,038	37,800	36,525	35,250	33,975	32,663	31,350	-	-	-	-	-	-	-	-	-	511,925
CTF School Building Improvements	06/16/10	06/15/30	936,000	73,369	65,869	64,744	62,494	61,144	59,794	58,331	56,869	55,294	53,719	52,088	50,288	48,600	46,800	-	-	-	-	-	-	-	885,269
CTF School Facilities Upgrades/Repairs V (I)	06/14/11	06/15/21	884,000	70,069	68,719	66,919	65,119	63,319	61,519	59,719	57,919	56,400	54,825	53,138	46,450	44,850	43,250	41,650	-	-	-	-	-	-	925,261
CTF School Facilities Upgrades/Repairs I	06/14/11	06/15/16	65,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10,300
CTF School Equipment (I)	06/14/11	06/15/16	193,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	36,050
CTF School Parking Lot (I)	06/14/11	06/15/21	250,000	29,750	29,000	28,000	27,000	26,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	170,250
CTF School Facilities Upgrades/Repairs IV	06/14/11	06/15/21	332,000	40,850	34,800	33,600	32,400	31,200	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	214,750
CTF School Remolding - Asbestos 00-110 Refunded	06/14/11	06/15/22	50,000	6,150	6,000	5,800	5,600	5,400	5,200	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	40,450
CTF School Facilities Upgrades/Repairs II	06/14/11	06/15/26	179,000	13,763	13,463	13,063	12,663	12,263	11,863	11,463	11,063	10,725	10,375	-	-	-	-	-	-	-	-	-	-	-	139,913
CTF School Facilities Upgrades/Repairs III	06/14/11	06/15/26	190,000	19,313	18,863	18,263	17,663	17,063	16,463	15,863	15,263	14,663	14,063	13,463	-	-	-	-	-	-	-	-	-	-	156,613
CTF School Improvement (I)	06/14/11	06/15/26	487,000	46,638	45,588	44,388	43,188	41,988	40,788	39,588	38,388	37,188	35,988	34,788	33,588	32,388	31,188	-	-	-	-	-	-	-	420,338
HS Addition & Renovation Advance Refund 6/15/2003	04/18/12	09/15/18	58,100	10,843	10,443	8,222	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	40,701
CTF Advance Refund 6/15/2003 School Remodel II	04/18/12	09/15/22	193,400	24,280	23,480	22,780	22,180	21,580	20,980	20,380	19,780	19,180	18,580	-	-	-	-	-	-	-	-	-	-	-	172,520
CTF Advance Refund 6/15/2003 School Remodel I	04/18/12	09/15/22	242,700	31,339	30,299	29,389	28,609	27,829	27,049	26,269	25,489	24,709	23,929	23,149	22,369	21,589	20,809	20,029	19,249	18,469	17,689	16,909	16,129	15,349	216,079
CTF School Roof Repairs	11/22/13	11/15/23	600,000	71,700	70,200	69,000	67,500	65,700	63,900	62,500	60,750	-	-	-	-	-	-	-	-	-	-	-	-	-	604,500
CTF HS Library AC Units	11/22/13	11/15/23	450,000	53,775	52,650	51,750	50,625	49,275	47,925	46,688	45,563	-	-	-	-	-	-	-	-	-	-	-	-	-	453,375
CTF School Fire & Communications System	11/22/13	11/15/23	200,000	23,900	23,400	23,000	22,500	21,900	21,300	20,750	20,250	-	-	-	-	-	-	-	-	-	-	-	-	-	201,500
CTF School Computer Network Infrastructure	11/22/13	11/15/23	189,000	23,500	23,000	22,600	22,100	21,500	20,975	20,450	19,925	-	-	-	-	-	-	-	-	-	-	-	-	-	183,525
CTF Intermediate School Roof & Façade Design	11/22/13	11/15/18	100,000	21,100	20,600	20,200	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	83,600
CTF School Hot Water Pump Replacement	11/22/13	11/15/18	85,000	15,825	15,450	15,150	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	67,775
CTF School Gym Bleacher Upgrades	11/22/13	11/15/18	55,000	10,550	10,300	10,100	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	41,800
CTF School Grounds Maintenance Equipment	11/22/13	11/15/18	150,000	31,650	30,900	30,300	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	125,400
CTF School Kitchen equipment	11/22/13	11/15/18	110,000	21,100	20,600	20,200	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	88,675
CTF Early Learning Center Modular Facility	02/17/15	02/15/35	2,000,000	164,125	162,125	157,625	153,125	149,125	145,125	141,125	137,125	133,125	129,125	126,125	123,125	120,625	118,000	115,000	112,000	109,000	106,000	103,000	100,000	2,670,383	
CTF Elementary School Modular Classroom (#2015-115)	02/25/16	06/30/36	3,720,000	312,409	308,306	300,706	293,106	280,506	273,106	265,706	258,306	250,906	243,506	236,106	232,406	227,781	223,850	218,300	212,750	207,200	201,650	196,100	190,550	184,950	4,933,259
CTF BIS Façade & Roof Improvements (#2015-116)	02/25/16	06/30/36	3,353,000	283,543	276,781	269,981	263,181	256,381	249,581	242,781	235,981	229,181	222,381	210,581	207,281	203,156	199,650	194,700	189,750	184,800	179,850	174,900	169,950	164,950	4,444,393
CTF BCHMCP																									

FISCAL YEAR 2017 BUDGET

APPENDIX C

DEBT AMORTIZATION SCHEDULES: ISSUED DEBT OUTSTANDING AS OF FEBRUARY 25, 2016

Purpose	Issue Date	Maturity Date	Original Amount	Payments FY 2017	Payments FY 2018	Payments FY 2019	Payments FY 2020	Payments FY 2021	Payments FY 2022	Payments FY 2023	Payments FY 2024	Payments FY 2025	Payments FY 2026	Payments FY 2027	Payments FY 2028	Payments FY 2029	Payments FY 2030	Payments FY 2031	Payments FY 2032	Payments FY 2033	Payments FY 2034	Payments FY 2035	Payments FY 2036	Balance	
CTF Police Station Construction (I) \$400,000 Adv Refunded 6-15-05	02/17/15	02/15/25	181,650	25,313	23,783	23,130	22,320	21,600	20,880	20,160	19,440	18,720	-	-	-	-	-	-	-	-	-	-	-	220,799	
CTF Old Town Hall Phase II (I)	02/15/07	02/15/17	295,000	26,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	58,200	
CTF Building - Senior Center - Refunded	02/15/07	02/15/19	702,378	82,990	79,790	26,250	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	275,020	
CTF Beach Facilities Improvements (I) \$270,000 Refunded	02/15/07	02/15/17	195,000	15,600	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	37,000	
CTF Beach Facilities Improvements (I) \$270,000 Refunded	02/15/15	02/15/22	71,300	2,985	17,985	16,310	15,680	15,120	14,560	-	-	-	-	-	-	-	-	-	-	-	-	-	-	85,914	
CTF Senior Center - Garden Level \$457,000 Refunded	02/15/07	02/15/17	252,000	26,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	53,000	
CTF Senior Center - Garden Level \$457,000 Refunded	02/17/15	02/15/27	195,000	7,635	31,635	25,555	24,700	23,940	23,180	22,420	21,660	20,900	20,140	19,370	-	-	-	-	-	-	-	-	-	248,928	
CTF Town Building Repairs & Renovations \$685,000 Refunded	02/15/07	02/15/17	350,000	36,400	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	74,200	
CTF Town Building Repairs & Renovations \$685,000 Refunded	02/17/15	02/15/27	317,600	12,470	46,470	44,940	43,410	41,050	39,730	38,410	37,090	30,770	29,650	27,810	-	-	-	-	-	-	-	-	-	404,813	
CTF Bismore Park Visitor Center - CAP	06/26/08	06/15/23	150,000	12,888	12,513	12,038	11,638	11,238	10,838	10,425	-	-	-	-	-	-	-	-	-	-	-	-	-	94,913	
CTF Bismore Park Visitor Center	06/26/08	06/15/23	465,000	39,951	38,789	37,316	36,076	34,836	33,596	32,318	-	-	-	-	-	-	-	-	-	-	-	-	-	294,229	
CTF Municipal Building Improvements	06/26/08	06/15/28	297,000	7,531	7,344	7,106	6,906	6,706	6,506	6,300	6,088	5,875	5,663	5,444	5,225	-	-	-	-	-	-	-	-	84,450	
CTF Municipal Facility Improvements	06/16/10	06/15/29	402,500	7,369	7,119	6,994	6,744	6,594	6,444	6,281	6,119	5,944	5,769	5,588	5,388	5,200	-	-	-	-	-	-	-	89,169	
CTF Police Facility	06/16/10	06/15/30	508,000	37,844	36,594	35,969	34,719	33,969	33,219	32,406	31,594	30,719	29,844	28,938	27,938	27,000	26,000	-	-	-	-	-	-	485,844	
CTF Municipal Facility Upgrades/Repairs - MEA Building	06/14/11	06/15/16	114,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	20,600	
CTF Police Dept. Emergency Generator	06/14/11	06/15/16	271,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	51,500	
CTF Building - Town Hall Space -00-110 Refunded	06/14/11	06/15/21	180,000	23,680	23,080	21,280	20,520	19,760	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	132,600	
CTF Municipal Facility Improvement	06/14/11	06/15/21	300,000	35,700	34,800	33,600	32,400	31,200	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	204,300	
CTF Building - Town Hall Repairs - 01-087 Refunded	06/14/11	06/15/22	100,000	12,260	11,960	11,560	11,160	10,760	10,360	-	-	-	-	-	-	-	-	-	-	-	-	-	-	79,620	
CTF Advance Refund 6/15/2003 Building Improvements	04/18/12	09/15/22	96,600	12,164	11,764	11,414	11,114	10,814	10,464	6,732	-	-	-	-	-	-	-	-	-	-	-	-	-	86,980	
CTF Advance Refund 6/15/2003 Police Facility Addition	04/18/12	09/15/22	626,900	79,157	76,557	74,229	72,000	69,700	67,500	65,200	63,000	61,200	-	-	-	-	-	-	-	-	-	-	-	566,375	
CTF Tennis Courts	11/22/13	11/15/23	500,000	59,750	58,500	57,500	56,250	54,750	52,250	51,875	50,625	-	-	-	-	-	-	-	-	-	-	-	-	503,750	
CTF US Custom House upgrades	11/22/13	11/15/23	263,000	29,875	29,250	28,750	28,125	27,375	26,625	25,938	25,313	-	-	-	-	-	-	-	-	-	-	-	-	256,950	
CTF Oosterville Community Building Upgrades	11/22/13	11/15/23	200,000	23,800	23,400	23,000	22,500	21,900	21,300	20,750	20,250	-	-	-	-	-	-	-	-	-	-	-	-	201,500	
CTF Police Station Upgrades	11/22/13	11/15/23	168,000	23,000	17,550	17,250	16,875	16,425	15,975	15,563	15,188	-	-	-	-	-	-	-	-	-	-	-	-	161,425	
CTF Town Hall Interior Upgrades	11/22/13	11/15/23	150,000	17,825	17,550	17,250	16,875	16,425	15,975	15,563	15,188	-	-	-	-	-	-	-	-	-	-	-	-	151,125	
CTF Guyer Barn Upgrades	11/22/13	11/15/23	148,000	17,800	17,425	17,125	16,750	16,300	15,850	15,438	15,0125	-	-	-	-	-	-	-	-	-	-	-	-	145,063	
CTF MEA Facility Upgrades	11/22/13	11/15/23	131,000	17,375	17,000	16,700	16,325	10,950	10,650	10,375	10,125	-	-	-	-	-	-	-	-	-	-	-	-	127,325	
CTF Beach Facility Design	11/22/13	11/15/18	115,000	26,175	20,600	20,200	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	93,900	
CTF Pearl St Building Upgrades	11/22/13	11/15/23	114,000	11,950	11,700	11,500	11,250	10,950	10,650	10,375	10,125	-	-	-	-	-	-	-	-	-	-	-	-	105,825	
CTF S&G Facility Roof Repairs	11/22/13	11/15/23	103,000	11,950	11,700	11,500	11,250	10,950	10,650	10,375	10,125	-	-	-	-	-	-	-	-	-	-	-	-	100,750	
CTF Lombard Parking & Ballfield Design	11/22/13	11/15/18	101,000	21,100	20,600	20,200	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	83,600	
CTF West Barnstable Community Building Upgrades	11/22/13	11/15/23	72,000	11,150	10,900	5,750	5,625	5,475	5,325	5,188	5,063	-	-	-	-	-	-	-	-	-	-	-	-	65,925	
CTF Highway Operations Facility Construction	11/22/13	11/15/23	66,000	11,050	5,850	5,750	5,625	5,475	5,325	5,188	5,063	-	-	-	-	-	-	-	-	-	-	-	-	60,675	
CTF Centerville Recreation Building	02/17/15	02/15/35	185,000	15,963	15,763	15,313	14,863	14,463	14,063	13,663	13,263	12,863	12,463	12,163	11,863	11,613	11,350	11,050	10,750	5,450	5,300	5,150	-	243,491	
CTF Senior Center - Parking Lot Expansion	02/17/15	02/15/30	290,000	29,525	29,125	28,225	27,325	26,525	25,725	24,925	24,125	23,325	22,525	21,925	21,325	20,825	20,300	-	-	-	-	-	-	365,595	
CTF Police Facilities	02/17/15	02/15/35	288,000	24,169	23,869	23,194	22,519	21,919	21,319	20,719	20,119	19,519	18,919	18,469	18,019	17,644	17,250	16,800	16,350	10,900	10,600	10,300	-	380,070	
CTF Police Station Remodeling (#2015-100)	02/25/16	06/30/36	355,000	31,904	31,444	30,644	29,844	29,044	28,244	27,444	26,644	25,844	25,044	24,244	18,844	18,469	18,150	17,700	17,250	16,800	16,350	15,900	15,450	-	465,254
CTF Town Hall Remodeling (#2015-101)	02/25/16	06/30/36	939,000	85,103	79,831	77,831	75,831	73,831	71,831	69,831	67,831	66,031	64,231	62,431	60,631	59,231	57,431	55,406	54,450	53,100	51,750	50,400	49,050	47,700	1,239,353
CTF Joshua's Pond Recreational Facility (#2015-111)	02/25/16	06/30/31	282,000	31,794	29,194	28,394	27,594	26,794	25,994	25,194	24,394	23,594	22,794	21,994	16,594	16,219	15,900	15,450	-	-	-	-	-	-	351,894
CTF Craigville Beach Bathhouse (#2016-031)	02/25/16	06/30/36	450,000	40,094	39,525	38,525	37,525	36,525	35,525	34,525	33,525	32,525	31,525	25,525	25,125	24,625	24,200	23,600	23,000	22,400	21,800	21,200	20,600	-	591,894
Total Public Facilities				1,045,487	970,957	879,290	787,837	759,362	686,652	639,577	504,078	311,628	283,565	269,099	206,850	197,000	177,600	137,700	119,100	105,950	103,100	100,250	82,400	9,343,814	
CTF Pleasant St. Dock - 1	06/26/08	06/15/23	350,000	29,641	28,779	27,686	26,766	25,846	24,926	23,978	-	-	-	-	-	-	-	-	-	-	-	-	-	218,299	
CTF Pleasant St. Dock - 2	06/26/08	06/15/23	350,000	29,641	28,779	27,686	26,766	25,846	24,926	23,978	-	-	-	-	-	-	-	-	-	-	-	-	-	218,299	
CTF Boat Ramps - CAP	06/26/08	06/15/23	927,000	79,699	77,374	73,429	70,989	68,549	66,109	63,593	-	-	-	-	-	-	-	-	-	-	-	-	-	582,229	
CTF Dredging	06/16/10	06/15/24	419,250	38,375	36,875	36,125	34,625	33,725	32,825	31,850	25,875	-	-	-	-	-	-	-	-	-	-	-	-	310,150	
CTF Refunded Recreational Facility	06/14/11	06/15/16	144,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	36,050	
CTF Boat Ramp Renovations	06/14/11	06/15/21	250,000	29,750	29,000	28,000	27,000	26,000	-	-	-	-													

FISCAL YEAR 2017 BUDGET

APPENDIX C

DEBT AMORTIZATION SCHEDULES: ISSUED DEBT OUTSTANDING AS OF FEBRUARY 25, 2016

Purpose	Issue	Maturity	Original Amount	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Balance	
	Date	Date		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036	
Airport (O)	06/14/11	06/15/31	730,000	52,700	51,800	50,600	54,400	53,000	51,600	55,200	53,600	52,250	50,850	54,350	52,663	50,863	54,063	52,063	-	-	-	-	-	843,600
Total Airport Fund Bonds				52,700	51,800	50,600	54,400	53,000	51,600	55,200	53,600	52,250	50,850	54,350	52,663	50,863	54,063	52,063	-	-	-	-	-	843,600
Hyannis Golf Course Equipment	02/15/07	02/15/17	550,000	67,600	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	137,800	
Hyannis Golf Course Acquisition \$3,900,000 Refunded	02/15/07	02/15/17	1,810,000	223,600	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	445,400	
Hyannis Golf Course Acquisition \$3,900,000 Refunded	02/17/15	02/15/25	1,951,500	80,200	292,200	290,660	289,760	289,600	289,080	288,200	291,960	290,160	-	-	-	-	-	-	-	-	-	-	2,482,084	
Olde Barnstable Golf Course Maintenance Equipment	02/17/15	02/15/20	200,000	46,000	45,200	43,400	41,600	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	222,962	
Olde Barnstable Building Improvements (#2015-105)	02/25/16	06/30/26	174,000	20,767	21,400	20,800	20,200	19,600	24,000	23,200	22,400	21,600	20,800	-	-	-	-	-	-	-	-	-	214,767	
Hyannis Building Improvements (#2015-106)	02/25/16	06/30/26	140,000	15,444	15,200	19,800	19,200	18,600	18,000	17,400	16,800	16,200	15,600	-	-	-	-	-	-	-	-	-	172,244	
Total Golf Course				453,611	374,000	374,660	370,760	327,800	331,080	328,800	331,160	327,960	36,400	-	-	-	-	-	-	-	-	-	-	3,675,258
Sewer 91-39, Series 3	08/01/01	02/01/17	948,689	76,735	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	155,288	
Sewer 91-39, Series 3	08/01/01	02/01/17	(subsidy)	(25,504)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(52,923)	
Sewer 96-28, Series 3	08/01/01	02/01/17	1,484,449	120,071	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	242,987	
Sewer 96-28, Series 3	08/01/01	02/01/17	(subsidy)	(39,907)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(82,811)	
Sewer 98-27, Series 5	08/25/04	08/01/19	329,295	30,863	29,398	28,194	26,961	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	143,251	
Sewer 98-27, Series 5	08/25/04	08/01/19	(subsidy)	(10,664)	(9,985)	(9,441)	(8,491)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(49,894)	
Sewer 98-42, Series 5	08/25/04	08/01/19	216,429	17,913	17,061	16,357	20,550	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	90,576	
Sewer 98-42, Series 5	08/25/04	08/01/19	(subsidy)	(7,092)	(6,779)	(1,385)	(550)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(23,171)	
Sewer 98-44, Series 5	08/25/04	08/01/19	112,262	9,685	9,936	9,530	9,113	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	48,373	
Sewer 98-44, Series 5	08/25/04	08/01/19	(subsidy)	(3,640)	(3,414)	(3,229)	(2,908)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(17,036)	
Sewer 98-46, Series 5	08/25/04	08/01/19	1,398,265	124,326	118,418	118,436	118,163	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	604,117	
Sewer 98-46, Series 5	08/25/04	08/01/19	(subsidy)	(45,295)	(42,564)	(40,301)	(36,199)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(210,287)	
Shallow Well Injection - CW-00-60 - Pool 8	08/25/04	08/01/22	436,370	32,549	31,771	31,305	33,983	33,040	32,250	30,750	-	-	-	-	-	-	-	-	-	-	-	-	259,441	
Shallow Well Injection - CW-00-60 - Pool 8	08/25/04	08/01/22	(subsidy)	(12,156)	(11,852)	(11,704)	(10,636)	(10,267)	(9,974)	(9,028)	-	-	-	-	-	-	-	-	-	-	-	-	(88,111)	
Sewer 98-44A	12/14/06	08/01/23	1,582,178	133,084	132,061	126,434	126,831	126,588	121,424	120,681	115,000	-	-	-	-	-	-	-	-	-	-	-	1,135,155	
Sewer 98-44A	12/14/06	08/01/23	(subsidy)	(51,695)	(49,202)	(46,919)	(45,096)	(42,511)	(40,775)	(38,360)	(34,430)	-	-	-	-	-	-	-	-	-	-	-	(403,021)	
Sewer 98-49A	12/14/06	08/01/23	556,458	48,410	46,257	44,287	42,747	45,863	43,989	41,976	40,000	-	-	-	-	-	-	-	-	-	-	-	403,821	
Sewer 98-49A	12/14/06	08/01/23	(subsidy)	(18,168)	(17,277)	(16,478)	(15,872)	(15,082)	(14,307)	(13,463)	(12,096)	-	-	-	-	-	-	-	-	-	-	-	(141,645)	
Sewer Collection Expansion	02/15/07	02/15/17	640,000	62,400	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	127,200	
Waste Water Treatment Plant Sewer Turbine Generator	06/26/08	06/15/28	570,000	36,816	35,916	33,776	32,856	31,926	31,016	30,068	34,090	32,900	31,710	30,485	29,260	-	-	-	-	-	-	-	449,626	
MWPAT CW-04-35	12/15/09	07/15/27	4,938,114	326,669	326,668	326,668	326,668	326,668	326,668	326,668	326,668	326,668	326,668	326,668	326,668	326,668	326,668	326,668	326,668	326,668	326,668	326,668	4,246,867	
Sewer 05-28 Restructured	03/15/11	07/15/28	629,403	41,636	41,636	41,636	41,636	41,637	41,637	41,637	41,637	41,637	41,637	41,636	41,637	41,636	-	-	-	-	-	-	582,912	
Sewer (I)	06/14/11	06/15/21	300,000	35,700	34,800	33,600	32,400	31,200	-	-	-	-	-	-	-	-	-	-	-	-	-	-	204,300	
Sewer CW-04-35A Pool 13	06/06/12	07/15/27	1,469,137	107,329	107,318	107,307	107,295	107,284	107,272	107,259	107,247	107,234	107,221	107,207	107,193	-	-	-	-	-	-	-	1,194,504	
Rehab Clarifiers (#2015-091)	02/25/16	06/30/36	1,000,000	82,873	81,813	79,813	77,813	75,813	73,813	71,813	69,813	67,813	65,813	63,813	62,813	61,563	60,500	59,000	57,500	56,000	54,500	53,000	51,500	1,327,373
Pump Station/Sewer Main Const (#2009-132)	02/25/16	06/30/21	318,000	40,367	75,000	72,400	64,800	62,400	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	354,967
Total Sewer Enterprise Fund				1,153,307	946,981	940,285	942,063	814,169	713,011	709,999	687,928	576,251	573,048	569,809	567,570	103,199	60,500	59,000	57,500	56,000	54,500	53,000	51,500	10,701,679
Solid Waste Landfill Closure - 98-24, Series 4	08/25/04	08/01/18	5,166,301	480,765	464,424	465,350	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,898,791	
Solid Waste Landfill Closure - 98-24, Series 4	08/25/04	08/01/18	(subsidy)	(153,957)	(140,492)	(129,348)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(586,638)	
Solid Waste Facility (I) \$630,000 Refunded	02/15/07	02/15/17	330,000	31,200	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	63,600	
Solid Waste Facility (I) \$630,000 Refunded	02/17/15	02/15/27	284,900	11,126	40,026	38,825	37,520	36,360	35,200	33,040	31,920	30,800	29,680	28,840	-	-	-	-	-	-	-	-	364,400	
Advance Refund 6/15/2003 Transfer Station Improvements	04/18/12	09/15/22	241,500	30,410	29,410	28,535	27,785	27,035	22,240	20,910	-	-	-	-	-	-	-	-	-	-	-	-	217,610	
Total Solid Waste Fund				399,544	393,367	403,362	65,305	63,395	57,440	53,950	51,920	30,800	29,680	28,840	-	-	-	-	-	-	-	-	-	1,957,763
Water Co. (Level Debt) (O) \$10,000,000 Refunded	02/15/07	02/15/17	3,990,000	494,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	986,200	
Water Co. (Level Debt) (O) \$10,000,000 Refunded	02/17/15	02/15/27	5,704,800	219,756	689,556	691,615	690,430	693,870	691,350	692,070	691,870	689,750	692,750	692,160	-	-	-	-	-	-	-	-	7,353,712	
MWPAT DWS-09-02	07/18/10	07/15/30	2,788,911	169,184	169,185	169,184	169,184	169,185	169,184	169,184	169,184	169,185	169,184	169,184	169,184	169,184	169,184	169,184	169,184	169,184	169,184	169,184	2,706,590	
DW-09-02 Series 16	05/14/15	07/15/32	533,117	34,973	35,010	35,049	35,089	35,129	35,170	35,213	35,256	35,300	35,346	35,391	35,439	35,487	35,536	35,586	35,637	35,689	-	-	637,237	
DWP-11-09 Series 17A	05/14/15	01/15/33	793,438	52,422	52,486	52,552	52,620	52,689	52,759	52,831	52,904	52,980	53,057	53,135	53,215	53,298	53,381	53,466	53,553	53,643	-	-	953,862	
DWP-11-10 Series 17A	05/22/13	01/15/33	560,761	34,019	34,062	34,104	34,148	34,193	34,238	34,285	34,332	34,382	34,431	34,482	34,534	34,587	34,641	34,698	34,754	34,812	-	-	618,678	
Water Main Loop	02/17/15	02/15/35	540,000	47,438	45,488	44,138	42,938	41,738	40,538	39,338	38,138	36,938	36,038	35,138	34,388	23,								

Purpose	Issue Date	Maturity Date	Original Amount	Payments FY 2017	Payments FY 2018	Payments FY 2019	Payments FY 2020	Payments FY 2021	Payments FY 2022	Payments FY 2023	Payments FY 2024	Payments FY 2025	Payments FY 2026	Payments FY 2027	Payments FY 2028	Payments FY 2029	Payments FY 2030	Payments FY 2031	Payments FY 2032	Payments FY 2033	Payments FY 2034	Payments FY 2035	Payments FY 2036	Balance	
CTF-HYCC 1 (I) \$1,000,000 Refunded	02/15/07	02/15/17	500,000	52,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	106,000	
CTF-HYCC 1 (I) \$1,000,000 Refunded	02/17/15	02/15/27	474,900	18,546	66,446	64,390	62,230	60,310	58,390	56,470	53,550	51,670	49,790	47,380	-	-	-	-	-	-	-	-	-	607,613	
CTF-HYCC 2 (I) \$8,000,000 Refunded	02/15/07	02/15/17	4,000,000	416,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	848,000	
CTF-HYCC 2 (I) \$8,000,000 Refunded	02/17/15	02/15/27	3,794,400	148,190	535,190	515,775	495,450	480,170	463,890	447,650	430,450	413,330	396,290	380,070	-	-	-	-	-	-	-	-	-	4,854,230	
CTF-HYCC 3 (I) \$1,600,000 Refunded	02/15/07	02/15/17	800,000	83,200	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	169,600	
CTF-HYCC 3 (I) \$1,600,000 Refunded	02/17/15	02/15/27	759,000	29,645	107,645	103,135	98,670	95,630	92,590	89,550	86,510	82,470	79,470	76,220	-	-	-	-	-	-	-	-	-	971,015	
CTF-HYCC 4	06/26/08	06/15/28	6,765,000	508,895	496,220	480,165	466,645	453,125	439,605	425,663	410,298	395,975	381,653	366,909	352,165	-	-	-	-	-	-	-	-	-	5,701,421
Total HYCC Enterprise Fund				1,256,476	1,205,501	1,163,465	1,122,995	1,089,235	1,054,475	1,019,333	980,808	943,445	907,203	870,579	352,165	-	-	-	-	-	-	-	-	13,257,880	
Land Acquisition - 2004-105 Bonehill \$200k Refunded	02/17/15	02/15/25	90,850	12,143	11,813	11,565	11,160	10,800	10,440	10,080	9,720	9,360	-	-	-	-	-	-	-	-	-	-	-	110,406	
Land Acquisition - 06-15-05 - 2004-106 \$180k Refunded	02/17/15	02/15/25	73,600	12,432	10,832	10,845	11,440	11,040	4,640	4,480	4,320	4,160	-	-	-	-	-	-	-	-	-	-	-	86,806	
Land Acquisition - Hyannis Golf \$5,500,000 Refunded	02/17/15	02/15/25	2,496,300	338,981	328,741	321,835	308,540	301,580	286,500	277,620	266,700	255,320	-	-	-	-	-	-	-	-	-	-	-	3,035,446	
Land Acquisition - Archibald \$500,000 Refunded	02/15/07	02/15/17	275,000	26,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	53,000	
Land Acquisition - Archibald \$500,000 Refunded	02/17/15	02/15/26	212,100	8,490	32,490	31,410	30,330	29,370	28,410	26,450	25,530	24,610	23,690	-	-	-	-	-	-	-	-	-	-	269,325	
Town Hall Renovations	06/16/10	06/15/30	1,332,520	98,394	95,144	93,519	90,269	88,319	86,369	84,256	82,144	79,869	77,594	75,238	72,638	70,200	67,600	-	-	-	-	-	-	1,268,444	
Land Acquisition 1 Adv Ref 6/15/2002	06/14/11	06/15/22	7,065,000	893,510	856,160	817,960	684,120	624,480	526,240	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,333,780	
Advance Refund 6/15/2003 Land Acquisitions	04/18/12	09/15/22	964,600	116,834	113,034	109,709	106,859	104,009	100,684	96,492	-	-	-	-	-	-	-	-	-	-	-	-	-	872,855	
Advance Refund 6/15/2004 Landbank Acquisitions3	04/18/12	09/15/22	5,385,600	747,584	713,224	682,234	650,624	623,374	597,544	567,732	-	-	-	-	-	-	-	-	-	-	-	-	-	5,356,465	
Advance Refund 6/15/2004 Landbank Acquisitions 2	04/18/12	09/15/22	227,300	30,750	29,750	28,875	28,125	27,375	26,500	25,500	-	-	-	-	-	-	-	-	-	-	-	-	-	228,500	
Total Community Preservation Fund				2,285,118	2,191,188	2,107,952	1,921,467	1,820,347	1,667,327	1,092,610	388,414	373,319	101,284	75,238	72,638	70,200	67,600	-	-	-	-	-	-	16,615,027	
Title V - Phase I - 97-1131 Series 6-	07/25/02	08/01/20	197,403	12,944	12,359	11,774	11,209	10,468	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	72,282	
Title V - Phase I - 97-1131 Series 6	07/01/04	08/01/22	190,580	19,236	12,737	12,239	11,741	11,242	10,969	10,459	-	-	-	-	-	-	-	-	-	-	-	-	-	96,358	
Title V - Phase III - Pool 11 TS-97-1131-2	10/31/05	07/15/25	200,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000	
Title V - Phase IV - Pool 11 TS-97-1131-3	10/31/05	07/15/25	200,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000	
Title V - Phase V - Pool 12 97-1131-4D	12/14/06	07/15/26	200,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000	
Total Title V				56,180	55,096	54,013	52,950	51,710	40,969	40,459	30,000	30,000	30,000	30,000	10,000	-	-	-	-	-	-	-	-	508,640	
MWPAT CWS-09-07	07/08/10	07/15/30	3,285,646	199,318	199,318	199,318	199,318	199,318	199,318	199,318	199,318	199,318	199,318	199,318	199,318	199,318	199,318	199,318	199,318	199,318	199,318	199,318	199,318	3,189,087	
Sewer CWS-09-07-A Series 16	05/14/15	07/15/32	4,592,367	301,256	301,583	301,917	302,260	302,608	302,965	303,329	303,701	304,082	304,471	304,868	305,273	305,688	306,111	306,544	306,986	307,438	307,896	308,354	308,812	5,474,120	
Total Sewer Construction Trust Fund				500,573	500,902	501,235	501,578	501,926	502,283	502,647	503,019	503,400	503,788	504,185	504,591	505,006	505,430	505,862	306,986	307,438	-	-	-	8,663,208	
TOTAL ENTERPRISE FUND BOND OBLIGATIONS				7,977,746	7,477,971	7,339,041	6,745,367	6,412,865	5,869,556	5,235,849	4,332,264	4,156,302	3,549,377	3,394,560	2,136,554	1,307,954	1,258,284	1,098,758	591,330	587,781	152,000	147,800	123,600	77,386,984	
GRAND TOTAL TOWN OF BARNSTABLE BOND OBLIGATIONS				17,149,854	16,315,533	15,856,373	11,453,490	9,843,618	8,832,812	7,998,144	6,586,466	5,803,209	5,109,782	4,527,102	3,138,598	2,251,886	2,162,234	1,878,208	1,224,930	1,194,731	742,600	722,050	566,500	139,413,638	

The Budget Process

Overview

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



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

Building the Budget

Budget Schedule

September/October – The Ten-Year Forecast

The budget process begins with the preparation of the Ten-Year Financial Forecast. The forecast is designed to project the financial position of the town for the subsequent ten years, addressing short-term and long-term issues, in order to provide the Town Council with a financial planning tool to assist them in setting fiscal policy at the beginning of the budget process. The forecast is not a predictor of what the town will spend. The forecast is prepared and presented to the Council by the Town Manager in the fall. The Town Council then reviews the forecast and provides policy direction to the Town Manager as the formal beginning point of the budget process.

September/November – Operating Budget

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

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

November – Capital Budget

The process of developing the capital budget begins in November when departments prepare an itemization of all capital improvements, including those of the School Department, proposed to be undertaken during the next five fiscal years with supporting data including cost estimates, methods of financing, recommended time schedules; and the estimated annual cost of the operating and maintaining the facilities included. The Town Manager's Office distributes the capital budget guidelines and worksheets to all departments. A committee of town and school officials reviews the requests and assigns a numerical ranking to each request using 11 different criteria and submits a report to the Town Manager. The Town Manager reviews the committee's report and makes recommendations based on funding availability, project score and priority. The Comprehensive Finance Advisory Committee (CFAC) reviews the Town Manager's proposed capital budget and issues a report on the plan.

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

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

December/January/February

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

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

April

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

May/June

Under state law and the Town Charter, the Town Manager is required to submit a recommended budget to the Town Council 170 days after their annual reorganization. Except in unusual circumstances, this typically occurs in May.

The submitted budget is provided to the Comprehensive Finance Advisory Committee who reviews the budget and prepares a report for the Town Council.

The Council reviews the budget and holds public hearings, which provide an opportunity for town and school management, budget staff, departments, and the general public to offer information, comment, and recommendations to the Town Council. In late May or early June (45 days after submittal of the budget), the Council adopts the budget.

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

Definition of a Balanced Budget

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

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

The town’s FY17 budget is balanced using appropriated fund balance of \$4,830,425 for one-time capital expenditures and non-recurring operating expenses.

	Estimated Current Year Receipts	Transfer From Surplus	Transfer From General Fund	Trust Funds	Special Revenue Funds	Closed Projects	Grants	Borrowing Auth.	Total Receipts	Total Appropriations
General Fund Operations	\$ 149,922,683	\$ 2,585,000	\$ -	\$ 270,000	\$ 738,853	\$ -	\$ -	\$ -	\$ 153,516,536	\$ 153,516,536
Airport Enterprise Fund Operations	6,093,528	-	-	-	-	-	-	-	6,093,528	6,093,528
Golf Enterprise Fund Operations	3,185,745	96,296	149,140	-	-	-	-	-	3,431,181	3,431,181
Solid Waste Enterprise Fund Operations	3,077,007	326,808	-	-	-	-	-	-	3,403,815	3,403,815
Water Pollution Enterprise Fund Operations	4,692,412	-	-	-	-	-	-	-	4,692,412	4,692,412
Water Enterprise Fund Operations	5,270,312	-	-	-	-	-	-	-	5,270,312	5,270,312
HYCC Enterprise Fund Operations	1,175,450	69,149	719,936	1,256,476	-	-	-	-	3,221,011	3,221,011
Marina Enterprise Fund Operations	661,200	46,172	-	60,031	30,000	-	-	-	797,403	797,403
Sandy Neck Enterprise Fund Operations	887,998	50,000	-	-	-	-	-	-	937,998	937,998
Capital Program	-	1,657,000	-	3,786,070	1,589,710	809,174	6,149,350	15,890,650	29,881,954	29,881,954
Totals	\$ 174,966,335	\$ 4,830,425	\$ 869,076	\$ 5,372,577	\$ 2,358,563	\$ 809,174	\$ 6,149,350	\$ 15,890,650	\$ 211,246,150	\$ 211,246,150

The \$4,830,425 of reserves being used to balance the operating and capital budgets represents 2.3% of the overall budget. \$3,173,425 will be used for operations; a majority of which will be for the FY16 snow removal costs that was in excess of the FY16 budget, and \$1,657,000 for the capital program.

Implementation of the Approved Budget and Amendments to the Budget

Upon adoption of the budget, staff updates the approved operating and capital budgets, incorporating all changes from the proposed budget. The approved budget is published in late June. Pursuant to the Town Charter, Section 6-4, the Town Manager may make certain changes 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.

Long-Term Budget Planning

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

New Property Tax Growth

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

Chapter 70 Aid for Education

A new formula was developed several years ago that provides for each community to receive no less than 17.5% of its foundation budget in the form of CH70 aid. If the state were to fully fund this formula, the town would receive an additional \$360,000 per year based on its current foundation budget. Limited financial resources over the past few years have made it difficult for the state to honor this commitment. The town is projecting that the state will phase this additional aid in over a five (5) year period as the economy improves.

Unrestricted General Government Aid

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

Massachusetts School Building Assistance

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

Significant Budget Considerations

program for financing school construction is derived from the state sales tax which has seen some recent recovery.

Investment Income

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

Salaries

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

Health Insurance

The town of Barnstable belongs to a joint purchasing group (Cape Cod Municipal Health Group) for procuring health insurance for its employees. The group implemented plan design changes in FY13 that may assist in mitigating the annual cost increases in premiums as the changes encourage the more effective use of health insurance. The Cape Cod Municipal Health Group continues to work on ways to reduce costs as well; for example, mail order prescriptions, health awareness and smoking cessation programs. Plan design changes are expected to be made again in FY18. For FY17, rates are projected to increase 10%.

Pension Assessments

The town belongs to the Barnstable County Retirement Association (BCRA). Each year, the County Retirement Board notifies each member town with the amount of its share of the county retirement pension expense. This assessment includes the normal costs for current retirees, an amount for the amortization of the unfunded liability of the system, and the expense of running the system. Pension assessments are expected to continue to rise in the neighborhood of 4.5% to 8% per year depending upon the investment performance of the system's assets. The county pension system conducts an actuarial calculation every other year of the unfunded liability for the system which will readjust the assessment levels. The assessments have increased more \$3.5 million over the past 10 years. The unfunded liability of the system is being amortized through fiscal year 2038 as allowed by State law. The system could go as far as 2040.

Other Post-Employment Benefits

Similar to pensions, town employees can earn other post-employment benefits (OPEB) over their years of service that will not be received until after their employment with the town ends through retirement. In the town of Barnstable, the OPEB consists principally in the form of health insurance. A new accounting rule requires that the town actuarially determine what its annual required contribution (ARC) would be to fully

fund this benefit. The amount of the ARC that exceeds the town's actual health insurance expense for retirees in any one year gets added to the liability on the town's balance sheet. The ARC exceeded the town's actual expenses in fiscal year 2015 by an estimated \$4.8 million and the town's balance sheet liability grew to \$44 million. In essence, to fully fund health insurance for active and retired employees, the town would have to budget \$4.8 million more per year for health insurance. A similar shortfall can be expected every subsequent year. If the town elects not to fund all or part of this liability, it is expected that it will eventually lead to a bond rating downgrade as the rating agencies are watching very closely how governments across the country address, or don't address, this issue. It is expected that the town will continue to cover fifty percent of the annual health insurance costs of eligible town retirees as this is the minimum required by state law. Eligible retired teachers enter the state's health insurance program managed through the Group Insurance Commission. The town is assessed its share of the cost each year by the state for retired teachers. The town must pay 80% to 85% of retired teacher's health insurance premiums depending upon their retirement date. This charge is included on the town's Cherry Sheet. The town has created an OPEB Trust Fund and annually makes an appropriation into the fund; however, it is far below the ARC. The annual appropriation is projected to increase \$50,000 per year.

Utilities and Fuel

The FY17 budget across all town budgets (General Fund and Enterprise Funds) for utilities and fuel is approximately \$5 million combined. The town has installed co-generation equipment, photovoltaic solar panels and wind turbines and upgraded heating plants to make buildings more efficient. In addition, it has adopted a new fuel efficient vehicle policy and has several new electric vehicles and hybrids. Efforts will continue to reduce the town's reliance on fossil fuels as well as reduce costs. A 4 megawatt photovoltaic solar array at the town's transfer station and recycling facility in Marstons Mills went on-line in FY15 as well as a 6 megawatt solar array at the Barnstable Municipal Airport. Collectively, these systems are expected to generate close to \$1 million in additional revenue annually. This new revenue source will be used to balance operating budgets as well as increase funding for the capital program.

Private Roads

The town has a significant inventory of private roads. Many of these roads are breaking down to the point where they need major repairs. Some of these roads can be considered public roads just by the very nature of their use; especially ones that connect one public way to another public way. These roads are predominantly used by commuters and not just property abutters. The town has created a special revenue fund which can be used to make improvements to private ways. Funding is provided from meals and rooms taxes. The FY17 capital program includes the improvements to two (2) private roads that are predominantly used by commuters.

Clean Water

This challenge involves two major pieces: expanding and constructing sewer collection systems and upgrading and maintaining existing sewer collection systems. Protecting the town's water resources is one of the most immediate issues facing the community. The town has created a Water Resources Advisory

Committee which is charged with advising Barnstable officials on the completion and implementation of its Comprehensive Water Resource Management Planning Project, with the goal of protecting and restoring the town's fresh and salt water bodies and its drinking water supplies, in compliance with the Cape Cod Commission's Cape Cod Area Wide Water Quality Management Plan Update of 2015, ("The 208 Plan"). The Town Council has already adopted several measures in July 2010 to begin addressing this issue including: the establishment of a 50% betterment assessment, adoption of a local meals tax and an increase in the local room occupancy tax. This issue is also being examined on a county-wide basis to see where opportunities exist for Cape Cod communities to work collaboratively on addressing the topic. Concurrently, the town has commissioned a sewer rate study which will provide a roadmap for setting sewer utility rates at levels which will allow for the continuous upgrade and maintenance of the town's existing sewer treatment facilities.

Water Supply

The Department of Public Works and the Hyannis Water Board have developed a comprehensive capital improvement program for the water operations. It is estimated that a rate increase of 3% per year will provide a debt financed water line replacement program of \$1 million per year. A well exploration program is in place to enhance water resources and it is expected that major capital expenditures for the system will be made. Water rates will be expected to cover the cost of this capital program.

Capital Program

The town of Barnstable has an inventory of over \$400 million in fixed assets. This includes land, land improvements, buildings, equipment and machinery, furniture and fixtures, boats, vehicles, trailers, computers, roads, sidewalks, bridges, runways, marinas, parks, fresh water ponds and lakes, dredged waterways, beaches, water and sewer lines and other. This inventory of assets requires the town to invest considerable funds to replace or improve the assets over time. Town departments have identified in excess of \$100 million dollars of general fund capital needs over the next 5 years not including a comprehensive sewer expansion or private road repair program. This is more than what the town can provide. It is estimated that it will take 10 years to fund all of the projects submitted for FY17.

Infrastructure Maintenance

Town and school infrastructure is aging. Adequate funds need to be directed to the annual maintenance and improvement of these assets. When budgets are constricted, this is one of the first reductions made. The town must continue to find ways to augment currently allocated funds to the maintenance of infrastructure as well as identify opportunities to close facilities no longer needed. Most notably are the town's elementary school facilities which are in need of significant renovations. Declining enrollments have allowed for the reduction of the School Department's physical plant reducing the cost of this program. The former Grade 5 building was closed and sold for \$3 million. Osterville Bay Elementary School was closed at the end of the 07-08 school year. Cotuit, Marstons Mills and Osterville Elementary schools were closed after the 08-09 school year. Any lease income generated from these facilities can be used towards maintaining their condition. The \$3 million from the sale of the former Grade 5 building has been used for upgrading the HVAC system at the Barnstable Community Horace Mann Charter Public School (BCHMCPS - formerly known

as Hyannis East), technology upgrades system-wide, and replacement of the track and field at the high school.

Technology

Updating technology is a main concern in the school department. Past technology upgrades have traditionally been performed as the facility is renovated. In FY07, a one-time infusion of \$300,000 was made for technology upgrades system-wide and another \$337,000 in FY10. The capital programs for FY14 to FY16 included \$600,000 for the School Department's technology infrastructure. The FY17 capital improvement program includes over \$400,000 for municipal technology infrastructure. In addition, the Information Technology Division within the municipal operations budget has a financial plan that includes \$105,000 annually for hardware and software upgrades and the Police Department receives \$38,000.

Special Education

The largest component within this section of the School Department budget is the cost for out-of-district residential placement services. These services can fluctuate immensely from year to year depending upon the number of students enrolled and the type of services required. One new student could easily add over \$100,000 of costs to the School Department's budget. The State Circuit Breaker Reimbursement Program provides for some financial relief. Subject to appropriation, the state's share shall equal a percentage of the prior year's approved instructional costs in excess of four times the full amount of the prior year's state average per pupil foundation budget as defined in MGL CH70 and in accordance with the Department of Elementary and Secondary Education. In recent years, the reimbursement rate was as high as 75%. For FY16, the rate is approximately 73%. Even with no changes in enrollment, a cut in the reimbursement rate can have a significant impact on a school district's budget.

Net School Spending Requirements

The town is subject to one mandated spending requirement every year. The Commonwealth's school finance statute, Chapter 70 of the General Laws, establishes an annual "net school spending" requirement for each Massachusetts school district. Failure to comply with this requirement may result in non-approval of a municipality's tax rate, enforcement action by the Attorney General, or loss of state aid. The town has consistently complied with the state mandated spending requirements. These are minimum spending requirements and each community determines its own level of spending so long as it meets these levels. The town exceeded the minimum spending requirement in FY15 by nearly \$13 million and it is anticipated the FY16 and FY17 will have similar results.

Reserves Used To Balance Operating Budgets

The town has used a portion of its General Fund reserves on an annual basis to balance the operating budget. The General Fund reserve, also known as Free Cash, is certified every year by the Massachusetts Department of Revenue. From this reserve, the Town Council's policy is to set aside an amount equal to 4% of the Annual Operating Budget, net of transfers, for extraordinary and unforeseen events. Any balance remaining is distributed between the School Department and Municipal Departments in accordance with a

revenue sharing agreement. The use of the reserves is subject to Town Council approval. It may be used to balance annual operating budgets, capital budgets or to fund one-time expenses. The town has historically been able to generate more reserves than what it has spent with the exception of FY08. This demonstrates a structurally balanced budget over the years. The generation of surplus is derived from unexpended appropriations and actual revenues out-performing budget estimates. The town must be cautious about placing an over dependency on this funding source to pay for repeated operating costs. The current balance of \$13.9 million in the savings account is distributed in accordance with the revenue sharing agreement as follows:

Municipal savings	\$3.7 million
School savings	\$4.6 million
Town Council reserve	\$5.6 million
Total	\$13.9 million

Bond Ratings

The town continues to manage its financial affairs in a prudent manner. In FY16, the town's bond rating was reaffirmed at AAA by Standard and Poor's and recently the town received a two-step upgrade from Moody's; Aa3 to Aa1. These excellent bond ratings should contribute to more favorable borrowing costs for the town.

Borrowing Rates

Borrowing rates are at an all-time low for the municipal bond market. This has created an opportunity for the town to "refund" or "refinance" most of its older bond issues. All bonds eligible for refunding have been refunded. The town's last bond issue of \$16.6 million in February 2016 resulted in a net interest cost of 2.1% over the life of the bond. The town could seize this opportunity, coupled with its excellent bond rating, and implement an aggressive capital improvement program that could save millions in borrowing costs but it would require a revenue source to repay the bonds such as an increase in taxes or the elimination of services.

Financial Fund Structure

The town’s financial records are organized within several different fund types. Funds requiring the annual appropriation process include the General Fund and 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.

General Fund Requires annual appropriation by Town Council	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.
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Special Revenue Funds	Revolving Funds - Fees charged for certain services which cover cost of service. Receipts Reserved for Appropriation - Fees requiring Town Council appropriation in order to be spent. These are used to balance the General Fund budget and include items such as Embarkation fees and Bismore parking receipts.
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These funds are not required to be part of the annual budget process	Grants (non-enterprise fund) Gifts Other Designated Revenue
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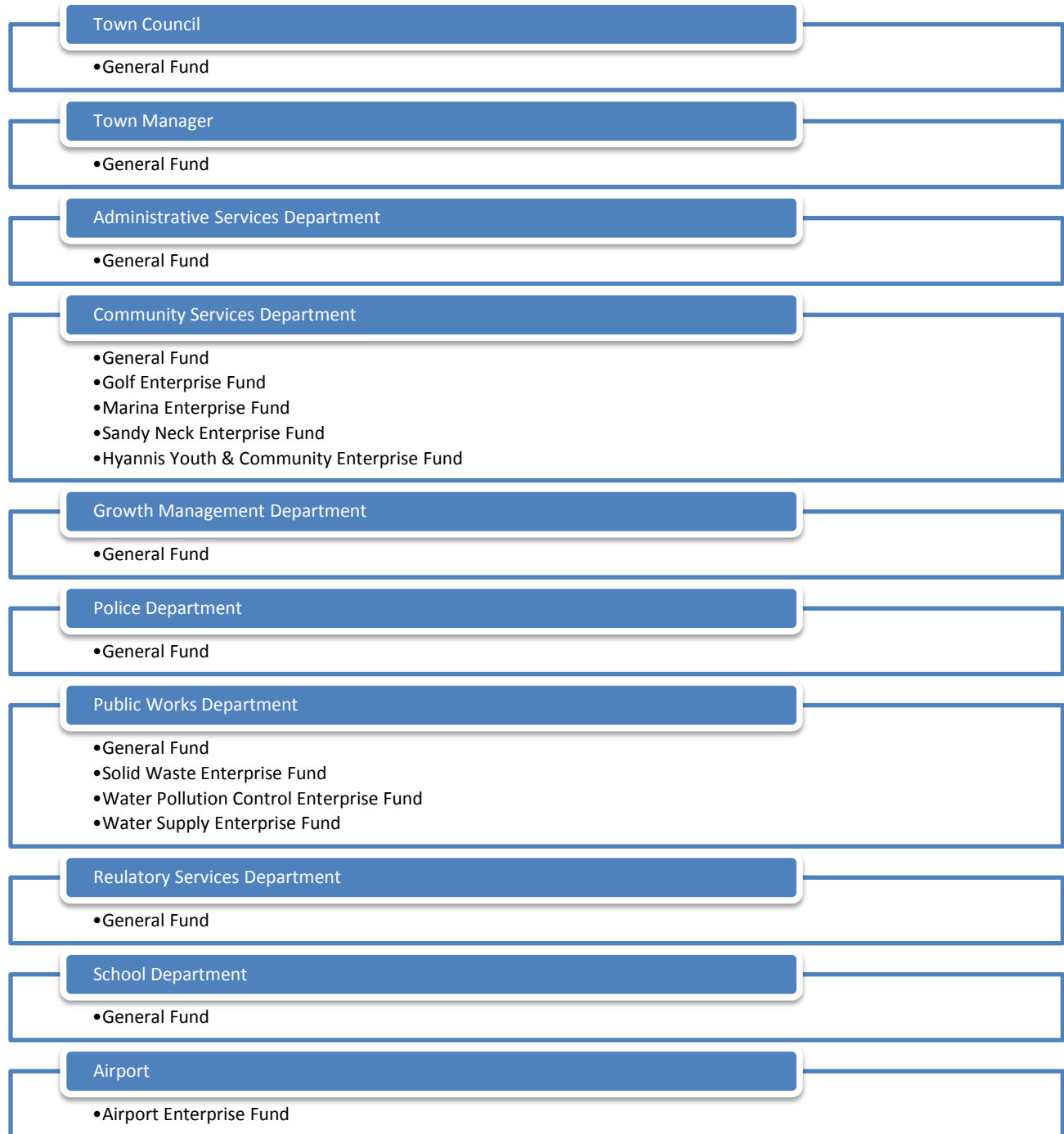
Capital Project Funds These funds are used to track the annual capital improvement program	Municipal Capital Projects School Capital Projects Enterprise Fund Capital Projects
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Enterprise Funds Similar to the General Fund, these funds all require annual appropriation by the Town Council	Airport Golf Solid Waste Water Pollution Control Water Supply Marinas Sandy Neck Park Hyannis Youth & Community Center
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Trust & Agency Funds	Permanent Funds Fiduciary Funds
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Fiscal Year 2017 Operating Budget Summary

Department and Financial Fund Relationship – All Funds Requiring Annual Appropriation



All Appropriated Funds Budget Summary

Fund	Actual		Budget		FY 2016 - 2017	
	FY 2015	FY 2016	FY 2017	\$ Change	% Change	
General Fund	\$142,367,485	\$153,360,141	\$153,516,536	\$156,395	0.10%	
Airport Enterprise	7,852,708	7,915,852	6,093,528	(1,822,324)	-23.02%	
Water Pollution Control Enterprise	4,222,820	4,463,158	4,692,412	229,254	5.14%	
Water Supply Enterprise	3,863,074	4,389,768	5,270,312	880,544	20.06%	
Solid Waste Enterprise	2,850,186	3,362,811	3,403,815	41,004	1.22%	
Golf Enterprise	2,997,498	3,242,906	3,431,181	188,276	5.81%	
HYCC Enterprise	3,006,004	3,185,270	3,221,011	35,742	1.12%	
Marina Enterprise	650,119	703,731	797,403	93,672	13.31%	
Sandy Neck Enterprise	881,584	865,717	937,998	72,281	8.35%	
Total All Budgeted Funds	\$168,691,478	\$181,489,353	\$181,364,196	(\$125,157)	-0.07%	
All Funds Net Of Transfers	\$162,190,271	\$171,673,067	\$175,226,998	\$3,553,931	2.07%	
All Funds Net of Transfers and Snow Removal Deficit	\$159,588,484	\$169,071,280	\$173,726,998	\$4,655,718	2.75%	
General Fund Net of Transfers and Snow Removal Deficit	\$134,887,547	\$142,569,600	\$147,606,992	\$5,037,392	3.53%	
Full-time Equivalent Employees	1274.80	1280.85	1292.25	11.40		

The total proposed FY17 operating budget for the town of Barnstable's appropriated funds is \$181,364,196. This is a decrease from the FY16 budget of \$125,157. In addition to the General Fund, this figure includes the town's eight Enterprise Fund operations. These funds comprise the town's annually appropriated funds. The decrease is attributable to the large reduction in the Airport Enterprise Fund, a reduction in the amount transferred to the capital Trust Fund and a reduction in snow removal costs in FY16.

Another way to look at the overall budget is to compare the change year-over-year net of transfers, as transfers are not direct expenditures for personnel services or operating expenses. Excluding transfers from the budget results in a FY17 budget increase of \$3,553,931 or 2.07%. The budget increase includes a net of 11.40 new full-time equivalent (fte) positions; 12.95 in the General Fund offset by a reduction of 1.55 for all of the Enterprise Funds. The School Department's fte are increasing by 6.25 and the Municipal Operations by 6.70 fte. The Airport Enterprise Fund's fte are decreasing by 2 and the Enterprise Funds under the Public Works Department are increasing .45 fte.

Eliminating snow removal costs from the budgets provides one more way to view the budget. Since these costs can vary significantly from year-to-year it provides a better picture of the recurring operating costs. Removing these costs reveal that the overall operating budgets are increasing \$4,655,718 or 2.75%.

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

The General Fund budget is increasing \$156,395 in FY17. This includes transfers and snow removal costs. Removing those costs result in a General Fund budget increase of \$5,037,392 or 3.53%. Municipal operations are increasing \$1,315,368, education expenditures are increasing \$2,122,273 and fixed costs are increasing \$1,599,751. Major factors contributing to the increase in the overall budget are contractual labor obligations, an increase of 6.25 full-time equivalents in the local school operations, the addition of 6.70 full-time equivalents in the municipal operations, wage increases for seasonal employees to bring them up to the new minimum wage rates, seasonal Community Service Officers in the Police Department, software licensing and hardware maintenance fees across departments, training funds in the Police Department, additional funds for materials and supplies in Public Works, an increase for operating capital in the municipal operations, an increase in pension and healthcare costs, program enhancements in the School Department for preventative maintenance, textbooks and a K-5 reading program, and an increase in debt service.

The large reduction in the Airport Enterprise Fund budget is due to the bankruptcy filing of Island Airlines. This company accounted for approximately 25% of the Airport's fuel sales as well as other airport revenues. As a result, the airport will require less funding for fuel purchases and two full-time positions will be eliminated.

The increase in the Water Pollution Control Enterprise Fund budget is due to an increase in operating expenses, employee benefits and debt service.

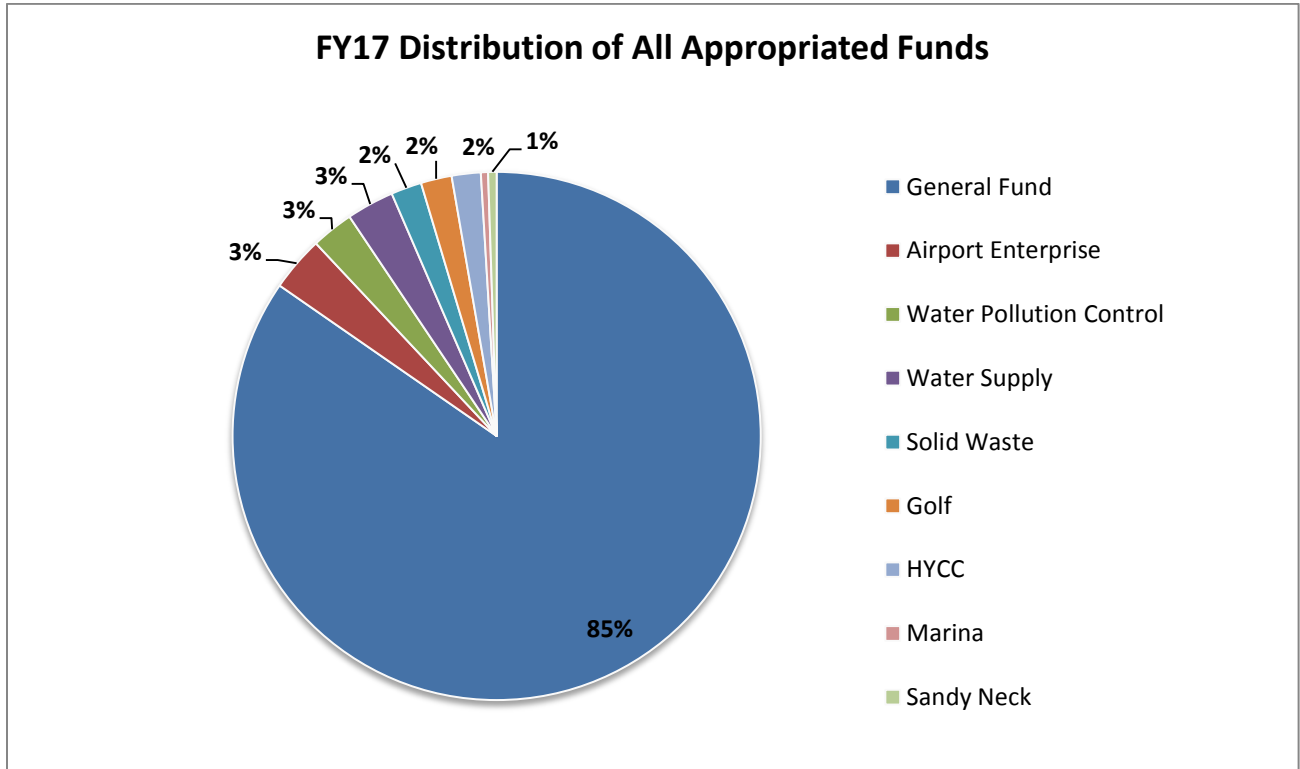
The Water Enterprise Fund budget is increasing primarily due to an increase in the management contract for operating the system, additional funding to purchase water from the town of Yarmouth, if needed, and funding to maintain the new carbon filter treatment system.

The Solid Waste and HYCC enterprise fund budgets are increasing mainly due to contractual salary increases and increases in employee benefit costs.

The Golf Course Enterprise Fund is increasing due to contractual pay increases, an increase in the minimum wage for seasonal employees, funding for a marketing analysis and pump replacement and an increase in debt service.

The Sandy Neck Enterprise Fund is increasing due to contractual labor obligations, seasonal employee wage increases, additional funds for the purchase of merchandise for resale, and funding for improvements to the gatehouse.

The Marina Enterprise Fund is increasing mainly due to an increase in debt service for bonds issued in FY16 whose first payments are due in FY17.



The General Fund comprises 85% of all spending for the funds requiring annual appropriation. The Airport is the largest enterprise fund and comprises 3.4% of all spending.

Position Summary for All Appropriated Funds

DEPARTMENT	FY 08 FTE's	FY 09 FTE's	FY 10 FTE's	FY 11 FTE's	FY 12 FTE's	FY 13 FTE's	FY 14 FTE's	FY 15 FTE's	FY 16 FTE's	FY 17 FTE's	Chg
Town Council	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	1.40	1.40	0.00
Town Manager	5.00	5.00	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	0.00
Administrative Services	62.75	61.75	60.40	60.30	60.30	60.30	60.50	64.85	64.85	64.50	(0.35)
Finance	37.00	37.00	36.75	36.75	36.75	36.75	36.75	38.10	38.10	37.75	(0.35)
Legal	4.75	4.75	4.65	4.55	4.55	4.55	4.75	4.75	4.75	4.75	0.00
Human Resources	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	0.00
Information Technology	13.00	12.00	11.00	11.00	11.00	11.00	11.00	10.00	10.00	10.00	0.00
PEG Enterprise Fund	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	4.00	4.00	0.00
Community Services	51.37	52.79	56.53	54.66	53.20	53.15	53.90	55.90	57.55	62.30	4.75
Recreation	9.71	11.13	7.35	7.35	8.30	7.70	7.70	7.42	7.42	8.42	1.00
Senior Services	19.00	19.00	18.35	15.85	6.35	6.35	6.30	6.33	6.53	9.78	3.25
Marine & Environmental Affairs	8.21	8.21	8.21	7.61	9.65	9.65	10.45	10.70	10.70	11.20	0.50
Golf Enterprise Fund	10.30	10.30	10.20	10.20	15.85	15.75	15.75	15.75	17.00	17.00	0.00
Marina Enterprise Fund	1.40	1.40	1.45	1.45	1.45	1.45	1.45	1.45	1.65	1.65	0.00
Sandy Neck Enterprise Fund	2.75	2.75	2.70	2.70	2.70	2.75	2.75	3.75	3.75	3.75	0.00
HYCC Enterprise Fund	0.00	0.00	8.27	9.50	8.90	9.50	9.50	10.50	10.50	10.50	0.00
Growth Management	14.15	14.15	13.00	12.35	11.50	11.50	12.50	10.65	10.50	10.50	0.00
Administration	0.00	0.00	0.00	2.50	2.50	2.50	3.00	2.50	2.50	2.50	0.00
Regulatory Review	7.00	7.00	7.00	3.35	3.00	3.50	3.50	3.50	3.50	4.50	1.00
Comprehensive Planning	3.50	3.50	2.50	2.00	1.50	1.00	1.00	1.00	1.00	0.50	(0.50)
Economic Development	0.65	0.65	0.65	1.65	1.65	1.65	2.65	2.65	2.50	2.00	(0.50)
Community Development	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Property Management	1.00	1.00	0.85	0.85	0.85	0.85	0.35	0.00	0.00	0.00	0.00
Traffic & Parking Management	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00
Police	139.48	137.48	126.26	126.26	124.26	125.76	131.75	130.75	132.75	132.75	0.00
Administrative & Investigative Services	37.58	37.58	35.50	34.00	33.50	35.00	35.00	35.00	36.00	36.00	0.00
Field Services	101.90	99.90	90.76	92.26	90.76	90.76	96.75	95.75	96.75	96.75	0.00

DEPARTMENT	FY 08 FTE's	FY 09 FTE's	FY 10 FTE's	FY 11 FTE's	FY 12 FTE's	FY 13 FTE's	FY 14 FTE's	FY 15 FTE's	FY 16 FTE's	FY 17 FTE's	Chg
Public Works	119.50	120.50	115.50	115.50	115.75	116.35	116.33	116.33	116.75	118.75	2.00
Administration & Tech Support	15.00	16.00	16.00	15.50	15.50	12.95	12.93	12.93	12.45	12.00	(0.45)
Highway	39.50	39.50	35.50	35.50	35.50	35.50	35.50	35.50	35.50	37.50	2.00
Structures & Grounds	34.80	34.80	33.80	33.80	33.80	34.10	34.10	34.10	35.00	35.00	0.00
Solid Waste Enterprise Fund	15.10	15.10	15.10	15.10	15.10	15.75	15.75	15.75	16.75	16.95	0.20
Water Pollution Control Enterprise Fund	14.10	14.10	14.10	14.10	14.10	15.15	15.15	15.15	14.15	14.35	0.20
Water Supply Enterprise Fund	1.00	1.00	1.00	1.50	1.75	2.90	2.90	2.90	2.90	2.95	0.05
Regulatory Services	31.66	34.65	33.15	31.25	32.40	33.60	34.08	33.98	33.40	34.15	0.75
Building & Zoning	12.50	12.50	11.50	12.15	12.50	12.50	12.50	12.50	12.00	12.00	0.00
Conservation	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	0.00
Consumer Affairs	6.00	6.50	6.50	3.95	4.50	5.20	5.20	5.10	5.10	5.10	0.00
Health	9.16	11.65	11.15	11.15	11.40	11.90	12.38	12.38	12.30	13.05	0.75
Airport Enterprise Fund	26.40	26.40	26.40	25.00	24.60	25.30	25.50	25.50	25.00	23.00	(2.00)
SUBTOTAL GENERAL FUND	381.26	383.67	358.52	352.27	344.06	343.91	352.31	349.70	351.00	357.70	6.70
SUBTOTAL ENTERPRISE FUNDS	71.05	71.05	79.22	79.55	84.45	88.55	88.75	94.75	95.70	94.15	(1.55)
TOTAL MUNICIPAL OPERATIONS	452.31	454.72	437.74	431.82	428.51	432.46	441.06	444.45	446.70	451.85	5.15
Schools	903.54	891.38	811.58	812.58	813.03	815.53	809.23	830.35	834.15	840.40	6.25
Administration (restated for school consolidation)	6.00	6.00	6.00	6.00	6.00	6.00	6.00	7.00	6.80	6.80	0.00
Instructional Services	763.16	751.00	686.20	686.20	686.03	638.90	634.60	654.72	680.90	686.45	5.55
Health Services	16.50	16.50	16.50	16.50	14.90	14.93	13.93	13.93	16.20	16.20	0.00
Transportation	23.00	23.00	21.00	21.00	21.00	24.00	24.00	24.00	20.50	20.50	0.00
Food Services	14.38	14.38	13.38	13.38	15.00	13.00	13.00	13.00	1.00	1.00	0.00
Athletics	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	0.00
Other Student Services	6.00	6.00	6.60	7.60	7.60	48.46	46.46	46.46	40.90	41.40	0.50
Maintenance of Plant	63.50	63.50	51.90	51.90	52.50	59.24	59.24	59.24	53.45	53.65	0.20
Network & Technology	8.00	8.00	7.00	7.00	7.00	8.00	9.00	9.00	11.40	11.40	0.00
TOTAL ALL DEPARTMENTS	1355.85	1346.10	1249.32	1244.40	1241.54	1247.99	1250.29	1274.80	1280.85	1292.25	11.40

Total full-time equivalents are increasing by 11.40 positions, 6.25 in the School operations, 6.70 for the Municipal operations, and a reduction of 1.55 in the enterprise operations.

Change in Fund Balance – All Appropriated Funds

	Beginning	FY 2017		Ending	Dollar Change	Percentage Change
	Fund Balance	Resources	Expenditures	Fund Balance		
General Fund	\$16,055,776	\$150,931,536	\$153,516,536	\$13,470,776	(\$2,585,000)	-16.1%
Airport Enterprise Fund	70,625,500	12,561,528	12,716,528	70,470,500	(155,000)	-0.2%
Golf Enterprise Fund	8,175,615	3,899,885	3,996,181	8,079,319	(96,296)	-1.2%
Solid Waste Enterprise Fund	1,461,069	5,077,007	6,103,815	434,261	(1,026,808)	-70.3%
Water Pollution Control Enterprise Fund	34,313,120	6,796,412	6,885,917	34,223,615	(89,505)	-0.3%
Water Enterprise Fund	14,076,223	6,170,312	6,972,312	13,274,223	(802,000)	-5.7%
Marina Enterprise Fund	4,319,821	1,251,231	1,297,403	4,273,649	(46,172)	-1.1%
Sandy Neck Enterprise Fund	(142,520)	887,998	937,998	(192,520)	(50,000)	35.1%
HYCC Enterprise Fund	8,816,236	3,151,862	3,221,011	8,747,087	(69,149)	-0.8%
Totals	\$157,700,840	\$190,727,771	\$195,647,701	\$152,780,910	(\$4,919,930)	-3.1%

Fund balance in the table above is reported on the budgetary; or cash basis for the general fund, and the full accrual basis for the enterprise funds. The negative fund balance in Sandy Neck is the result of recognizing net pension and other post-employment benefit liabilities and their impact on fund balance. However, on a budgetary basis, these liabilities are not deducted from fund balance and the state Division of Local Services has certified that the Sandy Neck Enterprise Fund has \$478,853 of available cash for appropriation. See page 349 for a reconciliation of fund balance between the cash and accrual basis of accounting for this fund.

A total of \$2,585,000 of general fund surplus will be used to fund the FY17 operating budget. This will still leave a healthy fund balance of over \$13 million which represents over 8% of General Fund expenditures. The surplus will be used to fund the FY16 snow removal deficit of \$1,500,000, \$585,000 for health insurance mitigation for employees, \$200,000 for retiree benefits and \$300,000 for the Town's self-insured unemployment expense.

The airport will use \$155,000 of its fund balance, or reserves, to pay for a portion of the FY17 capital program. No reserves are used for recurring operating costs.

The Solid Waste Enterprise Fund will use \$1,026,808 of its reserves to balance its FY17 operating budget and capital program. \$700,000 is being used to finance the capital program and \$326,808 is used to balance the operating budget. The amount used for the operating budget will cover the debt service on the landfill capping loan. The surplus includes an amount that has been set aside to pay for the landfill capping loan which expires in FY19. The residential transfer station stickers were increased in FY16 from \$210 to \$240 to eliminate the need to use reserves to balance the FY17 operating budget. Another rate hike is anticipated for FY18 to cover the cost of a bond that will be issued to finance the FY17 capital program.

The Water Pollution Control Enterprise Fund will use \$89,505 of reserves to finance the FY17 capital program. These are one-time expenses and the amount is immaterial in relation to the reserve balance.

The Water Enterprise Fund will use \$802,000 of reserves to balance its FY17 capital program. The FY16 budget is tracking favorably and a portion of this is expected to be generated in surplus at the close of FY16.

The Sandy Neck Enterprise Fund will use \$50,000 of surplus for a sand nourishment program and the Marina Enterprise Fund will use \$46,172 of surplus to offset their FY17 debt service payments. A large bond premium received in FY16 will close to surplus at the end of the current fiscal year and provide for this.

The Golf Course Enterprise Fund will use \$25,000 of surplus for a marketing study; \$27,000 of surplus for a pump replacement and \$44,296 to offset their FY17 debt service payments. Similar to the Marina Enterprise Fund they received a large bond premium in FY16 which will close to the surplus at the end of the current year. This will be used to offset the FY17 debt service budget.

Finally, the HYCC will use \$69,149 of surplus to balance its FY17 operating budget. FY17 revenue estimates are projected to be less than what the facility needs to operate. This has been an on-going challenge and the FY17 General Fund budget will need to increase its support for this operation if the revenues generated do not improve.

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

	<u>July 1, 2011</u>	<u>July 1, 2012</u>	<u>July 1, 2013</u>	<u>July 1, 2014</u>	<u>July 1, 2015</u>
General Fund	\$ 12,320,186	\$ 17,272,393	\$ 10,602,665	\$ 13,370,039	\$ 13,949,203
Water Pollution	2,749,077	6,997,924	12,070,153	14,838,692	7,611,524
Solid Waste	3,460,970	3,854,114	3,428,957	4,010,757	3,489,420
Airport	6,520,729	3,211,359	2,996,203	2,563,977	977,186
Water Supply	312,442	1,944,267	2,347,933	1,827,720	3,336,150
Marinas	327,309	422,111	570,096	714,427	661,356
Sandy Neck	500,177	645,858	611,448	569,512	478,853
Golf	70,879	414,712	387,901	500,742	638,274
HYCC	130,526	141,734	222,277	313,535	318,809
Total	<u>\$ 26,392,295</u>	<u>\$ 34,904,472</u>	<u>\$ 33,237,633</u>	<u>\$ 38,709,401</u>	<u>\$ 31,460,775</u>

Sewer Construction & Private Way Improvements \$ 7,751,788 \$ 10,044,371

In addition to the general fund and enterprise funds the town has a new reserve for sewer construction and private road maintenance and improvements. At the close of fiscal year 2015 the fund had a balance of \$10,044,371. It is projected to grow to over \$12 million at the end of fiscal year 2016. This special revenue fund is not part of the annual budget process. It is funded from a local meals tax and rooms tax.

Consolidated Resource/Appropriation Summary

	GENERAL FUND FY 2017 BUDGET	AIRPORT FUND FY 2017 BUDGET	GOLF FUND FY 2017 BUDGET	SOLID WASTE FUND FY 2017 BUDGET	SEWER FUND FY 2017 BUDGET	WATER SUPPLY FUND FY 2017 BUDGET
RESOURCES:						
Property Taxes	\$ 114,243,675					
Other Taxes	8,433,683					
Intergovernmental	18,782,718	\$ 6,555,600				
Fines & Penalties	1,250,000				\$ 50,000	\$ 50,000
Fees, Licenses, Permits	3,144,100	698,477			10,000	149,000
Charges for Services	1,910,000	4,884,106	\$ 3,180,617	\$ 2,979,007	4,492,412	4,890,812
Interest and Other	1,298,500	423,345	5,128	98,000	140,000	180,500
Interfund Transfers	3,568,860		149,140		-	
Borrowing Authorizations			565,000	2,000,000	2,104,000	900,000
TOTAL RESOURCES	152,631,536	12,561,528	3,899,885	5,077,007	6,796,412	6,170,312
OPERATING EXPENDITURES:						
Town Council	263,842					
Town Manager	633,153					
Administrative Services	5,990,289					
Growth Management	904,137					
Police	13,392,590					
Regulatory Services	2,805,050					
Public Works	10,627,159			2,871,717	3,090,973	3,651,195
Community Services	3,262,086		2,578,430			
Education	73,398,172					
Airport Operations		5,580,330				
Subtotal Operations	111,276,478	5,580,330	2,578,430	2,871,717	3,090,973	3,651,195
OTHER REQUIREMENTS:						
Debt Service	9,172,108	77,700	453,611	399,544	1,328,307	1,540,073
Employee Benefits	22,362,912					
Property, Casualty & Liability Ins.	1,620,000					
State, County & Local Assessments	2,602,504					
Library & Tourism Grants	1,900,990					
Other Fixed Costs	172,000					
Reserve For Abatements & Exemptions	1,700,000					
Capital Program		6,623,000	565,000	2,700,000	2,193,505	1,702,000
Subtotal Other Requirements	39,530,514	6,700,700	1,018,611	3,099,544	3,521,812	3,242,073
Interfund Transfers	4,409,544	435,498	399,140	132,554	273,132	79,044
Grand Total Expenditures	155,216,536	12,716,528	3,996,181	6,103,815	6,885,917	6,972,312
Excess (Deficiency) Cash Basis	(2,585,000)	(155,000)	(96,296)	(1,026,808)	(89,505)	(802,000)
Adjustment to accrual basis	-	-	-	-	-	-
Beginning Fund Balance	16,055,776	70,625,500	8,175,615	1,461,069	34,313,120	14,076,223
Ending Fund Balance	\$ 13,470,776	\$ 70,470,500	\$ 8,079,319	\$ 434,261	\$ 34,223,615	\$ 13,274,223

Consolidated Resource/Appropriation Summary

	MARINA FUND FY 2017 BUDGET	SANDY NECK FUND FY 2017 BUDGET	HYCC FUND FY 2017 BUDGET	CAPITAL PROJECTS FUND	TOTAL FY 17 BUDGET	TOTAL FY 16 BUDGET	CHANGE FY16 - 17
RESOURCES:							
Property Taxes					\$ 114,243,675	\$ 110,479,501	\$ 3,764,174
Other Taxes					8,433,683	8,257,864	175,819
Intergovernmental					25,338,318	24,801,452	536,866
Fines & Penalties					1,350,000	1,400,000	(50,000)
Fees, Licenses, Permits	\$ 627,500	\$ 568,519	299,000		5,496,596	5,601,274	(104,678)
Charges for Services	11,000	237,479	735,450		23,320,883	23,504,225	(183,342)
Interest and Other	22,700	82,000	141,000		2,391,173	2,095,743	295,430
Interfund Transfers	90,031		1,976,412	6,095,449	11,879,892	9,254,885	2,625,007
Borrowing Authorizations	500,000	-		9,503,000	15,572,000	16,065,000	(493,000)
TOTAL RESOURCES	1,251,231	887,998	3,151,862	15,598,449	208,026,220	201,459,944	6,566,276
OPERATING EXPENDITURES:							
Town Council					263,842	250,759	13,083
Town Manager					633,153	596,116	37,037
Administrative Services					5,990,289	5,739,396	250,893
Growth Management					904,137	904,585	(448)
Police					13,392,590	13,299,119	93,471
Regulatory Services					2,805,050	2,632,848	172,202
Public Works					20,241,044	20,233,254	7,790
Community Services	399,879	799,902	1,641,705		8,682,002	8,075,650	606,352
Education					73,398,172	71,275,899	2,122,273
Airport Operations					5,580,330	7,434,097	(1,853,767)
Subtotal Operations	399,879	799,902	1,641,705	-	131,890,609	130,441,723	1,448,886
OTHER REQUIREMENTS:							
Debt Service	356,333	93,831	1,256,476		14,677,983	13,648,562	1,029,421
Employee Benefits					22,362,912	21,439,410	923,502
Property, Casualty & Liability Ins.					1,620,000	1,580,000	40,000
State, County & Local Assessments					2,602,504	2,521,092	81,412
Library & Tourism Grants					1,900,990	1,838,250	62,740
Other Fixed Costs					172,000	204,030	(32,030)
Reserve For Abatements & Exemptions					1,700,000	1,724,851	(24,851)
Capital Program	500,000	-	-	20,598,449	34,881,954	29,416,200	5,465,754
Subtotal Other Requirements	856,333	93,831	1,256,476	20,598,449	79,918,343	72,372,395	7,545,948
Interfund Transfers	41,191	44,265	322,830	-	6,137,198	6,976,744	(839,546)
Grand Total Expenditures	1,297,403	937,998	3,221,011	20,598,449	217,946,150	209,790,862	8,155,288
Excess (Deficiency) Cash Basis	(46,172)	(50,000)	(69,149)	(5,000,000)	(9,919,930)	(8,330,918)	(1,589,012)
Adjustment to accrual basis	-	-	-	-	-	-	-
Beginning Fund Balance	4,319,821	(142,520)	8,816,236	11,048,946	168,749,786	178,785,646	(10,035,860)
Ending Fund Balance	\$ 4,273,649	\$ (192,520)	\$ 8,747,087	\$ 6,048,946	\$ 158,829,856	\$ 170,454,728	\$ (11,624,872)

In addition to the \$4,886,930 of surplus used in the General Fund and Enterprise Funds a total of \$5,000,000 of bond proceeds within the capital project funds are expected to be expended resulting in an overall decline of \$9,886,930 in fund balance in FY17 as illustrated above.

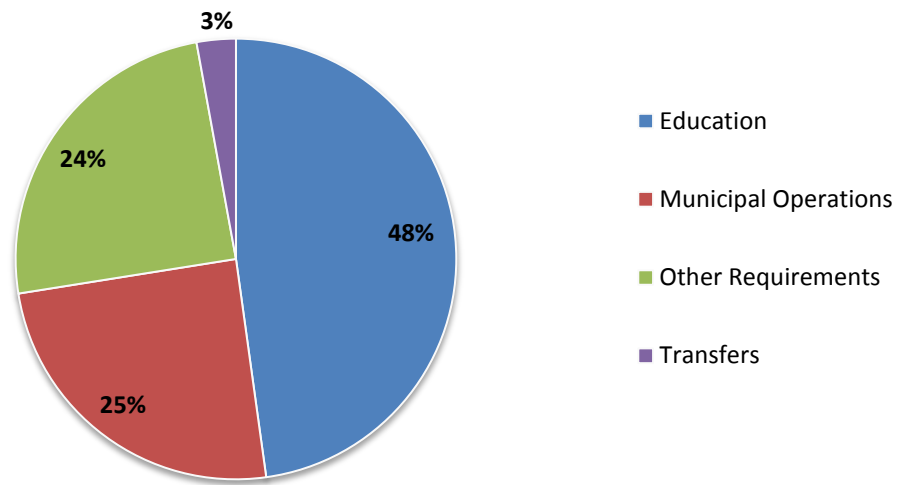
General Fund Budget Summary

<u>Expenditure Category</u>	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Municipal Operations	\$ 34,814,091	\$ 37,664,725	\$ 35,627,037	\$ 37,878,306	\$ 213,581	0.57%
School Operations	67,788,997	71,275,899	71,237,566	73,398,172	2,122,273	2.98%
Fixed Costs Excluding Transfers	34,886,246	36,230,763	35,926,050	37,830,514	1,599,751	4.42%
Transfers	4,878,150	8,188,754	8,188,754	4,409,544	(3,779,210)	-46.15%
Total Appropriation	142,367,485	153,360,141	150,979,407	153,516,536	156,395	0.10%
Full-time Equivalent Employees	1,180.05	1,185.15		1,198.10	12.95	
Source of Funding						
Taxes	113,126,169	116,852,862	117,184,886	120,977,358	4,124,496	3.53%
Intergovernmental	18,021,185	17,741,040	17,741,040	18,782,718	1,041,678	5.87%
Fines & Penalties	1,345,840	1,300,000	1,335,190	1,250,000	(50,000)	-3.85%
Fees, Licenses, Permits	3,444,222	3,205,000	3,091,710	3,144,100	(60,900)	-1.90%
Charges for Services	1,748,463	1,720,000	1,746,600	1,910,000	190,000	11.05%
Interest and Other	1,447,833	821,800	1,756,500	1,298,500	476,700	58.01%
Special Revenue Funds	846,902	670,053	670,053	738,853	68,800	10.27%
Enterprise Funds	1,989,605	2,579,351	2,579,349	2,560,007	(19,344)	-0.75%
Trust Funds	290,000	280,000	280,000	270,000	(10,000)	-3.57%
Total Sources	142,260,219	145,170,106	146,385,328	150,931,536	\$ 5,761,430	3.97%
Excess (Deficiency)	(107,266)	(8,190,035)	(4,594,079)	(2,585,000)	\$ (5,605,035)	-68.44%
Beginning Fund Balance	20,757,120	\$ 20,649,855	\$ 20,649,855	\$ 16,055,776		
Ending Fund Balance (cash basis)	\$ 20,649,855	\$ 12,459,820	\$ 16,055,776	\$ 13,470,776		

The total General Fund budget for FY17 is increasing \$156,395 over the FY16 amount, or 0.10%. New positions equaling 12.95 full-time equivalents are included in the budget. The Municipal Operations budget is increasing \$213,581; school operations are increasing \$2,122,273; fixed costs are increasing \$1,599,751 and transfers are decreasing \$3,779,210.

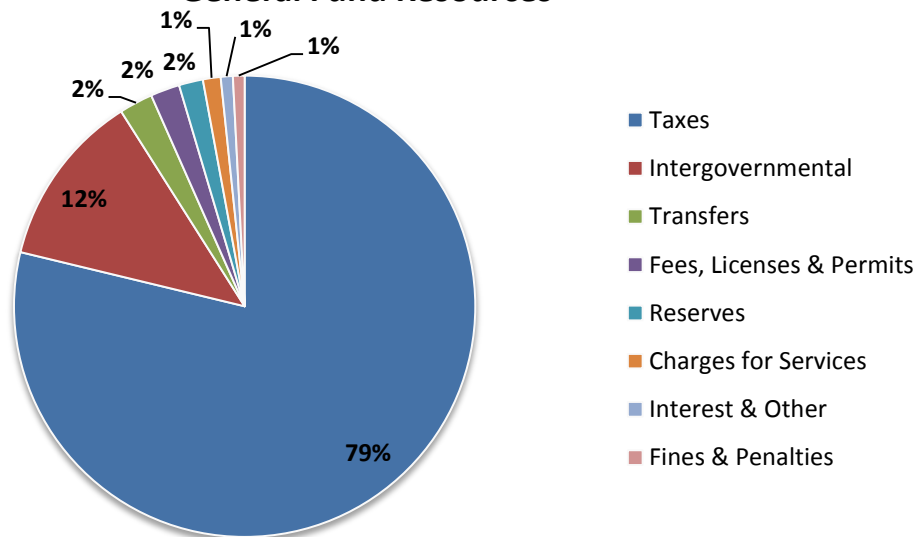
Total resources used to balance the budget are increasing \$5,761,430, which results in a reduction of \$5,605,035 in reserves used to balance the budget. The FY16 budget included a one-time transfer of general fund reserves of \$4 million to the Capital Trust fund accounting for most of the reduction in reserves used to balance the FY17 budget. Taxes account for 71% of the increase in resources and intergovernmental revenues account for 18%. Taxes include property, motor vehicle, boat, and hotel/motel excise tax.

Distribution of General Fund Expenditures By Major Area



Education is the largest cost area for the General Fund accounting for 48% of all expenditures. Transfers include amounts allocated to the Capital Trust Fund for future capital improvements and support provided to the Golf Course and HYCC Enterprise Funds.

General Fund Resources



Taxes include property, motor vehicle and boat excise as well as local hotel/motel rooms tax. These funding sources provide 79% of the funding for all of the general fund operations. Intergovernmental revenue provides 12% of the funding with local receipts making up the balance of 9%.

School Operations Changes:

Category	Amount	FTE	Description
Contractual Salary Obligations	\$ 1,658,877		Costs associated with employee collective bargaining agreements.
Retirement savings	(153,411)		Salary savings from turnover in staff.
One-time expenses in FY16 budget	(220,220)		Expenses included in the FY16 budget that will not be repeated in FY17.
Utilities	(50,000)		Reduction in electricity budget.
Program Enhancements	304,306		\$50,000 for preventative maintenance; \$24,000 for textbooks and \$230,306 for a reading program for Grades K-5.
Out-of-district tuition savings	(213,993)		Reducing slots with the Cape Cod Collaborative by 5.
Crossworks Program	195,000	3.50	Creation of in-house program to offset reduction in slot at Cape Cod Collaborative.
ELL Programming	170,951	2.55	Two teachers and a translator as well as software and curriculum materials.
Athletics	92,215		Increase funding for coaching, game management and custodial overtime.
Early Learning Center	12,525	0.20	Increase funding for custodian and supplies.
Operating expenses	3,750		Cell and data charges
Increase in Local School Budget	1,800,000	6.25	
Increase in Regional School District Assessments	106,689		For students attending Cape Cod Technical Regional High School in Harwich, MA
Increase in Charter School Assessments	199,488		For students attending Sturgis and Lighthouse Charter schools
Increase in School choice Assessments	16,096		For students electing to go to other local school districts
Net Change in Education Budget	\$ 2,122,273	6.25	

Municipal Operations Changes:

Category	Amount	FTE	Description
Contractual Salary Obligations	521,071		Costs associated with employee collective bargaining agreements.
Finance Division staff	(18,956)	(0.35)	Decrease funding for Property Mgt. Coordinator position.
Police Dept. Overtime	32,000		Additional funds for overtime to keep pace with higher salaries.
Seasonal Community Service Officers	51,960		Funding for seasonal CSO's to patrol downtown Hyannis during busy tourism season.
Crocker Neck Gate operations	7,000		Funding for opening and closing Crocker Neck Gate.
Health Division Staff	46,890	0.75	Increase hours for part-time Health Inspector by 10 hours per week and increase Hazmat Materials Specialist to full-time. Cost offset by fee increases in the Health Division.
Gateway Greeter positions in Consumer Affairs	68,800		Funds to increase hourly wage, increase season for additional weeks and increase the daily hours for the seasonal Gateway Greeter positions. Funds offset by additional parking receipts earned at Bismore Park.
Public Works Department staff changes	67,014	1.55	2 new full-time Grade 5 laborers and additional overtime for fleet maintenance in Highway Division offset by the transfer of .45 fte's for a Safety Officer shared with the enterprise fund operations.
Hourly wage increase in the Community Services Department	67,800		Additional funds to cover a \$1 per hour wage increase effective January 1, 2016 and January 1, 2017.
Senior Center Staffing	162,345	3.25	Additional funds provided for operating the Adult Supportive Day Program at the Senior Center. Partially offset by \$90,000 in estimated program revenue.
Restore Asst. Recreation Director's position	54,040	1.00	Restoration of a previous budget cut which will allow the Division to more actively engage the Youth in our Community.
Animal Control Officer	27,000	0.50	Additional funds to increase a part-time position to full-time resulting in two full-time Animal Control Officers.
Seasonal Aquatics Staffing	23,000		Restoration of Hamblin's Pond aquatic staffing.
Savings on gasoline and diesel fuel contracts	(76,500)		Savings in Police, Public Works and Community Services Department.

Municipal Operations Changes Continued:

Category	Amount	FTE	Description
Training academy funds for the Police Dept.	(179,006)		Funds provided in the FY16 budget that will not be repeated in FY17.
Savings on Parking ticket Contract services	(6,000)		New contract signed for parking ticket processing resulting in savings for the Regulatory Services Department.
Utilities	(20,000)		Savings on electric and natural gas utilities
Community Services operating expenses	(5,250)		reduction for one-time expense included in the FY16 budget for mobile on-line registration software.
Town Council operating expenses	3,650		Additional funding for advertising and strategic planning consultant.
Professional Services for Information Tech.	34,000		Consultant to assist Information Technology with evaluating new telecommunications system including possible VOIP system.
Computer hardware, software and maintenance	73,465		Additional funds for Information Technology Division, Public Works Dept. and the Police Dept. for software & hardware licenses & maintenance as well as equipment replacement & upgrades.
Training funds for the Police Department	97,505		Funds to provide for training sworn officers in active shooter training, as well as command staff training and other specialized training.
Cell phones and air cards	69,000		Increase in funds for air card service and town-wide cell phone service.
Police Dept. operating expenses	12,100		Replace dress uniforms and carvac system.
Health Division expenses	7,500		Flu vaccine
Public Works Department operating expenses	125,000		Additional funds for catch basin cleaning, asphalt material, solid waste disposal, traffic signals, contract plumbing services and vehicle repairs and maintenance.
Community Services Department operating expenses	17,000		Increase in funds for navigational aids, postage and educational outreach.
Operating capital funding	52,940		Increase in funding to replace air conditioning in computer room, additional marked cruiser for the Police Department, landscaping improvements at Stone Park and equipment replacement for the Community Survives Department.
Increase in Municipal Operations	1,315,368	6.70	
Decrease in snow removal deficit (DPW)	(1,101,787)		Deficit spending dropped from \$2,601,787 to \$1,500,000.
Net change in Municipal operations	213,581	6.70	

Fixed Costs Changes:

Category	Amount	FTE	Description
Employee benefits	923,502		Costs increases mainly due to retirement and health insurance.
Increase in debt service	524,127		Increase in annual debt service due to FY16 bond issue.
Increase in grant funding	62,740		Increase in grants for libraries and tourism.
Property & casualty insurance	40,000		Increase costs associated with premiums.
Assessments & other fixed costs	49,382		Increase costs associated State, County & local assessments.
Increase in fixed costs	1,599,751		

Increase in General Fund budget before transfers	3,935,605	12.95
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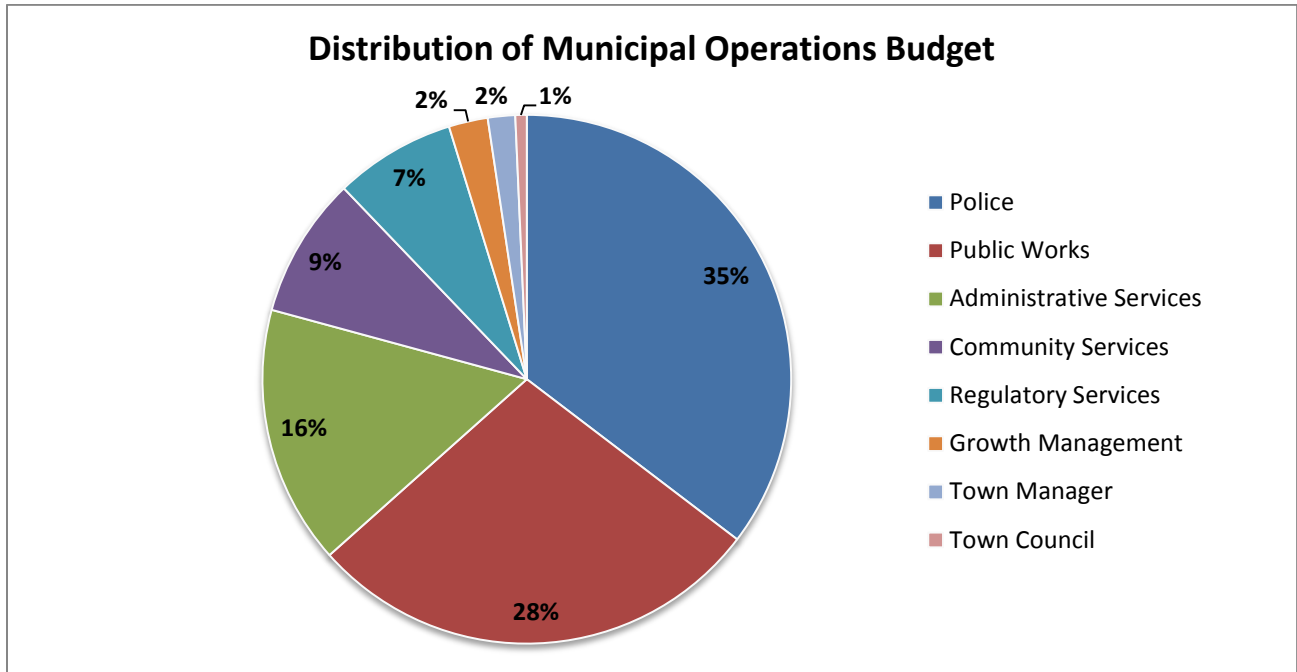
Transfers	(3,779,210)	Reduction in net transfer to the Capital Trust Fund and amounts provided to enterprise funds.
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Net increase in General Fund budget including transfers	156,395
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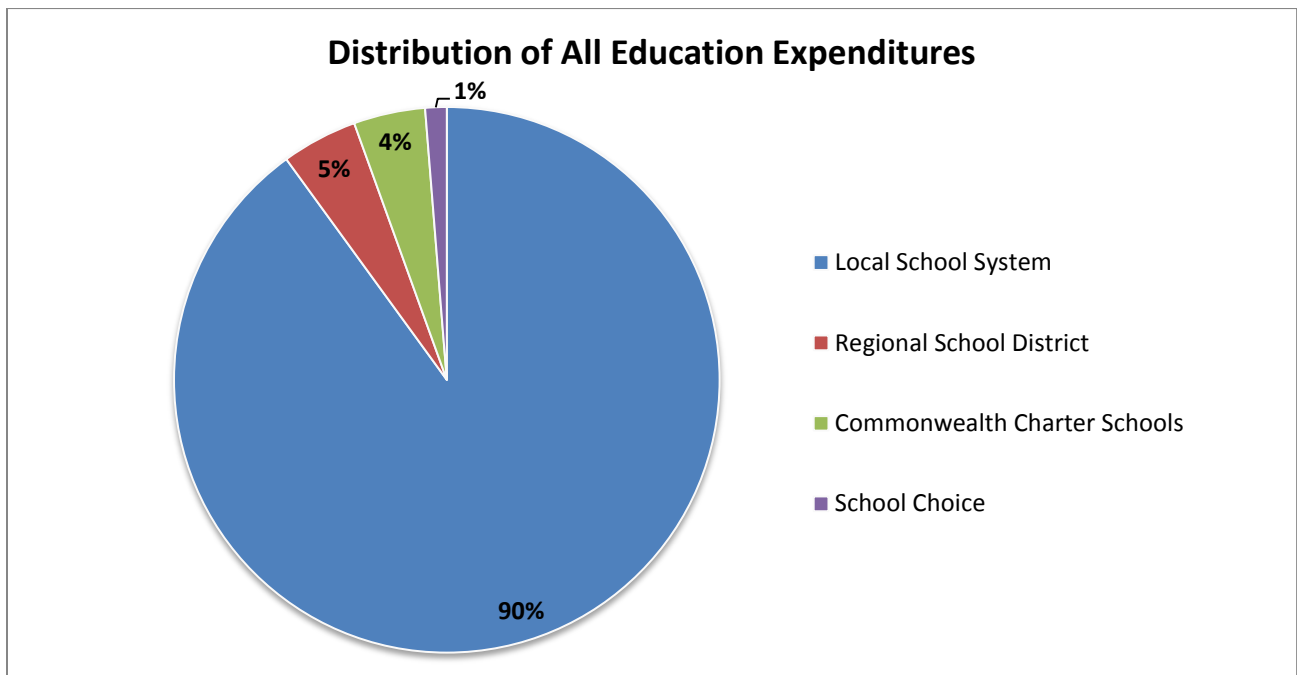
General Fund Expenditure Summary

	Actual	Approved	Projected	Proposed	CHANGE FY16 - 17	
	FY 2015	FY 2016	FY 2016	FY 2017	\$	%
<u>Municipal Operations:</u>						
Police Department	\$ 12,385,746	\$ 13,299,119	\$ 13,277,263	\$ 13,392,590	\$ 93,471	0.70%
Public Works Department	10,657,303	11,384,164	9,810,567	10,627,159	(757,005)	-6.65%
Administrative Services Department	5,169,513	5,739,396	5,547,554	5,990,289	250,893	4.37%
Community Services Department	2,573,871	2,857,738	2,817,214	3,262,086	404,348	14.15%
Regulatory Services Department	2,446,044	2,632,848	2,544,588	2,805,050	172,202	6.54%
Growth Management Department	798,482	904,585	827,689	904,137	(448)	-0.05%
Town Manager	540,368	596,116	563,042	633,153	37,037	6.21%
Town Council	242,765	250,759	239,121	263,842	13,083	5.22%
Total Municipal Operations	34,814,091	37,664,725	35,627,037	37,878,306	213,581	0.57%
<u>Education:</u>						
Local School System	61,444,588	64,250,000	64,138,966	66,050,000	1,800,000	2.80%
Regional School District	2,830,850	3,195,407	3,195,407	3,302,096	106,689	3.34%
Commonwealth Charter Schools	2,609,854	2,912,261	2,968,866	3,111,749	199,488	6.85%
School Choice	903,705	918,231	934,327	934,327	16,096	1.75%
Total Education	67,788,997	71,275,899	71,237,566	73,398,172	2,122,273	2.98%
<u>Fixed Costs:</u>						
Employee Benefits	20,373,431	21,439,410	21,191,227	22,362,912	923,502	4.31%
Debt Service	8,651,467	8,647,981	8,647,981	9,172,108	524,127	6.06%
State & County Assessments	2,415,833	2,521,092	2,511,592	2,602,504	81,412	3.23%
Grants	1,763,557	1,838,250	1,838,250	1,900,990	62,740	3.41%
Property & Liability Insurance	1,510,581	1,580,000	1,580,000	1,620,000	40,000	2.53%
Celebrations, Rent & Other	171,377	172,000	157,000	172,000	-	0.00%
Abatements & Exemptions Deficits	-	32,030	-	-	(32,030)	-100.00%
Total Other Requirements	34,886,246	36,230,763	35,926,050	37,830,514	1,599,751	4.42%
Total General Fund Before Transfers	137,489,334	145,171,387	142,790,653	149,106,992	3,935,605	2.71%
Transfers to Other Funds	4,878,150	8,188,754	8,188,754	4,409,544	(3,779,210)	-46.15%
Grand Total General Fund	\$142,367,485	\$153,360,141	\$150,979,407	\$153,516,536	\$ 156,395	0.10%

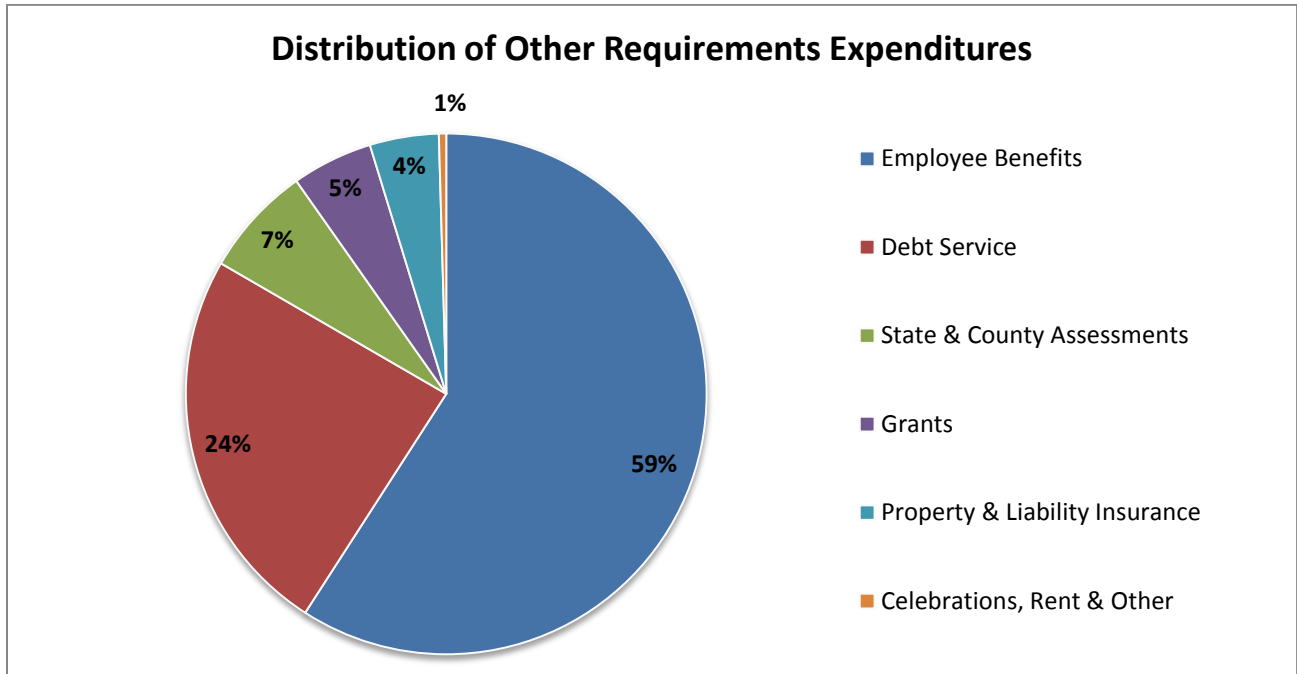
The municipal operations budget is increasing \$213,581 or 0.57%. This includes a reduction of \$1,101,787 in snow removal costs from the prior year. This is included in the Public Works Department budget. Excluding the snow removal costs from recurring operations results in an increase of \$1,315,368 in the municipal operations, or 3.8%. As this costs is included the Public Works Department budget, removing it from there results in an increase of \$344,782, or 4.2% for that department. Total spending on education is increasing \$2,122,273 or 3%. Local school operations are increasing \$1,800,000 while assessments from other districts are increasing \$322,273 collectively. Fixed costs are increasing 4.4% or \$1,599,751 with a majority of the increase attributed to employee benefits and debt service. Transfers to other funds are declining by almost \$3.8 million as the FY16 budget included a transfer of \$4 million to the Capital Trust Fund which is not repeated in the FY17 proposed budget.



The two largest municipal operations; Police and Public Works, comprise 63% of all municipal spending. Administrative Services is the next largest area representing 16% and includes the Finance, Legal, Human Resources and Information Technology divisions.



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



A majority of these expenditures are for debt service and employee benefits. They comprise 83% of all expenditures in this category.

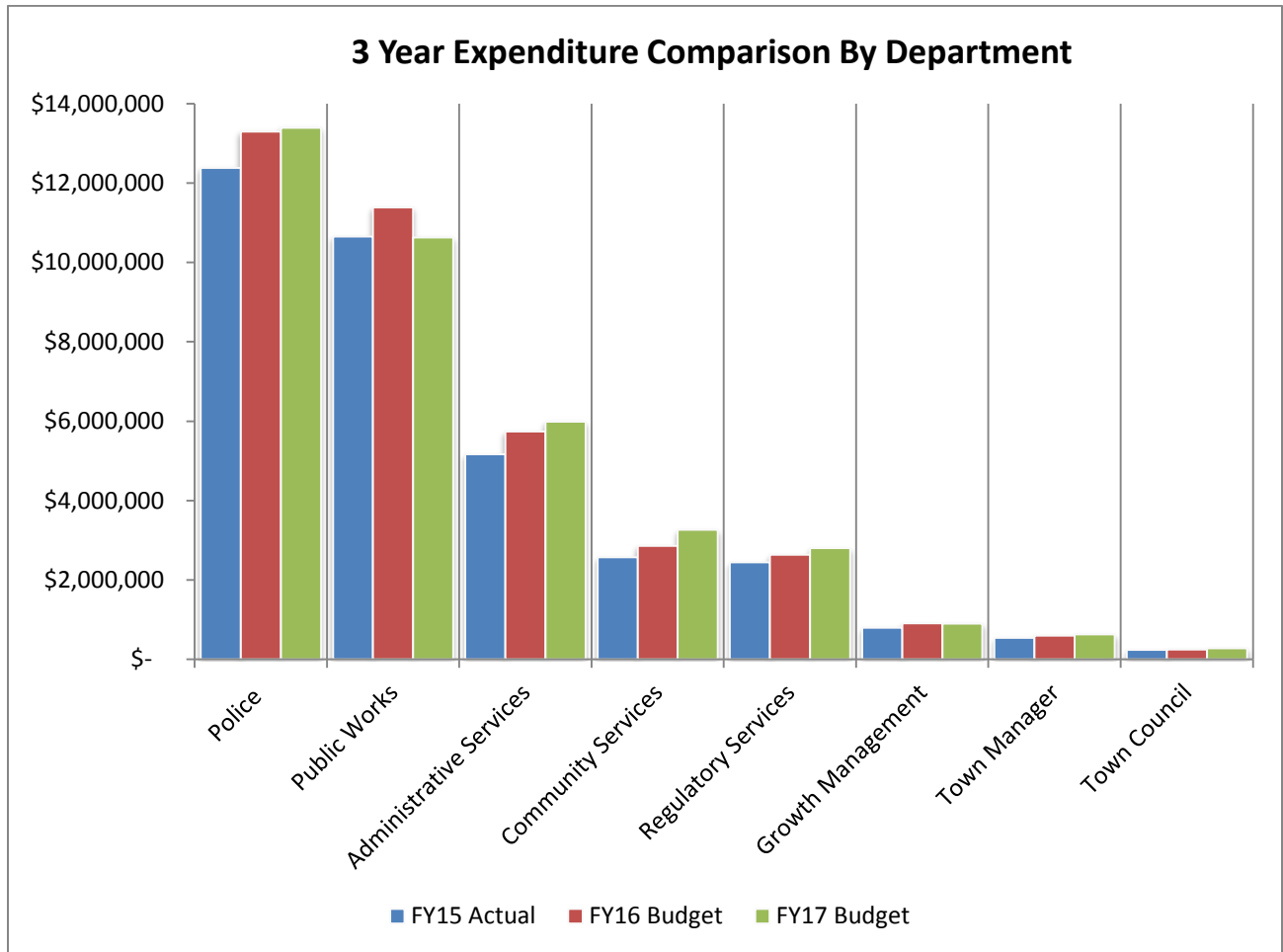
Municipal Budget and Funding Source Summary

Municipal Department	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Police	\$ 12,385,746	\$ 13,299,119	\$ 13,277,263	\$ 13,392,590	\$ 93,471	0.70%
Public Works	10,657,303	11,384,164	9,810,567	10,627,159	(757,005)	-6.65%
Administrative Services	5,169,513	5,739,396	5,547,554	5,990,289	250,893	4.37%
Community Services	2,573,871	2,857,738	2,817,214	3,262,086	404,348	14.15%
Regulatory Services	2,446,044	2,632,848	2,544,588	2,805,050	172,202	6.54%
Growth Management	798,482	904,585	827,689	904,137	(448)	-0.05%
Town Manager	540,368	596,116	563,042	633,153	37,037	6.21%
Town Council	242,765	250,759	239,121	263,842	13,083	5.22%
Total Appropriated Expenditures	\$ 34,814,091	\$ 37,664,725	\$ 35,627,037	\$ 37,878,306	\$ 213,581	0.57%
Employee Benefits Allocation:						
Life Insurance	2,168		2,125			
Medicare	304,687		331,428			
Health Insurance	2,014,308		2,023,059			
County Retirement	4,641,393		4,615,730			
Total Employee Benefits (1)	6,962,556		6,972,342			
Total Expenditures Including Benefits	\$ 41,776,648		\$ 42,599,379			
Full-time Equivalent Employees	349.70	351.00		357.70	6.70	
Source of Funding						
Taxes	\$ 22,963,536	\$ 26,499,141	\$ 25,239,940	\$ 27,684,961	\$ 1,185,820	4.47%
Intergovernmental	313,805	313,805	313,805	287,096	(26,709)	-8.51%
Fines, Forfeitures, Penalties	1,345,840	1,300,000	1,335,190	1,250,000	(50,000)	-3.85%
Fees, Licenses, Permits	3,019,222	2,840,000	2,726,710	2,919,100	79,100	2.79%
Charges for Services	1,748,463	1,720,000	1,746,600	1,910,000	190,000	11.05%
Interest and Other	1,394,042	821,800	1,196,600	800,300	(21,500)	-2.62%
Special Revenue Funds	491,294	554,016	554,016	626,670	72,654	13.11%
Enterprise Funds	936,102	907,298	907,298	900,179	(7,119)	-0.78%
Reserves	2,601,787	2,708,665	1,606,878	1,500,000	(1,208,665)	-44.62%
Total Sources	\$ 34,814,091	\$ 37,664,725	\$ 35,627,037	\$ 37,878,306	\$ 213,581	0.57%

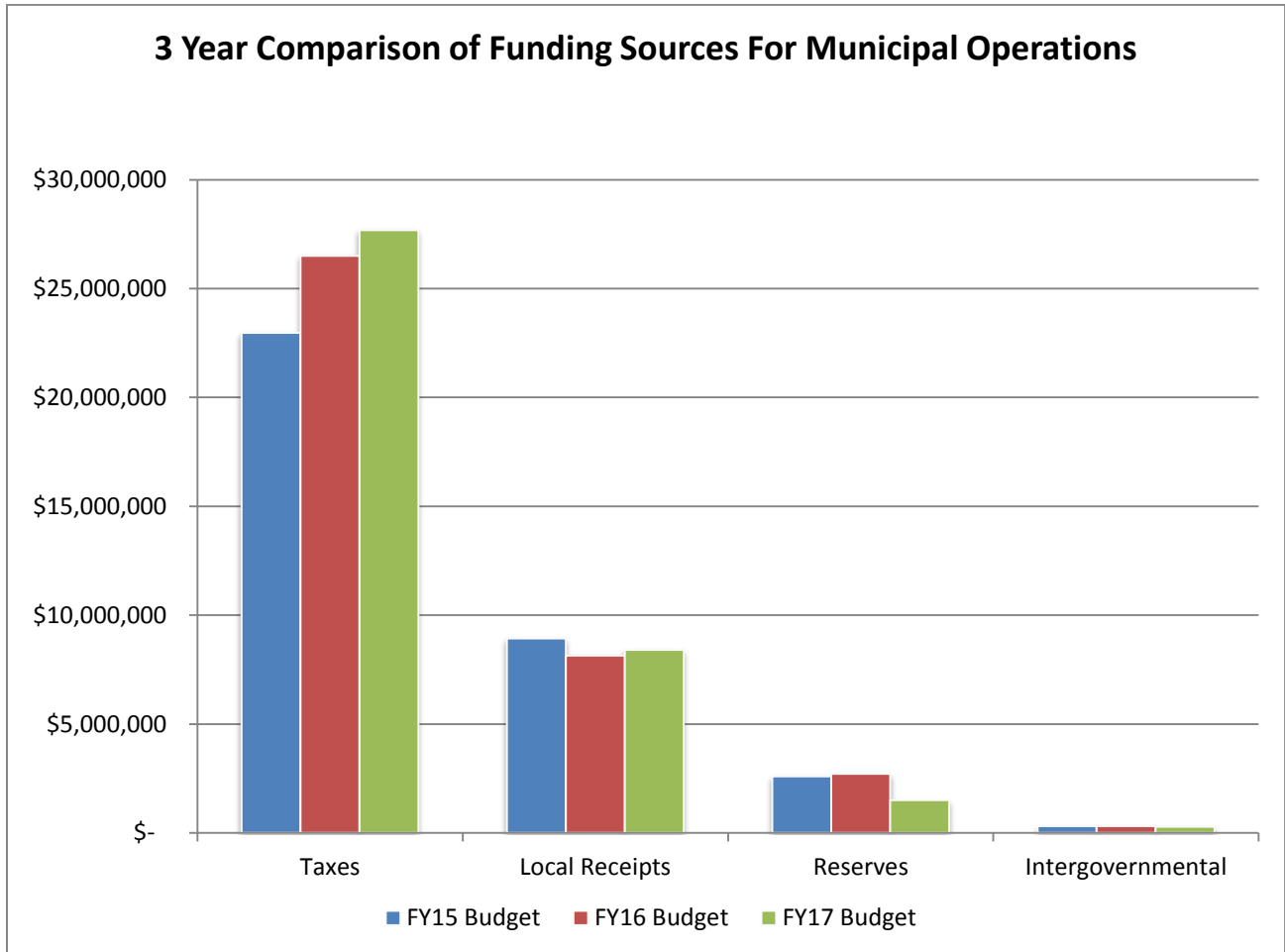
The largest budget increase within the municipal operations is in the Community Services Department. A majority of the increase there is in the personnel category. An increase of 4.75 full-time equivalents is being proposed. The Public Works budget is declining due to a reduction in snow removal costs from the previous year. Removing these costs from the year-over-year budget amounts results in a budget increase of \$344,782, or 4.2% for the Public Works Department. This includes 2 new positions in the Highway Division. The Police Department budget is increasing less than 1% as a result of a significant amount of turnover due to retirements. Other departments with changes to personnel include an increase of .75 full-time

equivalents in the Regulatory Services Department and a reduction of .35 in the Administrative Services Department.

The increase in the budget will be provided with an increase in tax support of almost \$1.2 million. Reserves used to balance the budget decrease correspondingly.



All departments have experienced growth in their expenditures and budget over the past three years. The fluctuation in the Public Works Department is due to snow removal costs which have varied significantly over this three year period in either direction. The significant jump in the Police Department between FY15 and FY16 was the result of the Town adding seven (7) new sworn officer positions to the budget. Five (5) in FY15 and two (2) in FY16.



Taxes have been used to fund the increase in the municipal department operating budgets for the past couple of years. This has increased from \$22.9 million to \$27.7 million. Reserves have been used to cover any snow removal costs in excess of budgeted amounts as well as some employee benefit costs. Conservative budget estimates for in local receipts in FY16 and FY17 has also created more dependency on taxes to fund these operations. The conservative estimates should allow the Town to generate surplus and replenish the reserves used to cover snow removal costs. Intergovernmental resources used to balance this area of the budget are immaterial.

Education Expenditures and Funding Source Summary

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Local School System	\$ 61,444,588	\$ 64,250,000	\$ 64,138,966	\$ 66,050,000	\$ 1,800,000	2.80%
Regional School District Assessment	2,830,850	3,195,407	3,195,407	3,302,096	106,689	3.34%
Commonwealth Charter School Assessment	2,609,854	2,912,261	2,968,866	3,111,749	199,488	6.85%
School Choice Assessment	903,705	918,231	934,327	934,327	16,096	1.75%
Total Appropriation	\$ 67,788,997	\$ 71,275,899	\$ 71,237,566	\$ 73,398,172	\$ 2,122,273	2.98%

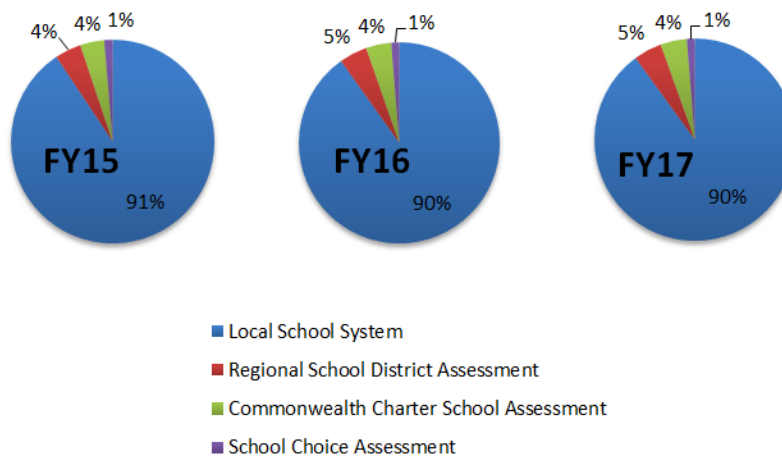
Employee Benefits Allocation:

Life Insurance	4,766		5,126	
Medicare	626,067		650,426	
Health Insurance	3,174,327		3,600,000	
County Retirement	1,872,643		1,979,167	
Total Employee Benefits (1)	5,677,803		6,234,719	

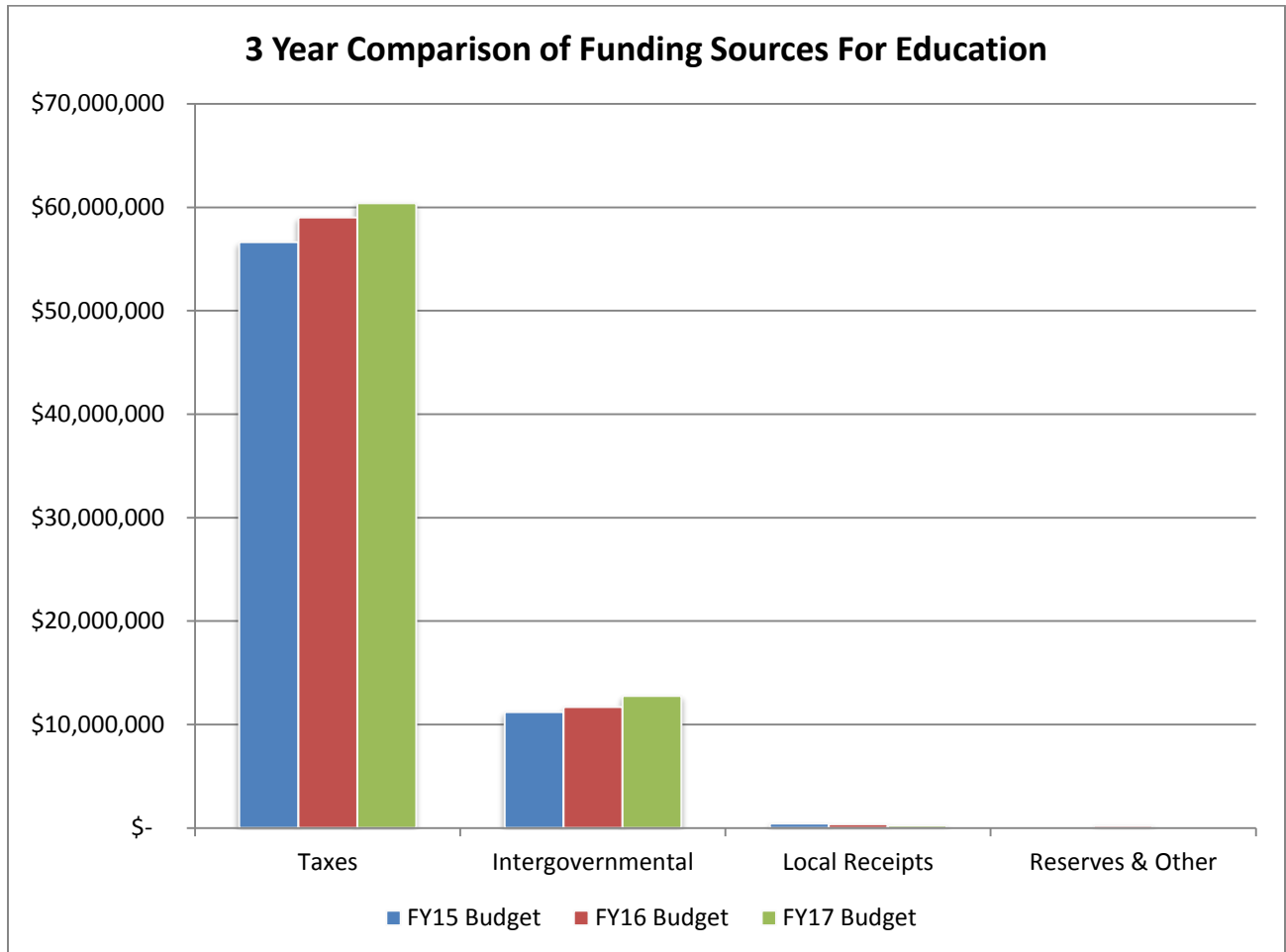
Total Expenditures Including Benefits	\$ 73,466,800		\$ 77,472,285	
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Source of Funding

Taxes	\$ 55,851,113	\$ 58,998,678	\$ 58,960,345	\$ 60,401,475	\$ 1,402,797	2.38%
Intergovernmental	11,510,985	11,692,061	11,692,061	12,771,697	1,079,636	9.23%
Fees, Licenses, Permits	425,000	365,000	365,000	225,000	(140,000)	-38.36%
Interest and Other	1,899	-	-	-	-	0.00%
Reserves	-	220,160	220,160	-	(220,160)	-100.00%
Total Sources	\$ 67,788,997	\$ 71,275,899	\$ 71,237,566	\$ 73,398,172	\$ 2,122,273	2.98%



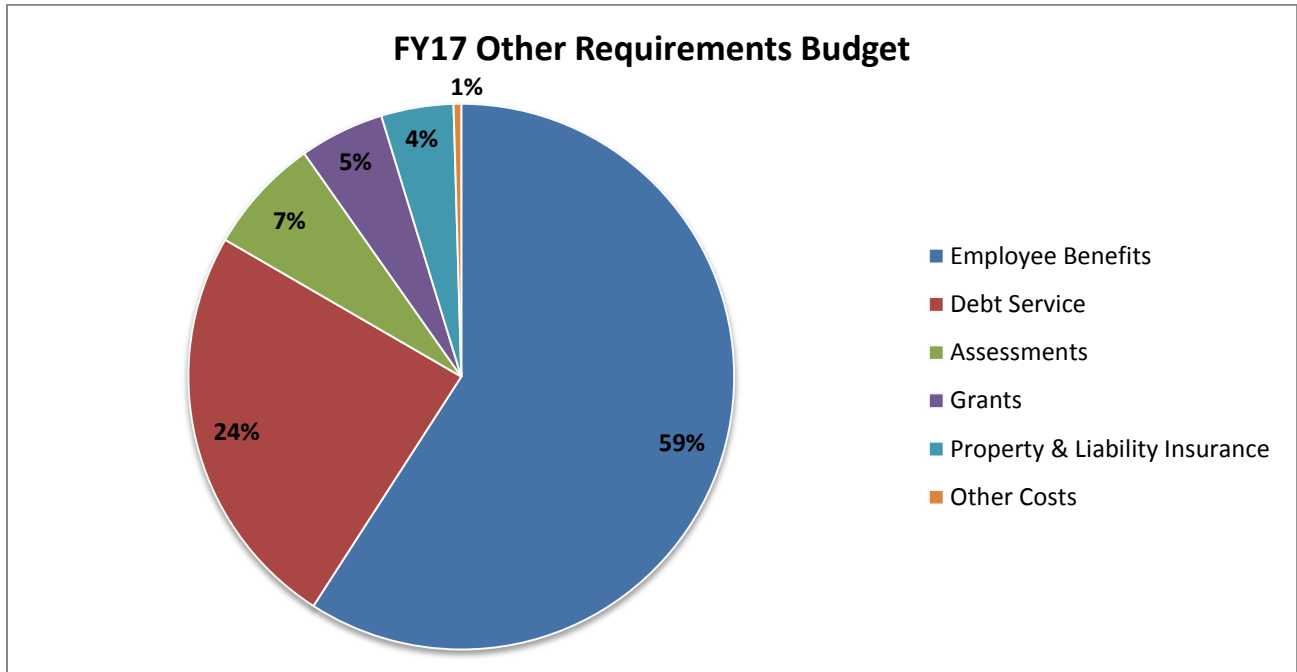
The distribution of expenditures on education has shifted slightly away from the local system to the other three systems (Regional, Commonwealth Charters and School Choice). Enrollment in the other systems has grown resulting in higher assessments. The local school system budget is increasing \$1.8 million and includes 6.25 new full-time equivalents.



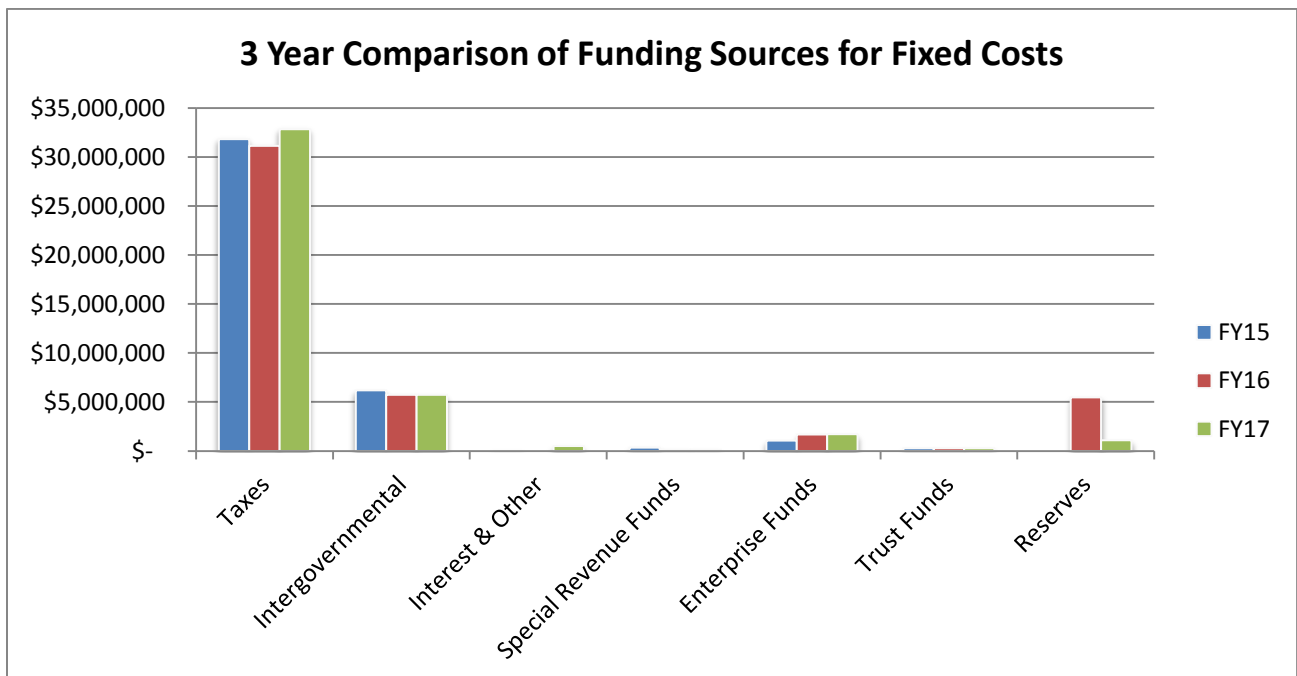
A majority of the funding for education has been provided from taxes for this three year period. Intergovernmental revenue is increasing almost \$1.1 million in FY17 as a change to the state’s chapter 70 funding formula for education benefits Barnstable. Minimal general fund reserves have been used to balance this area of the budget.

Fixed Costs Expenditures and Funding Source Summary

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Employee Benefits						
Retirement Assessments	\$ 7,857,815	\$ 8,035,227	\$ 8,035,227	\$ 8,406,711	\$ 371,484	4.62%
Health Insurance for Active Employees	5,816,760	6,885,000	6,526,000	7,226,550	341,550	4.96%
Retiree Health & Sick Benefits	4,247,189	4,017,183	4,060,000	4,123,071	105,888	2.64%
Workers' Compensation & Unemployment	1,446,766	1,500,000	1,550,000	1,535,000	35,000	2.33%
Medicare & Life Insurance	1,004,901	1,002,000	1,020,000	1,071,580	69,580	6.94%
Total	20,373,431	21,439,410	21,191,227	22,362,912	923,502	4.31%
Debt Service, Grants, Assessments & Other						
Debt Service	8,651,467	8,647,981	8,647,981	9,172,108	524,127	6.06%
Library Grants	1,671,753	1,714,000	1,714,000	1,773,990	59,990	3.50%
Tourism Grant	91,804	124,250	124,250	127,000	2,750	2.21%
Property & Liability Insurance	1,510,581	1,580,000	1,580,000	1,620,000	40,000	2.53%
Interest on Tax Refunds	11,112	20,000	5,000	20,000	-	0.00%
Celebrations	108,341	100,000	100,000	100,000	-	0.00%
Lombard Trust Rent	51,924	52,000	52,000	52,000	-	0.00%
Veterans' District Assessment & Benefit Payments	374,701	430,000	420,000	421,458	(8,542)	-1.99%
Old Kings Highway	9,500	9,000	9,500	9,500	500	5.56%
Greenhead Fly Control District	5,320	5,320	5,320	5,320	-	0.00%
County Tax & Cape Cod Commission Assessments	1,071,451	1,094,175	1,094,175	1,121,529	27,354	2.50%
Mosquito Control	337,988	352,254	352,254	372,123	19,869	5.64%
Air Pollution Control Districts	21,813	21,832	21,832	22,378	546	2.50%
RMV Non-renewal Surcharge	72,380	72,380	72,380	72,380	-	0.00%
Cape Cod Regional Transit Authority	497,009	509,433	509,433	551,118	41,685	8.18%
Special Education Assessment	25,671	26,698	26,698	26,698	-	0.00%
Abatements & Exemptions Deficits	-	32,030	-	-	(32,030)	-100.00%
Total	14,512,815	14,791,353	14,734,823	15,467,602	708,279	4.79%
Subtotal Before Transfers	34,886,246	36,230,763	35,926,050	37,830,514	1,599,751	4.42%
Transfers						
Transfer to Capital Trust Fund	3,530,313	7,435,335	7,435,335	3,540,468	(3,894,867)	-52.38%
Transfer to Special Revenue Funds	-	34,999	34,999	-	(34,999)	-100.00%
Transfer to Capital Projects Funds	1,037,689	-	-	-	-	0.00%
Transfers to Enterprise Funds	310,148	718,420	718,420	869,076	150,656	20.97%
Total	4,878,150	8,188,754	8,188,754	4,409,544	(3,779,210)	-46.15%
Grand Total Other Requirements	\$ 39,764,396	\$ 44,419,517	\$ 44,114,804	\$ 42,240,058	\$ (2,179,459)	-4.91%
Source of Funding						
Taxes	\$ 31,816,998	\$ 31,134,881	\$ 30,270,270	\$ 32,890,922	\$ 1,756,041	5.64%
Intergovernmental	6,196,395	5,735,174	5,735,174	5,723,925	(11,249)	-0.20%
Interest and Other	51,892	-	559,900	498,200	498,200	0.00%
Special Revenue Funds	355,608	116,037	116,037	112,183	(3,854)	-3.32%
Enterprise Funds	1,053,503	1,672,053	1,672,051	1,659,828	(12,225)	-0.73%
Trust Funds	290,000	280,000	280,000	270,000	(10,000)	-3.57%
Reserves	-	5,481,372	5,481,372	1,085,000	(4,396,372)	-80.21%
Total Sources	\$ 39,764,396	\$ 44,419,517	\$ 44,114,804	\$ 42,240,058	\$ (2,179,459)	-4.91%



Employee benefits and debt service comprise most of the spending in this category. Together they account for 83% of all spending in the fixed costs category.



Taxes have provided the additional funding for this category over this three year period. Intergovernmental revenue has declined due to an expiring School Construction reimbursement from the State. The use of reserves increased in FY16 as \$4 million was transferred to the Capital Trust Fund.

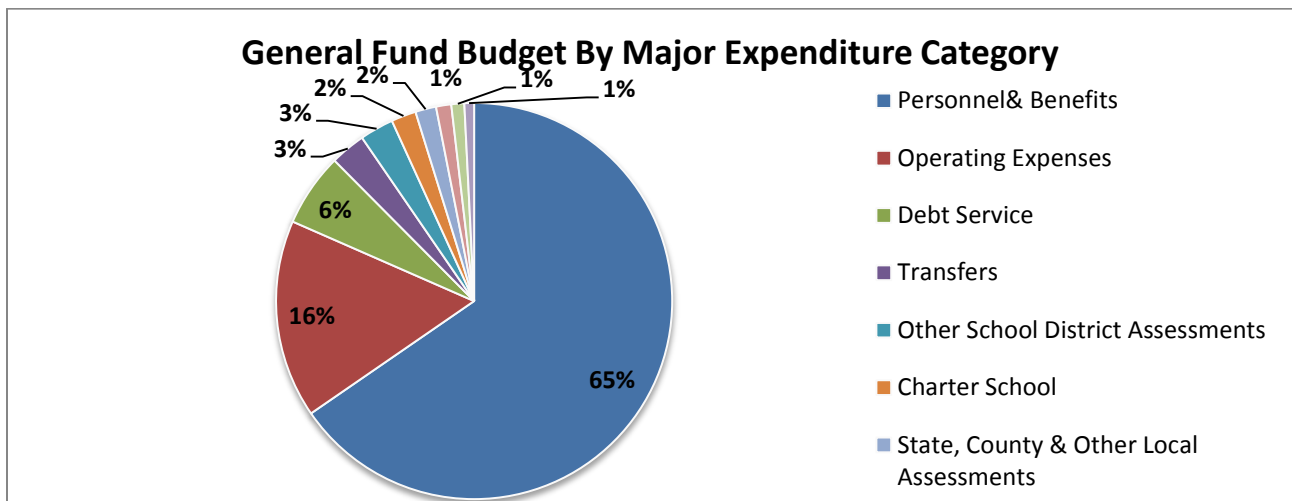
General Fund Budget by Major Expenditure Category

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 70,898,854	\$ 75,052,503	\$ 74,334,793	\$ 77,925,093	\$ 2,872,590	3.83%
Employee Benefits	20,373,431	21,439,410	21,191,227	22,362,912	923,502	4.31%
Operating Expenses	24,289,971	25,739,862	24,310,210	24,793,913	(945,949)	-3.68%
Other School District Assessments	6,344,409	7,025,899	7,098,600	7,348,172	322,273	4.59%
Transfers	4,878,150	8,188,754	8,188,754	4,409,544	(3,779,210)	-46.15%
Debt Service	8,651,467	8,647,981	8,647,981	9,172,108	524,127	6.06%
State, County & Other Local Assessments	2,415,833	2,521,092	2,511,592	2,602,504	81,412	3.23%
Grants	1,763,557	1,838,250	1,838,250	1,900,990	62,740	3.41%
Property & Liability Insurance	1,510,581	1,580,000	1,580,000	1,620,000	40,000	2.53%
Capital Outlay	1,069,855	1,122,360	1,121,000	1,209,300	86,940	7.75%
Other Fixed Costs	171,377	204,030	157,000	172,000	(32,030)	-15.70%
Total Expenditures	\$142,367,485	\$153,360,141	\$150,979,407	\$153,516,536	\$ 156,395	0.10%

Full-time Equivalent Employees

	1,180.05	1,185.15	1,198.10	12.95
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Personnel costs and the associated employee benefits account for \$3.8 million of the FY17 General Fund budget increase. This includes an increase of 12.95 full-time equivalents; 6.25 in the local school operations and 6.70 in the municipal operations. Operating expenses are decreasing \$946,000. This includes a reduction in snow removal cost of \$1,102,000. Eliminating this category of expenditures results in an increase in operating expenses of \$156,000. Other significant category changes include school district assessments increasing \$322,000; debt service increasing \$524,000 due to a large bond issue in FY16 and transfers declining \$3.78 million as the FY16 budget included a \$4 million transfer to the Capital Trust Fund that will not be repeated in FY17.

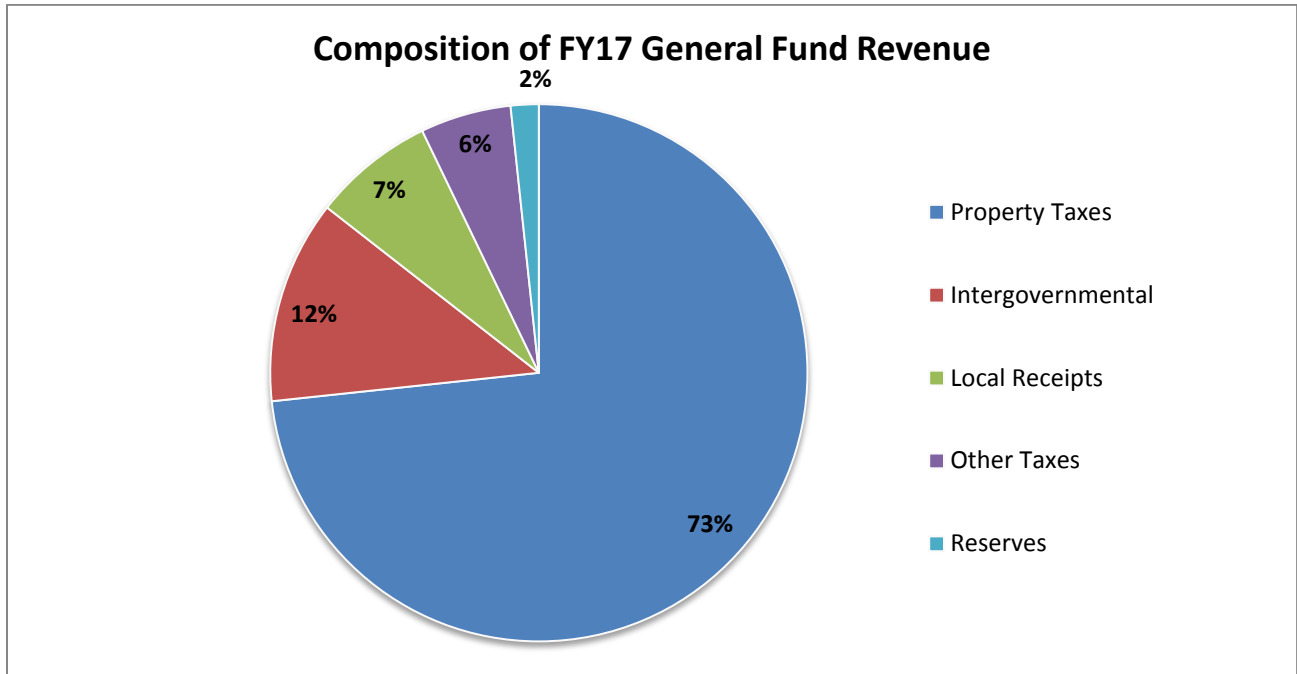


Salaries, wages and the associated benefits for all employees account for 65% of all General Fund expenditures. This is not unusual for local government as it functions as a service provider.

General Fund Revenue Summary

	Actual FY 2015	Budget FY 2016	Budget FY 2017	Change FY16- 17	Percent Change
Property Taxes:					
Tax Levy		110,547,068	114,243,675	\$ 3,696,607	3.34%
Reserved for Abatements and Exemptions		(1,724,851)	(1,700,000)	24,851	-1.44%
Property Taxes Available for Operations	104,269,489	108,822,217	112,543,675	3,721,458	3.42%
Other Taxes:					
Motor Vehicle Excise Tax	6,901,670	6,082,645	6,485,683	403,038	6.63%
Boat Excise Tax	131,523	130,000	130,000	-	0.00%
Motel/Hotel Excise Tax	1,793,403	1,790,000	1,790,000	-	0.00%
Payments in Lieu of Tax	30,084	28,000	28,000	-	0.00%
Total Other Taxes	8,856,680	8,030,645	8,433,683	403,038	5.02%
Other Resources:					
Intergovernmental	18,021,185	17,741,040	18,782,718	1,041,678	5.87%
Fines & Penalties	1,345,840	1,300,000	1,250,000	(50,000)	-3.85%
Fees, Licenses, Permits	3,444,222	3,205,000	3,144,100	(60,900)	-1.90%
Charges For Services	1,748,463	1,720,000	1,910,000	190,000	11.05%
Interest and Other	1,447,833	821,800	1,298,500	476,700	58.01%
Special Revenue Funds	846,902	670,053	738,853	68,800	10.27%
Enterprise Funds	1,989,605	2,579,351	2,560,007	(19,344)	-0.75%
Trust Funds	290,000	280,000	270,000	(10,000)	-3.57%
Reserves	107,266	8,190,035	2,585,000	(5,605,035)	-68.44%
Total Other Resources	29,241,316	36,507,279	32,539,178	(3,968,101)	-10.87%
Total General Fund Resources	\$ 142,367,485	\$ 153,360,141	\$ 153,516,536	\$ 156,395	0.10%

Overall, the total General Fund resources used to balance the FY17 budget are essentially level with the FY16 budget. A significant amount of reserves were used to balance the FY16 budget as some reserves were transferred to the Capital Trust Fund to enhance the town's capital program and there was a significant snow removal deficit included in the FY16 budget which was funded from reserves. In FY17, taxes are projected to increase \$3.7 million. Excluding reserves, 65% of the revenue growth for FY17 is from property taxes, 18% from intergovernmental resources and the remaining 17% from local sources. A change in the Chapter 70 education funding formula results in a larger increase in intergovernmental aid for the town in FY17. Reserves used to balance the budget will decline significantly by \$5.6 million as will the corresponding expenditures funded from here including snow removal and transfers to the Capital Trust Fund.



Property taxes comprise 73% of all general fund resources and intergovernmental resources make up 12%. Local receipts provide 7% of the funding sources and other taxes provide 6% of all the General Fund resources. Transfers from reserves comprise 2% of the total resources with a majority of this being used to fund the FY16 snow and ice deficit.

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 FY17 to balance the operating or capital budgets. The formula used to calculate the projected tax levy for FY17 is as follows:

Base levy from FY16	\$108,645,163
Prop 2½ allowable increase	2,716,129 (2.5% of FY16 base)
Estimated new property tax growth	\$900,000
Cape Cod Commission environmental tax	\$580,286
Debt exclusions	\$1,402,097
Less reserve for abatements & exemptions	<u>(\$1,700,000)</u>
FY16 Tax Levy available for operations	\$112,543,675

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

The tax for the Cape Cod Commission (CCC) is a tax that is added to the levy every year above the proposition 2½ allowable increase. This was a voter approved additional tax that all Cape Cod communities pay. The CCC assessments can only be increased by 2.5% every year so the tax is projected to grow by this percentage in FY16.

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

Every year a provision for abatements and property tax exemptions must be made as well. For FY17 a provision of \$1,700,000 is being set aside; reducing the available property taxes to fund operations. This is a conservative estimate but is slightly less than what was set aside for FY16.

Motor Vehicle Excise Tax

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

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

10% of MSRP for model over 3 years old

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

FY 2007 - \$4,466,675 – no change
 FY 2008 - \$4,318,526 – 3.3% decrease
 FY 2009 - \$3,811,735 – 11.7% decrease
 FY 2010 - \$3,916,718 – 2.7% increase
 FY 2011 - \$4,073,493 – 4.0% increase
 FY 2012 - \$4,184,661 – 2.7% increase
 FY 2013 - \$4,578,757 – 9.4% increase
 FY 2014 - \$4,810,718 – 5.0% increase
 FY 2015 - \$5,066,021 – 5.3% increase
 FY 2016 - \$5,693,449 – 12.3% increase

The auto industry has recovered from the recessionary years. Locally, many dealerships have made significant investments in their properties signifying a recovery is in progress. For FY17 the Town is projecting a 5.5% increase in this tax as commitments continue to show improvement.

Boat Excise Tax

The boat excise tax has always been a relatively small revenue source to the Town and is set at \$10 per \$1,000 of valuation by the state. Boat excise has not experienced the increases that motor vehicle excise has in recent years. The state imposes a maximum taxable value of \$50,000 on vessels. This category is projected to be level in FY17 based on prior year collections. The following table is used to calculate the tax:

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

Motel/Hotel Excise Tax

The Massachusetts Legislature enacted the Motel/Hotel Tax in 1985 as a local option excise tax on hotels, motels, and lodging houses (“bed and breakfasts”). The Commonwealth administers the tax by collecting the local option portion from business establishments and sending them back to the cities and towns on a quarterly basis. The local option tax was capped at 4% until recently. Cities and towns now have the option of increasing the local portion to 6%. The Town of Barnstable recently adopted this increase in July 2010. The revenue collected from the additional 2% has been dedicated for sewer expansion projects and certain qualifying private road improvements. Motel/Hotel tax revenues depend largely on room occupancy from year-to-year, the total number of room stock, as well as the base rates charged to consumers by hotels and motels. In better economic times, more rooms may be occupied during the town’s tourist season, leading to potentially higher returns on the tax. The closure or conversion of rooms to condominiums reduces the number of room stock susceptible to the tax, leading to potentially lower returns on the tax. There is one new hotel/motel development on the horizon that may add less than 100 new rooms to the town’s stock which contributes to the increase in projected revenue for this category.

Intergovernmental

This category of revenue consists of several state aid classifications. Most notably are CH70 aid for education and unrestricted general government aid. The estimate used for the FY17 budget proposal is based on the Governor’s proposed budget for FY17 which was issued in February of 2015. The House and Senate will also propose budgets and then conference to reconcile their differences. Their budget is then sent to the Governor who can veto specific line items or make changes to state aid categories like CH70. The House and Senate can override any vetoes. This process is usually completed by late June or early July; after the town approves its budget. As this is a political process the town has historically used the Governor’s proposal to develop its budget and makes budget adjustments subsequent to the state budget passage if necessary.

Local Receipts

This category includes revenue generated from services, fees, permits, licenses, fines, penalties, investment income and other sources generated at the local level. The historical activity levels in each are monitored and then projected. Any fee adjustments are also taken into consideration and projections for each area are then produced based on activity levels and rates. This area of revenue is projected to grow \$556,000 in FY17 as several fee adjustments have been approved including a \$10 increase in the beach parking permit.

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. \$270,000 will be used in FY17. This is \$10,000 less than what was used for FY16.

General Fund Reserves

The town will use \$2,585,000 in general fund reserves to balance the FY17 operating budget. The town has historically been able to generate more reserves than what it has used to balance the budget due to conservative revenue estimation and unexpended appropriations. The town expects to generate a surplus in excess of \$2 million in FY16 which will offset a significant portion of what will be used in FY17 to balance the budget. Also, most of the costs being paid for with surplus are not recurring operating costs. Following is a ten-year history of General Fund reserves used and generated.

Certification Date:	Beginning	Used For:		Generated	Ending
	Balance	Operations	Capital		Balance
July 1, 2006	11,362,903	(4,013,319)	(1,235,000)	7,326,981	13,441,565
July 1, 2007	13,441,565	(3,577,630)	(2,235,000)	9,692,548	17,321,483
July 1, 2008	17,321,483	(6,390,369)	(4,500,000)	1,501,616	7,932,730
July 1, 2009	7,932,730	(1,930,000)	-	2,408,587	8,411,317
July 1, 2010	8,411,317	(1,080,758)	-	3,416,013	10,746,572
July 1, 2011	10,746,572	(1,195,000)	(2,000,000)	4,768,613	12,320,185
July 1, 2012	12,320,185	(687,330)	-	5,639,538	17,272,393
July 1, 2013	17,272,393	(3,579,836)	(7,000,000)	4,403,107	11,095,664
July 1, 2014	11,095,664	(3,585,000)	(591,993)	6,451,368	13,370,039
July 1, 2015	13,370,039	(4,104,926)	(1,037,689)	5,721,779	13,949,203
Totals		(44,298,437)	(21,599,682)	71,050,536	

Capital Program Development

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

Submission Cost and Fiscal Year Summary

The capital projects identified by the Town departments in this year's CIP process represents a total of \$47,387,493 for FY17, and a combined total of \$195,773,265 over a five-year period. Of the \$195 million, approximately \$70 million represents enterprise funds and \$125 million are general fund requests.

	Enterprise Funds	General Fund	Total
FY 2017	\$19,458,617	\$27,928,876	\$47,387,493
FY 2018	\$13,042,996	\$38,670,008	\$51,713,004
FY 2019	\$17,255,000	\$15,323,797	\$32,578,797
FY 2020	\$10,782,400	\$18,853,040	\$29,635,440
FY 2021	\$9,626,180	\$24,832,351	\$34,458,531
Totals	\$70,165,193	\$125,608,072	\$195,773,265

Fiscal Year 2017 Capital Program

Recommended Projects for Fiscal Year 2017

Recommended capital projects for FY17 total \$29,881,954 as follows: \$15,598,449 for the General Fund program and \$14,283,505 for enterprise accounts. Funding for the general fund portion of the program consists of \$3,786,070 in Capital Trust Fund (CTF) reserves, \$719,669 in transfers from closed appropriations and revolving accounts, \$666,710 from the Sewer Construction & Private Way Maintenance & Improvements Fund, \$923,000 from the Community Preservation Fund, and \$9,503,000 in new borrowing authorizations. Funding for the enterprise fund programs consists of using \$2,252,000 of enterprise fund reserves, \$89,505 in transfers from closed appropriations, and \$11,942,000 in new borrowing authorizations. \$6,149,350 is anticipated to be reimbursed from federal and state granting agencies. The grants funds received will reduce the amount of any bonds issued or the reserves used to finance the enterprise fund's capital program. The bonds issued for the enterprise fund projects are expected to be paid back with enterprise fund revenues.

Enterprise Funds:

Project Name	Funding Source			
	Enterprise Fund Reserves	Bond Issue	Grants	Total
AIRPORT:				
Design & Reconstruct RWY 15-33, TWY C, Portion TWY B, Airfield Lighting Vault Generator		318,650	6,054,350	6,373,000
Runway, Roadway & Taxiway Markings	150,000			150,000
Replace Snow Removal Equipment, ARFF Equipment, Skid Steer Plow	5,000		95,000	100,000
Total Airport Enterprise Fund	155,000	318,650	6,149,350	6,623,000
MARINA:				
Gateway Marina Dredging		500,000		500,000
Total Marina Enterprise Fund	-	500,000		500,000
GOLF COURSES:				
Olde Barnstable Fairgrounds Golf Facility Improvements		258,000		258,000
Hyannis Golf Course Rear Deck, External Stair, Awning & Interior		307,000		307,000
Total Golf Enterprise Fund	-	565,000	-	565,000

Enterprise Funds Continued:

Project Name	Funding Source				
	Enterprise Fund Reserves	Bond Issue	Transfers	Grants	Total
WATER SUPPLY:					
Pipe Replacement & Upgrade Program	150,000	900,000			1,050,000
Water Supply Wells, Pump Stations & Treatment Plant Repair	200,000				200,000
Interconnections with other water systems	400,000				400,000
Upgrades Design & Construction Mary Dunn 1 Water Storage Tank	52,000				52,000
Total Water Supply Enterprise Fund	802,000	900,000	-	-	1,702,000
WATER POLLUTION CONTROL:					
Clarifiers Rehab		1,200,000	89,505		1,289,505
Backup Generator Replacement		904,000			904,000
Total Sewer Enterprise Fund	-	2,104,000	89,505	-	2,193,505
SOLID WASTE:					
Replacement of 2007 Mack Tractor Unit	150,000				150,000
Replacement of 2012 Chevrolet Colorado 1/4 Ton Pick-Up (T401)	50,000				50,000
Solid Waste Facility Master Plan - Construction	500,000	2,000,000			2,500,000
Total Solid Waste Enterprise Fund	700,000	2,000,000	-	-	2,700,000
Total All Enterprise Funds	1,657,000	6,387,650	89,505	6,149,350	14,283,505

General Fund:

Project Name	Funding Source					Total
	Cash	Bond Issue	Community Preservation Fund	Transfers	Sewer Construction & Private Way Fund	
INFRASTRUCTURE:						
Traffic Signal Upgrades	150,000					150,000
Public Roads Maintenance	3,250,000					3,250,000
Guardrail Replacement & Sidewalk Improvements		730,000				730,000
Information Technology Software & Hardware Upgrades		363,000		55,000		418,000
Marston Mills Land Acquisition & Parking lot		290,000				290,000
Blish Point Boat Access Channel Dredge		988,000		91,788		1,079,788
Private Road Repairs				186,290	666,710	853,000
Total	3,400,000	2,371,000	-	333,078	666,710	6,770,788
MUNICIPAL FACILITIES:						
Walkway-to-the Sea HyArts Shanties	103,570			2,430		106,000
Osterville Bay School & Recreation Building Site Improvements		757,000		143,444		900,444
Beach Facility Improvements		478,000		140,717		618,717
Lombard Field Improvements		936,000	750,000			1,686,000
West Barnstable Community Building Window Replacement			173,000			173,000
Total	103,570	2,171,000	923,000	286,591	-	3,484,161

General Fund Continued:

Project Name & Council Order Number	Funding Source					Total
	Cash	Bond Issue	Community Preservation Fund	Transfers	Sewer Construction & Private Way Fund	
WATER QUALITY:						
School House Pond Algae Remediation 2016-089	55,000					55,000
MS4 Municipal Separate Storm Sewer System Program 2016-104	87,500					87,500
Total	142,500	-	-	-	-	142,500
SCHOOL FACILITIES:						
BCHMCPS Roof & Façade Improvements 2016-081		4,236,000		50,000		4,286,000
Barnstable United Elementary Restroom Upgrades & Light Pole Replacement 2016-082		475,000				475,000
Unit Ventilator Upgrades 2016-083		250,000				250,000
Pump Flange Replacements 2016-084	70,000					70,000
Walk-In Cooler Replacements 2016-085	70,000			50,000		120,000
Total	140,000	4,961,000	-	100,000	-	5,201,000
Grand Totals	3,786,070	9,503,000	923,000	719,669	666,710	15,598,449

Project Descriptions and Budget Impact

Airport Enterprise Fund:

Rehabilitate Runway 15-33, Replace Runway 15-33 VASI with PAPI, Re-Align a Portion of Taxiway B and Re-Align a Portion of Taxiway C , and Replace Emergency Back-Up Generator in Airfield Lighting Vault. \$6,373,000

Design has been delayed due to delay in FAA planned funding for reconstruction in FY2016 and FY2017 and using discretionary funding. Use of the statewide crack-sealing project is effectively extending the life of the failing pavement in the interim. Initial funding for the Runway reconstruction project is being used for design and bid documents for grant acceptance; and is being used to front-load a mandatory FAA reimbursable agreement for the VASI to PAPI project. Airport funding for the emergency backup for airfield lighting was previously approved and is being incorporated into this single FAA construction project. The main portion of the Taxiway Charlie reconstruction project was completed in the fall of 2015, with the final phase to be completed in the spring of 2016, as a separate project at a cost of \$4,785,000.

Budget Impact – Potential cost savings in the short-term as routine maintenance to pavement repairs should be reduced. The anticipated annual debt service payment on the bond issue of \$318,650 over ten-years is estimated at \$36,400 or 0.60% of FY17 proposed budget.

Replace 1999 Ford F-450 Heavy Duty Truck and Fire Combat Unit \$100,000

Snow Removal Equipment (SRE) and Aircraft Rescue and Fire Fighting (ARFF) equipment must be maintained regularly and when certain FAA approved equipment is eligible for replacement with FAA grant assistance, SRE and ARFF vehicles and equipment must be evaluated and replaced as necessary. This project is to replace a 1999 Ford F-450 Heavy Duty Flatbed Truck with fire combat unit.

Budget Impact -Routine maintenance is expected to remain the same.

Runway and Taxiway Markings and Airport-Owned Roadways Annual Painting Contract \$150,000

Airport Runway and Taxiway Markings require annual operational and maintenance painting in order to meet FAA 14 CFR Part 139 Inspection requirements to maintain the Airport FAA Certification. In addition, all Airport-owned roadways require annual maintenance painting for roadway and pedestrian safety. This project combines both recurring painting requirements into one annual recurring contract.

Budget Impact – Pavement painting contract cost has jumped from \$50,000 to \$150,000 annually, which is a threefold increase or 1.64% of FY17 is proposed budget.

Marina Enterprise Fund:**Gateway Marina Dredge – Additional Dredging \$500,000**

This dredging is important in order to maintain free access by shallow draft boats to the floats behind the Maritime Museum. Gateway Marina has experienced shoaling for several years and is now at the point where some of our slip holders and transient boaters are experiencing difficulties accessing slips at mid to low tides. The Marina is at the end of Hyannis Inner Harbor where the flushing is poor and sediment tends to collect. Harbor staff has had to rearrange some slip assignments because of this as well. As shoaling continues, more of the marina will become inaccessible and the marina will have to operate at less than full capacity. FY16 CIP request based upon calculations that underestimated the dredge volume. The selected consultant firm has now performed an actual onsite hydrographic survey, which included a larger area of problem depths. Recent sampling indicates the sediment would not qualify for beneficial reuse or ocean disposal resulting in significantly higher licensed landfill disposal. We now seek to increase the funding in order to address the additional corrected sediment volumes and increased disposal costs.

Budget Impact – The anticipated annual debt service payment on the bond issue of \$500,000 over ten-years is estimated at \$57,000 or 7.1% of FY17 proposed budget. No additional revenues or costs are anticipated from this project.

Golf Course Enterprise Fund:**Olde Barnstable Fairgrounds Golf Club Facility Improvements \$258,000**

This Phase includes the replacement of windows and doors that are beyond repair with more energy efficient units. Trim and Exterior painting to elevations where windows and doors are replaced. The HVAC system is in need of upgrades to include new insulation and plumbing. Repairs will be needed to the ceilings where damage has occurred from the HVAC. Pro Shop sidewall is failing around window and needs rebuilding as part of the window replacement program.

Budget Impact – The anticipated annual debt service payment on the bond issue of \$258,000 over ten-years is estimated at \$30,000 or 1.64% of FY17 proposed budget. Other costs will remain unchanged, and any efficiency savings will be immaterial.

Hyannis Golf Course Rear Deck, External Stair, Awning & Interior Staircase Project \$307,000

This Phase includes the rebuilding of the large rear deck, balustrade and stairs to meet current code requirements, which are beyond their useful life, and needing a multitude of immediate repairs. The large deck awning is in need of replacement. The awning needs extending to cover the access from the bar area which it serves. The interior stairwell, the subject of a lawsuit, from the main level down to the Pro Shop is not to code and requires enlarging and rebuilding.

Budget Impact - The anticipated annual debt service payment on the bond issue of \$307,000 over ten-years is estimated at \$35,000 or 2.18% of FY17 proposed budget. Other costs will remain unchanged, and any efficiency savings will be immaterial.

Water Supply Enterprise Fund:Pipe Replacement and Upgrade Program \$1,050,000

This is a continuation of a 30 year, phased, pipe replacement and upgrade program for the Hyannis Water System; as recommended by Weston & Sampson Engineering, Inc. in their April 2007 Master Plan. It is important to implement a structured program to replace and upgrade the water pipes in the distribution system, some of which are over 100 years old. This program is in addition to the routine maintenance and repair program to be performed by the contracted water system operator. The proposed capital budget for this pipe replacement and upgrade program is \$1,050,000 per year, and includes a capitally funded water works project manager to oversee and implement this program. This continuing project will ensure the long-term ability of the Hyannis Water System to provide sufficient drinking water and fire readiness protection for all its customers.

Budget Impact – The upgrades will be to existing distribution piping which is already maintained by DPW. Replacing these pipes will likely result in less maintenance cost, and should not result in the need for additional personnel. The anticipated annual debt service payment on the bond issue of \$900,000 over twenty-years is estimated at \$75,000 or 1.42% of FY17 proposed budget.

Water Supply Wells Pump Stations Treatment Plant Repair & Upgrade Program \$200,000

This CIP is a continuation of the repairs and upgrades program started in FY2007. With the exception of the Straightway well #2, all of the wells were constructed in the early to mid-1970. The prior year's monies were used to install emergency generators, lighting, and fencing and implement pavement improvements. Starting in FY2014 the Hyannis Water Board approved the recommendation to implement a structured rehabilitation program dealing with major facility components needing upgrades or replacements. These facility components and cost allocations are: \$45,000 for buildings, \$40,000 for process control equipment, \$40,000 for safety and security components, and \$45,000 for electrical equipment. Project management and oversight will be provided by a junior engineer, partially funded out of this program in the amount of \$30,000.

Budget Impact – The upgrades will be to the existing well buildings, treatment and other facilities, which are currently maintained by DPW. Some operating budget savings may be realized by replacing existing equipment with more energy efficient equipment, and a reduction in maintenance cost.

Mary Dunn 1 water storage tank Upgrades Design & Construction \$52,000

Weston & Sampson Engineering, Inc recommended this project in its' 2007 Master Plan in April. Weston & Sampson Engineers, Inc. based on inspections by Merithew / Utility Services Corporation did a detailed tank evaluation in July 2015. According their recommendation the water tank needs a new roof, foundation repair, climbing ladder and overflow rehabilitation. Repairs and upgrades are needed for the security fencing, gates and access road.

Budget Impact – None. This is for design only.

Interconnections with other water systems \$400,000

The design, permitting, pilot study and testing, and agreement development of upgraded, permanent interconnections with surrounding public water supply systems. This project is needed to ensure water supply availability for the Hyannis Water System's customers in case of major mechanical or electrical failures at water pumping or treatment facilities or well contamination issues.

Budget Impact – There is no direct budget impact to FY17 proposed budget, however, future implications for routine maintenance or contract pricing with surrounding public water supply systems should be considered.

Water Pollution Control Enterprise Fund:

Clarifier Rehabilitation \$1,289,505

This project calls for the removal and upgrade of the existing mechanical equipment within Primary Clarifiers 1 and 2 and Secondary Clarifiers 1 and 2. This includes the replacement of walkways, scum collection equipment, sludge scraper arms, influent wells, clarifier drives and electrical wiring. This project also includes the minor rehabilitation of Secondary Clarifier 3, including the sandblasting of all steel sludge collection equipment, an application of a corrosion resistant primer and paint, and the installation of a new clarifier drive assembly. The tank walls, weir walls, and effluent channels of all five clarifiers will be sandblasted and epoxy coated. In 2015, \$1,000,000 was approved as a placeholder for this project prior to the completion of the clarifier evaluation and design. The evaluation revealed the need for more work than was originally anticipated.

Budget Impact – Routine maintenance will remain the same. The anticipated annual debt service payment on the bond issue of \$1,200,000 over twenty-years is estimated at \$77,000 or 1.64% of FY17 proposed budget.

Backup Generator Replacement \$904,000

The generator, its control system, switchgear MSA, and distribution breaker MCC-6 are 35 years old and have reached the end of their typical operational lifespan. Due to the age of the equipment, the existing generator has become increasingly unreliable and spare parts have become difficult to obtain. The manufacturer has advised the WPCD to replace the existing generator. In 2014, an outside consultant completed a backup power evaluation, which also recommended replacing the existing generator. This evaluation examined various replacement options, and concluded that a two-generator approach would best fit the needs of the Town. This plan includes the immediate replacement of the existing generator with a 750kw diesel generator at switchgear MSA, and adding a separate 450kw diesel generator at switchgear MSB at a future date, when loads increase.

Budget Impact - Routine maintenance will remain the same. The anticipated annual debt service payment on the bond issue of \$904,000 over five-years is estimated at \$195,000 or 4.16% of FY17 proposed budget.

Solid Waste Enterprise Fund:Barnstable Transfer Station & Recycling Center \$150,000

Purchase a new tractor unit for services at the Barnstable Transfer Station & Recycling Center and as back-up support for other operations of DPW. This vehicle is used daily for various operations at the transfer station since 2007 and has reached its useful purpose. It also serves as a reserve vehicle when needed by other divisions in DPW

Budget Impact - Routine maintenance will remain the same.

Replacement of 2012 Chevrolet Colorado ¼ Ton Pick-Up (T401) \$50,000

Purchase a new ¾ ton pick-up for services at the Barnstable Transfer Station & Recycling Center and for assistance in other DPW functions and emergencies. This vehicle serves as support for the solid waste division operations and assists in other emergency functions of DPW. The current vehicle does not meet the needs for the daily operations and its only functional ability is for transportation. A larger capacity pick-up truck would be able to provide services at the facility for transporting parts and equipment, snow plowing and towing. T401 will be repurposed for other uses at the DPW.

Budget Impact - Routine maintenance will remain the same.

Solid Waste Facility Master Plan – Construction \$2,500,000

This project is for the safety, traffic flow, and increased efficiency improvements at the Solid Waste Facility. Previously, Town Council approved (FY15-19 CIP) a comprehensive study to improve safety for employees and customers, traffic flow, and increase the efficiency of operations at the Solid Waste Facility. The work has progressed to the preliminary design stage. It is anticipated that after a public process, the design will be finalized and construction could begin as early as the fall/winter of 2016/2017. The preliminary design recommends the construction work be executed in three broad phases, however, this project include phases 1 & 2 below.

Phase I will establish a temporary location to relocate the solid waste and compost areas as well as the scale and C&D drop off area. (Leaf and Yard Waste Area in Figure 2)

Phase II includes the construction of new solid waste and recycling drop off area; construction of a new entrance to the facility; and construction of a new swap shop area.

Budget Impact –Changes in the flow of operations should yield some efficiencies at the facility, however, routine maintenance will remain the same. The anticipated annual debt service payment on the bond issue of \$2,000,000 over twenty-years is estimated at \$128,000 or 3.7% of FY17 proposed budget.

General Fund:

Public Roads Maintenance \$3,250,000

Road rehabilitation work, milling and/or repaving of Bay Lane and Riverview Lane in Centerville, High Street in Cotuit, Pine Grove Ave and Megan Road in Hyannis, Osterville - West Barnstable Road, and Treetop Circle in Marstons Mills, and Bumps River Road in Osterville. Major drainage improvements are planned Treetop Circle in Marstons Mills. Smaller drainage projects, crack sealing and preventive maintenance are also planned for various roads town-wide (approx. 28 miles) to extend their service life. Associated costs are included in this project.

Budget Impact – The purpose of this project is primarily to maintain the existing roadway network and reduce the impacts of deferred maintenance on operating and capital budgets.

Sidewalk Overlay and Guardrail \$730,000

Sidewalk improvements will include appropriate repair of failed sections, provision of ADA (Americans with Disabilities Act) compliant ramps and crosswalks, repair of tree grates and provision of “signature” markings for designated trails such as the Kennedy Legacy Trail. Guardrail replacement improvements will include removal of broken concrete posts and broken cable guardrail sections. It is estimated that approximately 6,000 feet of new guardrail will be constructed.

Budget Impact - failure to implement the sidewalk improvement and guardrail replacement project will result in increased risks on our roadways and sidewalks to both vehicle users and pedestrians. In addition inefficient repair “call outs” will continue with increased public frustration. Opportunities to enhance the

experience of visitors to Hyannis, including access to shops, the waterfront and memorial attractions will be lost.

Budget Impact – Ongoing maintenance of the assets affected will be required; however, a reduced effort will be needed because of new construction. The anticipated annual debt service payment on the bond issue of \$730,000 over twenty-years is estimated at \$54,750 financed through the Capital Trust Fund.

MS4 Municipal Separate Storm Sewer System Program \$87,500

An MS4 is a conveyance system owned by a state, city, town, village, or other public entity that discharges to waters of the U.S. Any designed or use to collect or convey storm water (including storm drains, pipes, ditches, etc.); that is not a combined sewer; and that is not part of a Publicly Owned Treatment Works (sewage treatment plant).

To prevent harmful pollutants from being washed or dumped into water bodies from an MS4, the EPA requires that the Town obtain a NPDES permit (Phase II) and develop a storm water management program. For the Town of Barnstable, that program will include the following:
In July 2016 – EPA Permit is predicted to be Final and will expire in 5 years (July 2021).

Budget Impact – No anticipated impact to FY17 proposed budget, but future fines from Environmental Protection Agency (EPA) should be considered if project is ignored.

Traffic Signal Upgrades Study Design Construction \$150,000

Preventative maintenance, emergency response and professional services to initiate the mitigation of intersection deficiencies, equipment failures and poor intersection operations with the twenty-eight (28) existing Town-owned traffic signal systems and four (4) mandated “opticom” systems on state controlled signals. These improvements would increase the level of service for the signaled intersections and adhere to mandatory Federal Manual on Uniform Traffic Control Devices (MUTCD) requirements for pedestrians.

Budget Impact – Potential in reduced future routine maintenance costs.

Private Road Repair \$853,000

Legislation passed in 2014 (Chapter 339 of the Acts of 2014 - signed by the Governor on 10/3/2014) allows that:

"The Town of Barnstable may from time to time, for the purpose of ensuring the safety of the general public, enter and make expenditures for undertaking maintenance and improvements within the layout, or any portion thereof, of one or more private ways within the Town". To do this the Town must make "a declaration of common usage of such private way by the general public by vote of the Town Council". Common usage is defined as "a road or any portion thereof that has been commonly used by the general public for a period of at least 20 consecutive years of travel directly from 1 public road or area to another public road or area."

The roads in question are in common usage, in need of repair, and are heavily traveled. A significant number of large trucks that support the Town's Solid Waste Facility in particular utilize Flint Street. This effort will completely reconstruct Flint Street, to help accommodate the large truck traffic; and stabilize Willow Street for the next few years.

Budget Impact – Repairs should result in a decrease of emergency repairs to private roads required for these two roads.

Kalmus Beach Parking Lot – Repaving \$255,017

Cleaning and repaving of entire existing asphalt parking and access area by re-striping of all parking stalls and traffic markings as well as improving storm drainage systems. Existing paving is deteriorating, failure to repair now with a thin pavement overlay will result in the need for a more extensive and expensive fix in the future. Poor surface drainage is contributing to pavement deterioration and inconveniencing users of the facility.

Craigville Bathhouse Septic System Upgrade \$363,700

The existing septic system at the Craigville Bathhouse failed its Board of Health required inspection. As a result, the system needs to be replaced within the next two years, or alternative means to address the bathhouse's wastewater needs to be implemented.

Budget Impact on combined Kalmus and Craigville projects –Routine maintenance will remain the same. The anticipated annual debt service payment on the bond issue of \$478,000 over twenty-years is estimated at \$36,000 financed through the Capital Trust Fund

Blish Point Boat Access Channel Dredge (3) \$1,079,788

This project involves the design, permitting and dredging of the mid channel and boat access channel at the State boat ramp. This portion of the channel needs the dredging with either off shore disposal or upland disposal using geo-bags for dewatering. Review and approval by the regulatory agencies is required and will be accomplished through the permitting process. The Outer Channel was dredged in January 2016 through an existing permit with Council funding in October of 2015.

Budget Impact –The anticipated annual debt service payment on the bond issue of \$988,000 over ten-years is estimated at \$74,100 financed through the Capital Trust Fund.

Osterville Recreation Building Design & Construction \$900,444

This project includes the hazardous materials abatement specification preparation, demolition specifications; bid documents and contract administration; and project management fees and contingencies for the demolition of the former Osterville Bay School and Community Center buildings. The existing recreation building and the former Bay Elementary School have reached the end of their useful life and are beyond repair. It is time for the site and buildings to be demolished to allow continued and restored use of the site. Parking is inadequate as the building and grounds are heavily used. The existing ball field has deep holes and ruts and is at the end of its useful life. Currently there is no handicapped access to the playground.

Budget Impact -The anticipated annual debt service payment on the bond issue of \$757,000 over twenty-years is estimated at \$57,000 financed through the Capital Trust Fund.

Lombard Field Parking and Field Improvements \$1,686,000

This project includes the architectural and engineering services for the contract documents, bid and contract administration and the full construction funding of the improved facility. This is the site of a much used community center, playground, baseball field and parking area. It is utilized fully by many residents and is one of our most highly used community parks. The existing playground will be relocated on the site away from the ball field, reducing the issue with falling balls onto it, parking will be organized and paved with drainage, walks with dark sky lighting, a new ball field with lighting and fencing and press box, and landscaping, curbs and ADA access throughout.

Budget Impact - The anticipated annual debt service payment on the bond issue of \$936,000 over twenty-years is estimated at \$70,000 financed through the Capital Trust Fund. The Community Preservation Fund will provide \$750,000 of funding from its reserves. Maintenance on the field should stay the same.

West Barnstable Community Building Window Replacement \$173,000

Window replacement project: This project will fund the on-going historic adaptive reuse improvements to the West Barnstable Community Building. For the past several years, improvements have been made to the interior and exterior of the building. These funds will continue repair tasks and such related scope costs that are of greatest concern for the upcoming years. Replace 33 existing worn out aluminum windows with historically correct wood high efficiency windows with insulating glass. Trim to be replaced and painted.

Budget Impact – Potential utility savings and reduce maintenance cost.

BCHMCPS Façade Improvement and Roof Replacement -\$4,286,000

Provide exterior repair including repointing of masonry, trim replacement, gutters, doors, downspouts and foundations repairs and replacement. Continued deterioration of building exterior is the cause of increasing water/air infiltration. Additionally, failure of mortar joints and poured surfaces is allowing water penetration resulting in wall heaving and movement.

Budget Impact – Future cost associated with water and structural damage to masonry walls will be avoided, and thus there should be an annual savings from reduced routine maintenance. The anticipated annual debt service payment on the bond issue of \$4,236,000 over twenty-years is estimated at \$317,700 financed through the Capital Trust Fund.

Barnstable United Elementary Parking Lot Light Pole Replacement \$100,000

Existing Fiberglass Parking Lot Poles are failing at connection point between base sleeve and pole. This project initiative will replace 16 parking lot Light Poles.

Barnstable United Elementary Restroom Fixture and Hardware Upgrades \$375,000

Replace sinks, lavatories, fixtures and associated piping and plumbing in 12 Boy's & Girls Rooms at BUE. Project would include equipment for water treatment if necessary. Existing plumbing and fixtures are +20 years old ('94) are obsolete with many replacement parts becoming difficult and impossible to location. Additionally, high ph in water supply is causing deterioration of pipes and fixtures.

Budget Impact for combined Parking Lot Light Pole and Fixture, and Hardware Upgrades projects- The need for routine maintenance should be reduced as bathroom fixtures and parking light poles are replaced. The anticipated annual debt service payment on the bond issue of \$475,000 over twenty-years is estimated at \$35,000 financed through the Capital Trust Fund.

Unit Ventilator Upgrades \$250,000

Replace original/outdated unit ventilators at five elementary schools, (106 units). Current units are 50+ years old, failing and not operating to current ASHRAE/DLS standards.

Budget Impact –Reduced routine maintenance in the short term as ventilators are replaced with newer models. The anticipated annual debt service payment on the bond issue of \$250,000 over twenty-years is estimated at \$19,000 financed through the Capital Trust Fund.

BHS Pump Flange Replacement \$70,000

Replace/upgrade existing the rubber pumps coupler assemblies with stainless steel replacement units. Existing units have well exceeded 5 to 10 year life expectancy and are beginning to fail.

Budget Impact – Routine maintenance to remain unchanged, however, there is potential utility savings from more reliable couplers.

Walk-In Cooler Replacements \$120,000

Replace Walk-In Coolers at BHS and HYW because the existing equipment is at the end of life as well as lack reliability and efficiency issues.

Budget Impact - Reduced routine maintenance in the short term.

Personal Computer (PC) and Windows XP Upgrades \$218,979

Information Technology (I.T.) replaces approximately 60 PC's a year using Operating Capital. There are 441 PC's in use (not counting laptops, tablets etc.). At a replacement rate of 60 a year, it would take over 7 years to replace all of the PC's. That is, of the 441 PC's, 261 are older and are still running the Windows XP Operating System (OS). Microsoft no longer supports Windows XP. Microsoft no longer issues patches to fix newly found security exploits in Windows XP. This means we have 261 older machines that are vulnerable to any new Windows XP security flaws found. This places the Town's I.T. systems, network, and data at greater risk for hacking, information theft, viruses and malware. New PC's are sold with the latest operating system included. Capital funding for the replacement of these vulnerable 261 PC's benefits the Town two fold. It replaces aging, slower performing PC's with PC's that offer better performance and longevity as well as removing the vulnerable Windows XP operating systems from the Town's network. New PC's come with the latest operating system licensed and installed. It should also be noted that we are currently running Munis version 10.5 (Town's Financial Software). When version 11 is released, it will not support the Windows XP Operating System.

Microsoft Office 2002/2003 and Exchange 2003 Upgrade \$199,021

Upgrade the Microsoft Office 2002/2003 suite to Microsoft Office 2013 (or greater) and upgrade the email server, Microsoft Exchange from 2003 to 2013 (or greater). The Microsoft Office Professional 2002/2003 Suite of software is on a majority of PC's, and is 13 years old. Microsoft no longer supports our existing Microsoft Exchange 2003 server software. Because of its age, more of the third party software that we use either will not work with it or offers limited functionality. Munis is a prime example of not supporting this older Microsoft software. Furthermore, it is not possible to implement this I.T. CIP #2 project without having also implemented I.T. CIP #1. I.T. CIP #3 (FY18) is not possible to implement without the implementation of I.T. CIP #1 and I.T. CIP #2.

Budget Impact combined PC purchases and Windows XP, and Microsoft Office upgrades – Direct cost savings from the bulk purchase of 261 PC's with a three-year warranty. There is no budget impact with Microsoft Office upgrades because the Town already owns the licenses. The anticipated annual debt service payment on the bond issue of \$363,000 over five-years is estimated at \$81,000 financed through the Capital Trust Fund.

Marstons Mills Village Center Parking and Park \$290,000

This parcel is offered to the Town at a very opportune time. At the request of the Village the Town through GMD, and then with DPW, worked with the village for several years to arrive at a working concept for streetscape and place making improvements for Cotuit Road from the Mill Pond to Lovell's Lane, portions of

Main Street to the school property and a small portion of River Road. This centuries old intersection no longer safely serves the village, its residents, businesses, and visitors. Once concepts were developed DPW and GMD worked to refine the plans to move to the final design and construction phase of the project. One of the difficulties encountered was a reluctance of some property owners to grant small easements to allow the development of on street parking – adding to the overall number of spaces available to the area. The final design will include only half the number of on-street spaces originally anticipated. This property on the east side of Cotuit Road will fill that need very well. Vehicle access can be gained from Cotuit Road while pedestrian access can be designed to serve both Cotuit Road and Main Street patrons.

Budget Impact – DPW Structures & Grounds will be responsible for maintenance of park and parking lot estimated to be \$10,000 per year. The anticipated annual debt service payment on the bond issue of \$290,000 over five-years is estimated at \$65,000 financed through the Capital Trust Fund.

Walkway-to-the Sea HyArts Shanties \$106,000

The HyArts shanty program at Bismore Park is a resounding success both economically and culturally. It is important the town continue to integrate arts into the social, physical and economic fabric of our community. Currently we are not able to accommodate all accepted artists within the existing shanty program. Expansion of the program along the Walkway-to-the Sea will provide: an additional attraction to draw visitors from Main Street to the Harbor; more affordable incubator space for local artists; an additional revenue stream for HyArts programming; and, through installation and site design, increased visibility and use within this public space. Artist demand to participate in the current shanty program at Bismore Park far exceeds available space. Offering additional space meets increased demand and eliminates risk of potential participants seeking programs and selling opportunities in other towns on Cape Cod.

Budget Impact – This project offers an annual potential net source of funding of \$6,000, that is, expected revenues from renting the shanties would more than cover the operating cost.

Toxic algae bloom Cyanobacteria, Schoolhouse Pond \$55,000

The goal is to place one solar power unit for water circulation in Schoolhouse Pond to disrupt the habitat for cyanobacteria. Schoolhouse Pond is listed as a chronic public health concern. The Barnstable Health Division and Massachusetts Department of Public Health have closed it to swimming the last two summers due to the toxic algae blooms and visibility of less than four feet. Toxic algae can cause skin and eye irritation and gastrointestinal illness. Children and pets are particularly at risk. The pond is listed as a high priority on the Action Plan for Barnstable Ponds 12/31/2009. Other project objectives include improvement to water quality, pH and oxygen fluctuations and fish habitat. Solar power units are currently being used with success in other Cape towns.

Budget Impact – Installation of a water circulator device will require monitoring and a modest increase in maintenance cost.

Capital Trust Fund Cash Flow Analysis

The Capital Trust Fund (CTF) is used as a mechanism to finance the town's general fund capital improvement program within the limitations of Proposition 2½. Annually, the town transfers a sum of money from the general fund into the CTF. The resources within the CTF are then used to make the annual loan payments on the bonds issued to finance the town's capital program. It 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 fund's projected cash flow for the prospective 20 year period in order to measure the level of additional capital appropriations the fund can absorb.

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

The FY17 general fund Capital Improvements Program includes a combination of "pay-as-you-go" or cash financing and new bond issues. The cash financing portion of the program is funded from the Capital Trust Fund reserves and balances remaining in appropriations from completed projects. This "pay-as-you-go" financing approach saves the town thousands of dollars in the form of bond issuance and interest costs. It also provides the opportunity to have some capital program on an annual basis, and provides flexibility within the budget. With just a debt service program, the CTF can become saturated with loan payments and prohibit the approval of any new projects until the debt service from other projects expire. This would also reduce the town's flexibility in its resource allocation as future cash flows are committed to fixed annual loan payments.

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

Furthermore, the annual contribution from the general fund to the CTF could be decreased by the cash program portion (\$3.25M), if the need for funding general fund operations is determined to be greater than the need for the capital expenditure. There are countless scenarios that can be created to allocate the annual cash flow of the CTF between a cash and borrowing program.

The annual contribution to the CTF has grown to \$8.3 million in FY17. This amount is projected to increase by 2.5 percent per year in order to allocate more funds to the capital program. Even as more funds are allocated to the capital program, the Town's capital needs require a higher contribution level. Opportunities to increase this contribution are examined every year. In FY16, an additional \$4 million was transferred from

the general fund reserves so as to provide for a greater level of capital funding over the next five years and another \$1 million is anticipated by the end of FY19.

Table A on page 102 illustrates the CTF cash flow for the next 10 years incorporating all existing loan payments and the FY17 proposed capital improvements program. Table B illustrates the potential capacity within the CTF over the next ten years, and Table C provides the detailed amortization of all existing loans to be paid out of the CTF.

Major Assumptions Used In Table A:

- Investment earnings will average 1.1% per year;
- The transfer from the general fund will increase 2.5% per year;
- Loan amortization on the FY17 bond issue will include:
 - \$363,000 over 5 years,
 - \$1,455,000 over 10 years,
 - \$3,159,000 over 15 years,
 - \$4,526,000 over 20 years;
- The coupon rates on the bonds are estimated to range from 2.5% to 4.0% with the longer the amortization period the higher the interest rate;
- The FY17 bonds will be issued at a time so that the first loan payments will not be made until FY18;
- 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 total \$3.7 million per year.

Major Assumptions Used In Table B:

In addition to all of the assumptions in Table A, bond issues ranging from \$4.3 to \$5.8 million per year are included for the FY18 through FY26 capital program with the following amortization amounts:

- \$3,150,000 over 5 years
- \$8,250,000 over 10 years
- \$12,500,000 over 15 years
- \$26,500,000 over 20 years

TABLE A – Estimated Capital Trust Fund Cash Flow FY 2017 – FY 2026

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
1 Beginning Trust Fund Balance	\$ 12,779,934	\$ 11,520,905	\$ 9,898,070	\$ 9,784,071	\$ 9,249,614	\$ 9,411,607	\$ 11,306,077	\$ 12,748,327	\$ 14,997,012	\$ 19,159,263
Resources:										
2 Investment Earnings	140,579	126,730	108,879	107,625	101,746	103,528	124,367	140,232	164,967	210,752
3 Private Road Betterments Collected	75,000	90,267	85,267	80,267	75,267	70,267	65,267	60,267	55,267	50,267
4 Transfer From General Fund	8,316,723	8,511,985	8,712,112	8,917,226	9,127,450	9,342,913	9,563,745	9,790,081	10,022,058	10,259,816
5 Additional Contribution From General Fund	-	-	1,000,000	-	-	1,000,000	-	-	1,000,000	-
6 Total Current Year Resources	8,532,302	8,728,982	9,906,257	9,105,117	9,304,462	10,516,707	9,753,379	9,990,579	11,242,292	10,520,835
7 Total Available Resources	21,312,236	20,249,886	19,804,328	18,889,188	18,554,076	19,928,314	21,059,456	22,738,906	26,239,304	29,680,098
Commitments:										
8 Existing Debt Service Payments	(6,092,761)	(5,759,241)	(5,444,057)	(5,079,749)	(4,599,019)	(4,095,162)	(3,857,459)	(3,304,240)	(2,658,403)	(2,534,433)
9 Estimated Debt Service on FY17 CIP (\$9.503m)	-	(892,575)	(876,200)	(859,825)	(843,450)	(827,075)	(753,670)	(737,654)	(721,638)	(716,824)
10 Public Roads Program	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)
11 Other Cash Program	(448,570)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)
12 Total Current Year Commitments	(9,791,331)	(10,351,816)	(10,020,257)	(9,639,574)	(9,142,469)	(8,622,237)	(8,311,129)	(7,741,894)	(7,080,041)	(6,951,257)
13 Increase (Decrease) in Trust Fund	(1,259,029)	(1,622,834)	(114,000)	(534,457)	161,993	1,894,470	1,442,250	2,248,685	4,162,251	3,569,578
14 Ending Trust Fund Balance	\$ 11,520,905	\$ 9,898,070	\$ 9,784,071	\$ 9,249,614	\$ 9,411,607	\$ 11,306,077	\$ 12,748,327	\$ 14,997,012	\$ 19,159,263	\$ 22,728,841
15 % of trust fund resources committed in CY (max = 80%)	47%	53%	52%	53%	52%	45%	42%	36%	28%	25%

This table illustrates the Capital Trust Fund’s (CTF) cash flow incorporating all existing loan payments on previously authorized projects as well as the recommended projects for FY17. Cash funded projects in FY17 total \$3,698,570 and bond funded projects total \$9.5 million. The bonds will be issued in FY17 and the first estimated loan payment of \$892,575 is anticipated to be made in FY18 as illustrated above on line 9. Line 8 in the table above includes all existing loan payments. Lines 10 and 11 include estimates on future cash appropriations for capital to be financed from the trust fund’s reserves. One-time additional resources to be added to the fund in FY19, FY22 and FY25 are included on line 5. 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 15) 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

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
1 Beginning Trust Fund Balance	\$ 12,779,934	\$ 11,520,905	\$ 9,898,070	\$ 9,217,821	\$ 7,561,364	\$ 6,056,107	\$ 5,748,577	\$ 4,541,660	\$ 3,832,429	\$ 4,589,097
Resources:										
2 Investment Earnings	140,579	126,730	108,879	107,625	101,746	103,528	124,367	140,232	164,967	210,752
3 Private Road Betterments Collected	75,000	90,267	85,267	80,267	75,267	70,267	65,267	60,267	55,267	50,267
4 Transfer From General Fund	8,316,723	8,511,985	8,712,112	8,917,226	9,127,450	9,342,913	9,563,745	9,790,081	10,022,058	10,259,816
5 Additional Contribution From General Fund	-	-	1,000,000	-	-	1,000,000	-	-	1,000,000	-
6 Total Current Year Resources	8,532,302	8,728,982	9,906,257	9,105,117	9,304,462	10,516,707	9,753,379	9,990,579	11,242,292	10,520,835
7 Total Available Resources	21,312,236	20,249,886	19,804,328	18,322,938	16,865,826	16,572,814	15,501,956	14,532,240	15,074,721	15,109,931
Commitments:										
8 Existing Debt Service Payments	(6,092,761)	(5,759,241)	(5,444,057)	(5,079,749)	(4,599,019)	(4,095,162)	(3,857,459)	(3,304,240)	(2,658,403)	(2,534,433)
9a Estimated Debt Service on FY17 CIP (\$9.5m)	-	(892,575)	(876,200)	(859,825)	(843,450)	(827,075)	(753,670)	(737,654)	(721,638)	(716,824)
9b Estimated Debt Service on FY18 CIP (\$5.8m)	-	-	(566,250)	(555,750)	(545,250)	(534,750)	(524,250)	(453,125)	(443,500)	(433,875)
9c Estimated Debt Service on FY19 CIP (\$5.8m)	-	-	-	(566,250)	(555,750)	(545,250)	(534,750)	(524,250)	(453,125)	(443,500)
9d Estimated Debt Service on FY20 CIP (\$5.8m)	-	-	-	-	(566,250)	(555,750)	(545,250)	(534,750)	(524,250)	(453,125)
9e Estimated Debt Service on FY21 CIP (\$5.8m)	-	-	-	-	-	(566,250)	(555,750)	(545,250)	(534,750)	(524,250)
9f Estimated Debt Service on FY22 CIP (\$5.1m)	-	-	-	-	-	-	(489,167)	(480,125)	(471,083)	(462,042)
9g Estimated Debt Service on FY23 CIP (\$4.3m)	-	-	-	-	-	-	-	(420,417)	(412,625)	(404,833)
9h Estimated Debt Service on FY24 CIP (\$5.8m)	-	-	-	-	-	-	-	-	(566,250)	(555,750)
9i Estimated Debt Service on FY25 CIP (\$5.8m)	-	-	-	-	-	-	-	-	-	(566,250)
9j Estimated Debt Service on FY26 CIP (\$5.8m)	-	-	-	-	-	-	-	-	-	-
10 Public Roads Program	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)
11 Other Cash Program	(448,570)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)
12 Total Current Year Commitments	(9,791,331)	(10,351,816)	(10,586,507)	(10,761,574)	(10,809,719)	(10,824,237)	(10,960,295)	(10,699,811)	(10,485,624)	(10,794,882)
13 Increase (Decrease) in Trust Fund	(1,259,029)	(1,622,834)	(680,250)	(1,656,457)	(1,505,257)	(307,530)	(1,206,917)	(709,232)	756,668	(274,047)
14 Ending Trust Fund Balance	\$ 11,520,905	\$ 9,898,070	\$ 9,217,821	\$ 7,561,364	\$ 6,056,107	\$ 5,748,577	\$ 4,541,660	\$ 3,832,429	\$ 4,589,097	\$ 4,315,050
15 % of trust fund resources committed in CY (max = 80%)	47%	52%	55%	61%	68%	69%	76%	80%	76%	79%

Including the proposed FY17 capital program, it is estimated the Capital Trust Fund can absorb approximately \$97 million in capital expenditures over the next 10 years and stay within the maximum allowable commitment of 80% as shown on line 15. Cash financed capital is estimated at \$37 million as illustrated on lines 10 and 11. Bond financed capital is estimated a \$60 million through FY25. The estimated annual loan payments on the bonds are illustrated on lines 9a through 9j.

TABLE C – Capital Trust Fund Debt Amortization Schedule

DEBT SERVICE PROGRAM	Issued Date	Maturity Date	Principal Amount	P&I Payments FY 2017	P&I Payments FY 2018	P&I Payments FY 2019	P&I Payments FY 2020	P&I Payments FY 2021	P&I Payments FY 2022	P&I Payments FY 2023	P&I Payments FY 2024	P&I Payments FY 2025	P&I Payments FY 2026
CTF Advance Refund 6/15/2003 Drainage 1 (i)	04/18/12	09/15/22	193,200	24,328	23,528	22,828	22,228	21,628	18,968	15,504	-	-	-
CTF Advance Refund 6/15/2002 Land Acquisitions BUTAPS	06/14/11	06/15/20	1,102,000	154,650	145,600	140,400	135,200	-	-	-	-	-	-
CTF Advance Refund 6/15/2003 Building Improvements	04/18/12	09/15/22	96,600	12,164	11,764	11,414	11,114	10,814	10,464	6,732	-	-	-
CTF Advance Refund 6/15/2003 Drainage 2 (i)	04/18/12	09/15/22	96,700	12,168	11,768	11,418	11,118	10,818	10,468	6,834	-	-	-
CTF Advance Refund 6/15/2003 Main St. Hyannis Infr. Improv.	04/18/12	09/15/20	39,100	5,723	5,523	5,348	5,198	4,162	-	-	-	-	-
CTF Advance Refund 6/15/2003 Police Facility Addition	04/18/12	09/15/22	626,900	79,157	76,557	71,229	67,500	65,700	63,600	61,200	-	-	-
CTF Advance Refund 6/15/2003 School Remodel I	04/18/12	09/15/22	242,700	31,339	30,299	29,389	28,609	22,806	21,192	20,196	-	-	-
CTF Advance Refund 6/15/2003 School Remodel II	04/18/12	09/15/22	193,400	24,280	23,480	22,780	22,180	21,580	17,940	15,300	-	-	-
CTF Baxter Neck Road's Neck Road - Private Way	06/14/11	06/15/26	350,000	33,475	32,725	31,725	30,725	29,725	23,725	22,925	22,125	21,450	20,750
CTF Beach Facilities Improvements (I) \$270,000 Refunded	02/15/07	02/15/17	195,000	15,600	-	-	-	-	-	-	-	-	-
CTF Beach Facilities Improvements (I) \$270,000 Refunded	02/15/15	02/15/22	71,300	2,985	17,985	16,310	15,680	15,120	14,560	-	-	-	-
CTF Beach Facility Design	11/22/13	11/15/18	115,000	26,175	20,600	20,200	-	-	-	-	-	-	-
CTF BHMCS Roof (I) \$910,000 Refunded	02/15/07	02/15/17	460,000	46,800	-	-	-	-	-	-	-	-	-
CTF BHMCS Roof (I) \$910,000 Refunded	02/17/15	02/15/27	426,900	16,681	60,581	57,705	55,770	54,050	52,330	50,610	48,890	46,170	44,490
CTF BHS Cogeneration	02/15/07	02/15/17	500,000	52,000	-	-	-	-	-	-	-	-	-
CTF Bismore Park Visitor Center	06/26/08	06/15/23	465,000	39,951	38,789	37,316	36,076	34,836	33,596	32,318	-	-	-
CTF Bismore Park Visitor Center - CAP	06/26/08	06/15/23	150,000	12,888	12,513	12,038	11,638	11,238	10,838	10,425	-	-	-
CTF Blish Point Sand Management	02/17/15	02/15/20	215,000	51,325	50,425	43,400	41,600	-	-	-	-	-	-
CTF Boat Ramp Renovations	06/14/11	06/15/21	250,000	29,750	29,000	28,000	27,000	26,000	-	-	-	-	-
CTF Boat Ramps - CAP	06/26/08	06/15/23	927,000	79,699	77,374	73,429	70,989	68,549	66,109	63,593	-	-	-
CTF Bridge Repair	06/14/11	06/15/21	250,000	29,750	29,000	28,000	27,000	26,000	-	-	-	-	-
CTF Building - Senior Center - Refunded	02/15/07	02/15/19	702,378	82,990	79,790	26,250	-	-	-	-	-	-	-
CTF Building - Town Hall Repairs - 01-087 Refunded	06/14/11	06/15/22	100,000	12,260	11,960	11,560	11,160	10,760	9,360	-	-	-	-
CTF Building - Town Hall Space -00-110 Refunded	06/14/11	06/15/21	180,000	23,680	23,080	21,280	20,520	19,760	-	-	-	-	-
CTF Bumps River Bridge Repair	11/22/13	11/15/23	120,000	17,125	16,750	11,500	11,250	10,950	10,650	10,375	10,125	-	-
CTF Centerville Recreation Building	02/17/15	02/15/35	185,000	15,963	15,763	15,313	14,863	14,463	14,063	13,663	13,263	12,863	12,463
CTF Coastal Water Quality Improvements	06/26/08	06/15/18	250,000	26,040	25,140	-	-	-	-	-	-	-	-
CTF Dredge Permitting/Planning	02/17/15	02/15/20	341,000	80,075	78,675	70,525	67,600	-	-	-	-	-	-
CTF Dredging	06/16/10	06/15/24	419,250	38,375	36,875	36,125	34,625	33,725	32,825	31,850	25,875	-	-
CTF Dredging East Bay & Blish Point	06/14/11	06/15/21	665,000	77,350	75,400	72,800	70,200	67,600	-	-	-	-	-
CTF Early Learning Center Modular Facility	02/17/15	02/15/35	2,000,000	164,125	162,125	157,625	153,125	149,125	145,125	141,125	137,125	133,125	129,125
CTF East Bay Dredging	11/22/13	11/15/23	600,000	71,700	70,200	69,000	67,500	65,700	63,900	62,250	60,750	-	-
CTF Guardrail Replacements	11/22/13	11/15/18	60,000	10,550	10,300	10,100	-	-	-	-	-	-	-
CTF Guyer Barn Upgrades	11/22/13	11/15/23	148,000	17,800	17,425	17,125	16,750	16,300	15,850	15,438	10,125	-	-
CTF Highway Operations Facility Construction	11/22/13	11/15/23	66,000	11,050	5,850	5,750	5,625	5,475	5,325	5,188	5,063	-	-
CTF HS Library AC Units	11/22/13	11/15/23	450,000	53,775	52,650	51,750	50,625	49,275	47,925	46,688	45,563	-	-
CTF Hyannis Harbor Bulkhead Construction	11/22/13	11/15/23	142,000	17,525	17,150	16,850	16,475	16,025	10,650	10,375	10,125	-	-
CTF Intermediate School roof & Façade Design	11/22/13	11/15/18	100,000	21,100	20,600	20,200	-	-	-	-	-	-	-
CTF Lake & Pond Improvements	06/26/08	06/15/18	250,000	26,040	25,140	-	-	-	-	-	-	-	-
CTF Lake Treatment	06/16/10	06/15/25	275,000	25,575	24,575	24,075	23,075	17,475	17,025	16,538	16,050	15,525	-
CTF Land Acquisition - CAP	06/26/08	06/15/23	365,200	30,930	30,030	28,890	27,930	26,970	26,010	25,020	-	-	-
CTF Land Acquisition (I) - Hyannis Golf Course \$748,000 Refunded	02/15/07	02/15/17	403,000	41,600	-	-	-	-	-	-	-	-	-
CTF Land Acquisition (I) - Hyannis Golf Course \$748,000 Refunded	02/17/15	02/15/26	325,200	13,065	52,065	49,310	47,600	46,080	44,560	43,040	35,520	34,240	32,960
CTF Lombard Parking & Ballfield Design	11/22/13	11/15/18	101,000	21,100	20,600	20,200	-	-	-	-	-	-	-
CTF Marstons Mills Fish Run Reconstruction	02/17/15	02/15/30	326,000	35,375	34,875	33,750	27,625	26,825	26,025	25,225	24,425	23,625	22,825
CTF MEA Facility Upgrades	11/22/13	11/15/23	131,000	17,375	17,000	16,700	16,325	10,950	10,650	10,375	10,125	-	-
CTF Mill Pond Dredge & Lake Wequaquet Planning	06/14/11	06/15/16	430,000	-	-	-	-	-	-	-	-	-	-
CTF Millway Boat Ramp & Dock Upgrades	11/22/13	11/15/23	133,000	17,375	17,000	16,700	16,325	10,950	10,650	10,375	10,125	-	-
CTF MME Roof Replacement (I) \$750,000 Refunded	02/15/07	02/15/17	400,000	41,600	-	-	-	-	-	-	-	-	-
CTF MME Roof Replacement (I) \$750,000 Refunded	02/17/15	02/15/26	329,800	13,256	52,056	49,510	47,800	46,280	44,760	43,240	40,720	34,240	32,960
CTF Municipal Building Improvements	06/26/08	06/15/28	297,000	7,531	7,344	7,106	6,906	6,706	6,506	6,300	6,088	5,875	5,663
CTF Municipal Facility Improvement	06/14/11	06/15/21	300,000	35,700	34,800	33,600	32,400	31,200	-	-	-	-	-

TABLE C – Capital Trust Fund Debt Amortization Schedule – Continued

DEBT SERVICE PROGRAM	Issued Date	Maturity Date	Principal Amount	P&I Payments FY 2017	P&I Payments FY 2018	P&I Payments FY 2019	P&I Payments FY 2020	P&I Payments FY 2021	P&I Payments FY 2022	P&I Payments FY 2023	P&I Payments FY 2024	P&I Payments FY 2025	P&I Payments FY 2026
CTF Municipal Facility Improvements	06/16/10	06/15/29	402,500	7,369	7,119	6,994	6,744	6,594	6,444	6,281	6,119	5,944	5,769
CTF Municipal Facility Upgrades/Repairs - MEA Building	06/14/11	06/15/16	114,000	-	-	-	-	-	-	-	-	-	-
CTF MWPAT CW-04-31 Pool 11	11/09/07	07/15/20	389,216	33,999	33,999	33,999	33,999	33,999	-	-	-	-	-
CTF Nitrogen Management CW-04-31-A	03/15/11	07/15/20	211,460	23,330	23,330	23,330	23,330	23,330	-	-	-	-	-
CTF Nitrogen Management CW-04-31-B Series 16	05/14/15	07/15/20	157,531	27,804	27,842	27,882	27,922	27,963	-	-	-	-	-
CTF Old Town Hall Phase II (I)	02/15/07	02/15/17	295,000	26,000	-	-	-	-	-	-	-	-	-
CTF Osterville Community Building Upgrades	11/22/13	11/15/23	200,000	23,900	23,400	23,000	22,500	21,900	21,300	20,750	20,250	-	-
CTF Pearl St Building Upgrades	11/22/13	11/15/23	114,000	11,950	11,700	11,500	11,250	10,950	10,650	10,375	10,125	-	-
CTF Pleasant St. Dock - 1	06/26/08	06/15/23	350,000	29,641	28,779	27,686	26,766	25,846	24,926	23,978	-	-	-
CTF Pleasant St. Dock - 2	06/26/08	06/15/23	350,000	29,641	28,779	27,686	26,766	25,846	24,926	23,978	-	-	-
CTF Police Dept. Emergency Generator	06/14/11	06/15/16	271,000	-	-	-	-	-	-	-	-	-	-
CTF Police Facilities	02/17/15	02/15/35	288,000	24,169	23,869	23,194	22,519	21,919	21,319	20,719	20,119	19,519	18,919
CTF Police Facility	06/16/10	06/15/30	508,000	37,844	36,594	35,969	34,719	33,969	33,219	32,406	31,594	30,719	29,844
CTF Police Station Construction (I) \$400,000 Adv Refunded 6-15-05	02/17/15	02/15/25	181,650	25,313	23,783	23,130	22,320	21,600	20,880	20,160	19,440	18,720	-
CTF Police Station Upgrades	11/22/13	11/15/23	168,000	23,000	17,550	17,250	16,875	16,425	15,975	15,563	15,188	-	-
CTF Prince Cove/Hayward Rd. Boat Ramp	06/14/11	06/15/26	600,000	55,050	53,850	52,250	50,650	49,050	47,450	45,850	44,250	42,900	41,500
CTF Private Road Repairs	06/26/08	06/15/23	1,607,900	137,896	133,884	128,801	124,521	120,241	115,961	111,548	-	-	-
CTF Private Road Repairs (I)	11/22/13	11/15/23	633,000	77,125	75,500	74,200	72,575	65,700	63,900	62,250	60,750	-	-
CTF Public Wharves-Dredging-Refunded	02/15/07	02/15/15	155,800	-	-	-	-	-	-	-	-	-	-
CTF Refunded Recreational Facility	06/14/11	06/15/16	144,000	-	-	-	-	-	-	-	-	-	-
CTF S&G Facility Roof Repairs	11/22/13	11/15/23	103,000	11,950	11,700	11,500	11,250	10,950	10,650	10,375	10,125	-	-
CTF School Building Improvements	06/16/10	06/15/30	936,000	73,369	65,869	64,744	62,494	61,144	59,794	58,331	56,869	55,294	53,719
CTF School Computer Network Infrastructure	11/22/13	11/15/23	189,000	23,500	23,000	22,600	22,100	21,500	15,975	15,563	15,188	-	-
CTF School Equipment (I)	06/14/11	06/15/16	193,000	-	-	-	-	-	-	-	-	-	-
CTF School Facilities Repair (I) \$339,000 Refunded	02/15/07	02/15/17	339,000	31,200	-	-	-	-	-	-	-	-	-
CTF School Facilities Repair & Improvement (I) \$660,000 Refunded	02/15/07	02/15/17	450,000	46,800	-	-	-	-	-	-	-	-	-
CTF School Facilities Repair & Improvement (I) \$660,000 Refunded	02/17/15	02/15/22	199,700	8,390	51,390	49,455	42,520	41,000	38,480	-	-	-	-
CTF School Facilities Upgrades/Repairs I	06/14/11	06/15/16	65,000	-	-	-	-	-	-	-	-	-	-
CTF School Facilities Upgrades/Repairs II	06/14/11	06/15/26	179,000	13,763	13,463	13,063	12,663	12,263	11,863	11,463	11,063	10,725	10,375
CTF School Facilities Upgrades/Repairs III	06/14/11	06/15/26	190,000	19,313	18,863	18,263	12,663	12,263	11,863	11,463	11,063	10,725	10,375
CTF School Facilities Upgrades/Repairs IV	06/14/11	06/15/21	332,000	40,850	34,800	33,600	32,400	31,200	-	-	-	-	-
CTF School Facilities Upgrades/Repairs V (I)	06/14/11	06/15/31	884,000	70,069	68,719	66,919	65,119	63,319	61,519	59,719	57,919	56,400	54,825
CTF School Facility Improvements 1 (I)	06/26/08	06/15/28	916,600	45,188	44,063	42,638	41,438	40,238	39,038	37,800	36,525	35,250	33,975
CTF School Fire & Communications System	11/22/13	11/15/23	200,000	23,900	23,400	23,000	22,500	21,900	21,300	20,750	20,250	-	-
CTF School Grounds Maintenance Equipment	11/22/13	11/15/18	150,000	31,650	30,900	30,300	-	-	-	-	-	-	-
CTF School Gym Bleacher Upgrades	11/22/13	11/15/18	55,000	10,550	10,300	10,100	-	-	-	-	-	-	-
CTF School Health & Safety Improvements \$478,000 Refunded	02/15/07	02/15/17	273,000	26,000	-	-	-	-	-	-	-	-	-
CTF School Health & Safety Improvements \$478,000 Refunded	02/17/15	02/15/26	193,400	7,780	31,780	30,700	29,620	28,660	27,700	21,740	19,980	19,260	18,540
CTF School Hot Water Pump Replacement	11/22/13	11/15/18	85,000	15,825	15,450	15,150	-	-	-	-	-	-	-
CTF School Improvement (I)	06/14/11	06/15/26	487,000	46,638	45,588	39,188	37,988	36,788	35,588	34,388	33,188	32,175	31,125
CTF School Kitchen equipment	11/22/13	11/15/18	110,000	21,100	20,600	20,200	-	-	-	-	-	-	-
CTF School Parking Lot (I)	06/14/11	06/15/21	250,000	29,750	29,000	28,000	27,000	26,000	-	-	-	-	-
CTF School Remolding - Asbestos 00-110 Refunded	06/14/11	06/15/22	50,000	6,150	6,000	5,800	5,600	5,400	5,200	-	-	-	-
CTF School Roof Repairs	11/22/13	11/15/23	600,000	71,700	70,200	69,000	67,500	65,700	63,900	62,250	60,750	-	-
CTF School Upgrades 1 (I) \$360,000 Refunded	02/15/07	02/15/17	250,000	26,000	-	-	-	-	-	-	-	-	-
CTF School Upgrades 1 (I) \$360,000 Refunded	02/17/15	02/15/22	104,700	4,427	28,127	27,360	21,280	20,520	19,760	-	-	-	-
CTF School Upgrades 2 (I) \$150,000 Refunded	02/15/07	02/15/17	100,000	10,400	-	-	-	-	-	-	-	-	-
CTF School Upgrades 2 (I) \$150,000 Refunded	02/17/15	02/15/27	47,400	1,866	6,766	6,645	6,420	6,220	6,020	5,820	5,620	4,920	4,240
CTF Senior Center - Garden Level \$457,000 Refunded	02/15/07	02/15/17	252,000	26,000	-	-	-	-	-	-	-	-	-
CTF Senior Center - Garden Level \$457,000 Refunded	02/17/15	02/15/27	195,000	7,635	31,635	25,555	24,700	23,940	23,180	22,420	21,660	20,900	20,140
CTF Senior Center - Parking Lot Expansion	02/17/15	02/15/30	290,000	29,525	29,125	28,225	27,325	26,525	25,725	24,925	24,125	23,325	22,525
CTF Sewer Expansion Analysis	11/22/13	11/15/18	70,000	15,725	15,350	10,100	-	-	-	-	-	-	-

TABLE C – Capital Trust Fund Debt Amortization Schedule – Continued

DEBT SERVICE PROGRAM	Issued Date	Maturity Date	Principal Amount	P&I Payments FY 2017	P&I Payments FY 2018	P&I Payments FY 2019	P&I Payments FY 2020	P&I Payments FY 2021	P&I Payments FY 2022	P&I Payments FY 2023	P&I Payments FY 2024	P&I Payments FY 2025	P&I Payments FY 2026
CTF Sidewalk Improvements	06/14/11	06/15/21	350,000	41,650	40,600	39,200	37,800	36,400	-	-	-	-	-
CTF Sidewalk Overlays	11/22/13	11/15/23	190,000	23,650	23,150	22,750	22,250	21,650	21,050	15,563	15,188	-	-
CTF Sidewalk/Guardrail Improvements 1	02/17/15	02/15/20	200,000	46,000	45,200	43,400	41,600	-	-	-	-	-	-
CTF Sidewalk/Guardrail Improvements 2	02/17/15	02/15/20	85,000	22,350	16,950	16,275	15,600	-	-	-	-	-	-
CTF Tennis Courts	11/22/13	11/15/23	500,000	59,750	58,500	57,500	56,250	54,750	53,250	51,875	50,625	-	-
CTF Town Building Repairs & Renovations \$685,000 Refunded	02/15/07	02/15/17	350,000	36,400	-	-	-	-	-	-	-	-	-
CTF Town Building Repairs & Renovations \$685,000 Refunded	02/17/15	02/15/27	317,600	12,470	46,470	44,940	43,410	41,050	39,730	38,410	37,090	30,770	29,650
CTF Town Hall Interior Upgrades	11/22/13	11/15/23	150,000	17,925	17,550	17,250	16,875	16,425	15,975	15,563	15,188	-	-
CTF Traffic Calming	06/14/11	06/15/16	50,000	-	-	-	-	-	-	-	-	-	-
CTF US Customs House upgrades	11/22/13	11/15/23	263,000	29,875	29,250	28,750	28,125	27,375	26,625	25,938	25,313	-	-
CTF Wastewater Management Planning	06/14/11	06/15/16	600,000	-	-	-	-	-	-	-	-	-	-
CTF Water Quality Evaluation	11/22/13	11/15/23	230,000	29,325	28,700	28,200	27,575	21,900	21,300	20,750	20,250	-	-
CTF West Barnstable Community Building Upgrades	11/22/13	11/15/23	72,000	11,150	10,900	5,750	5,625	5,475	5,325	5,188	5,063	-	-
CTF Guardrail Improvements (#2015-098)	02/25/16	06/30/36	170,000	26,611	26,000	25,200	24,400	18,600	18,000	17,400	16,800	16,200	15,600
CTF Sidewalk Improvements (#2015-098)	02/25/16	06/30/36	230,000	33,944	33,200	32,200	31,200	30,200	29,200	28,200	27,200	21,600	20,800
CTF Paving: Bay Stree Boat Ramp (#2015-099)	02/25/16	06/30/36	142,000	22,522	20,000	19,400	18,800	18,200	17,600	17,000	16,400	10,800	10,400
CTF Police Station Remodeling (#2015-100)	02/25/16	06/30/36	355,000	31,904	31,444	30,644	29,844	29,044	28,244	27,444	26,644	25,844	25,044
CTF Town Hall Remodeling (#2015-101)	02/25/16	06/30/36	939,000	85,103	79,831	77,831	75,831	73,831	71,831	69,831	67,831	61,031	59,231
CTF Road Repairs (#2015-102)	02/25/16	06/30/31	518,000	55,732	51,719	50,319	48,919	47,519	46,119	44,719	43,319	41,919	40,519
CTF Joshua's Pond Recreational Facility (#2015-111)	02/25/16	06/30/31	282,000	31,794	29,194	28,394	27,594	26,794	25,994	25,194	24,394	23,594	22,794
CTF Hamblin Pond Alum Treatment (#2015-112)	02/25/16	06/30/31	300,000	30,233	29,725	28,925	28,125	27,325	26,525	25,725	24,925	24,125	23,325
CTF Elementary School Modular Classroom (#2015-115)	02/25/16	06/30/36	3,720,000	312,409	308,306	300,706	293,106	280,506	273,106	265,706	258,306	250,906	243,506
CTF BIS Façade & Roof Improvements (#2015-116)	02/25/16	06/30/36	3,353,000	283,543	276,781	269,981	263,181	256,381	249,581	242,781	235,981	229,181	222,381
CTF BCHMCPs Façade & Roof Improvements (#2015-117)	02/25/16	06/30/26	260,000	40,111	39,200	33,000	32,000	31,000	30,000	29,000	28,000	27,000	26,000
CTF High School & Middle School Boiler Upgrades (#2015-119)	02/25/16	06/30/26	350,000	48,611	47,600	46,200	44,800	43,400	42,000	40,600	39,200	37,800	36,400
CTF W Village Elementary A/C Replacement (#2015-120)	02/25/16	06/30/26	250,000	34,722	34,000	33,000	32,000	31,000	30,000	29,000	28,000	27,000	26,000
CTF Craigville Beach Bathhouse (#2016-031)	02/25/16	06/30/36	450,000	40,094	39,525	38,525	37,525	36,525	35,525	34,525	33,525	32,525	31,525
CTF Road Repairs - Governors Way (#2016-037)	02/25/16	06/30/31	304,000	34,388	29,725	28,925	28,125	27,325	26,525	25,725	24,925	24,125	23,325
CTF Channel Dredging- Barnstable Harbour (#2016-035)	02/25/16	06/30/26	490,000	69,056	67,600	65,600	63,600	61,600	59,600	57,600	55,600	48,600	46,800
TOTAL GENERAL FUND DEBT SERVICE				4,751,255	4,469,909	4,198,361	3,876,123	3,430,753	2,963,256	2,762,295	2,254,201	1,646,908	1,560,405
CTF Marina Bulkhead Repair I	06/14/11	06/15/30	725,000	60,031	58,831	57,231	55,631	54,031	52,431	50,831	44,231	43,050	41,825
CTF HYCC 1 (I) \$1,000,000 Refunded	02/15/07	02/15/17	500,000	52,000	-	-	-	-	-	-	-	-	-
CTF HYCC 1 (I) \$1,000,000 Refunded	02/17/15	02/15/27	474,900	18,546	66,446	64,390	62,230	60,310	58,390	56,470	53,550	51,670	49,790
CTF HYCC 2 (I) \$8,000,000 Refunded	02/15/07	02/15/17	4,000,000	416,000	-	-	-	-	-	-	-	-	-
CTF HYCC 2 (I) \$8,000,000 Refunded	02/17/15	02/15/27	3,794,400	148,190	535,190	515,775	495,450	480,170	463,890	447,650	430,450	413,330	396,290
CTF HYCC 3 (I) \$1,600,000 Refunded	02/15/07	02/15/17	800,000	83,200	-	-	-	-	-	-	-	-	-
CTF HYCC 3 (I) \$1,600,000 Refunded	02/17/15	02/15/27	759,000	29,645	107,645	103,135	98,670	95,630	92,590	89,550	86,510	82,470	79,470
CTF HYCC 4	06/26/08	06/15/28	6,765,000	508,895	496,220	480,165	466,645	453,125	439,605	425,663	410,298	395,975	381,653
TOTAL ENTERPRISE FUND DEBT SERVICE				1,316,507	1,264,332	1,220,696	1,178,626	1,143,266	1,106,906	1,070,164	1,025,039	986,495	949,028
Temporary interest on bond anticipation notes				25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
GRAND TOTAL ALL DEBT SERVICE				6,092,761	5,759,241	5,444,057	5,079,749	4,599,019	4,095,162	3,857,459	3,304,240	2,658,403	2,534,433

Sewer Construction and Private Way Maintenance and Improvements Fund

Chapter 355 of the Acts of 2014 enacted by the General Court allows the Town of Barnstable to establish a special fund that may be used for the construction of sewers and the maintenance and improvements of private ways.

Dedicated revenue sources for this fund include 100% of the local meals excise tax and one-third of the local rooms excise tax. In addition, any betterment assessed to property abutters on sewer construction and private way improvements will also be credited to this fund if the fund is used to finance the improvements. The Stewart's Creek sewer construction and West Main Street Pump Station projects are the only projects to date that have been accounted for within this special fund. The Town borrowed money from the Massachusetts Clean Water Trust to finance the construction of these projects. The Town received low interest loans and principal subsidies on the loans. The loans will be paid back from the resources credited to this special fund. Betterments on the Stewarts Creek project were assessed to property abutters in the amount of 50% of the project costs. The betterments collected are credited to this fund.

The Fiscal Year 2017 Capital Program includes one project to be financed from this fund – the Private Road Repairs. A total of \$666,710 in project funding is recommended to be financed from this fund. Following is a 5 year projection for the fund's activity.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Beginning Fund Balance	\$ 10,044,539	\$ 11,335,915	\$ 13,315,051	\$ 15,320,057	\$ 17,351,244
<u>Resources:</u>					
Meals Tax	1,370,000	1,376,850	1,383,734	1,390,653	1,397,606
Room Tax	900,000	904,500	909,023	913,568	918,136
Betterments	90,000	85,000	80,000	75,000	70,000
Investment income	100,445	113,359	133,151	153,201	173,512
<u>Commitments:</u>					
Debt service	(502,359)	(500,573)	(500,902)	(501,235)	(501,578)
Private Road Improvements	(666,710)	-	-	-	-
Excess Resources	1,291,376	1,979,136	2,005,006	2,031,187	2,057,676
Ending Fund Balance	\$ 11,335,915	\$ 13,315,051	\$ 15,320,057	\$ 17,351,244	\$ 19,408,920

Debt Position Analysis

Type and Purpose of Debt

The Town sells bonds to finance major capital improvements that require large cash outlays. General Obligation Bonds (GOB) have been sold to fund capital improvements managed by various municipal operations such as schools, public works, recreation, conservation, and the Town's enterprise fund operations. General Obligation Debt, (GOD), is supported by the full faith and credit of the Town and is repaid from property taxes collected from both current and future property owners throughout the term of the debt, except for the bonds issued to fund most capital improvements for enterprise fund operations. Although property taxes are pledged as collateral for enterprise fund GOB's, most of the bonds are repaid with revenue generated by the enterprise funds and not property taxes. This arrangement provides for more favorable borrowing rates for enterprise fund debt and is required by Massachusetts General Laws. Alternatively, enterprise funds would have to issue what are referred to as "Revenue Bonds", which would typically carry much higher interest rates, as the collateral is enterprise fund revenue as opposed to property taxes.

Properly structured municipal debt is tax exempt. This feature is attractive to many investors who, in turn, require less interest than they would from non-tax-exempt investments. Typical rates for municipal bonds over the past several years have been in the 1.5% to 4% range. Rates remain low in FY16 as the economy is making municipal bonds more attractive for highly rated communities. When netted out against inflation, municipal borrowing costs, especially for strong credit worthy Towns such as Barnstable is enviable.

The Town operates several enterprise funds including the airport, two golf courses, a wastewater treatment facility, a solid waste transfer station, water supply operations, four marinas, Sandy Neck Beach Park and the Hyannis Youth & Community Center. These funds are expected to repay their debt from the revenues that they generate unless it is determined that a General Fund contribution is necessary to provide for some fee mitigation. In addition, the Town has borrowed on behalf of the Community Preservation Fund (CPF) that was created by general legislation to enable towns in the Commonwealth to acquire open space and to finance recreation, community housing and historic preservation projects. The CPF, a special revenue fund, is funded with three percent surtax on each real estate tax bill. The Commonwealth provides a partial matching program for the surtax billed from a state trust account, which is funded by real estate transfer taxes. The matching program is expected to decline as more communities adopt the CPF, real estate transactions declining, as well as a decline in the State's trust fund balance.

Current Debt Position

As of June 30, 2015, the Town of Barnstable had \$101.8 million of outstanding long-term debt. New debt issued in FY15 was \$23.6 million and existing debt retired was \$33.3 million, representing a \$9.7 million net decrease in the outstanding long-term debt level from June 30, 2014. These debt figures include all debt incurred on behalf of the governmental funds and enterprise funds.

Projected Debt Payments by Project and Fund

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

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

Projects	Maturities Through	Original Loan Amount	Coupon Rate (%)	Outstanding at June 30, 2014	Issued	Redeemed	Outstanding at June 30, 2015
MCWT Title V Bond of 1997.....	2021	\$ 200,000	0.00	\$ 72,603	\$ -	\$ (10,400)	\$ 62,203
MCWT Title V Bond of 2002.....	2023	200,000	0.00	90,212	-	(9,972)	80,240
Municipal Purpose Bonds of 2005.....	2015	6,280,000	3.25 - 5.00	3,445,000	-	(3,445,000)	-
MCWT Title V Bonds of 2006.....	2026	400,000	0.00	240,000	-	(20,000)	220,000
MCWT Title V Bond of 2007.....	2027	200,000	0.00	130,000	-	(10,000)	120,000
Municipal Purpose Bonds of 2007.....	2027	44,066,188	3.38 - 4.75	24,210,000	-	(6,730,000)	17,480,000
MCWT Bond of 2008 (CW-04-31).....	2021	389,216	2.00	222,094	-	(29,856)	192,238
Municipal Purpose Bonds of 2008.....	2028	5,928,700	3.75 - 4.50	3,212,000	-	(373,000)	2,839,000
MCWT Bond of 2009.....	2021	887,454	2.00	629,745	-	(340,301)	289,444
Municipal Purpose Bonds of 2010.....	2030	3,873,270	2.00 - 5.00	2,750,000	-	(200,000)	2,550,000
Municipal Purpose Bonds of 2011.....	2031	15,751,000	2.00 - 4.00	11,290,349	-	(1,746,552)	9,543,797
Municipal Purpose Refunding of 2012.....	2023	10,037,900	2.00 - 4.00	8,079,500	-	(1,200,000)	6,879,500
Municipal Purpose Bonds of 2014.....	2024	6,248,000	2.00 - 3.00	6,248,000	-	(793,000)	5,455,000
Municipal Purpose Refunding of 2015.....	2027	5,265,500	2.00 - 4.50	-	5,265,500	-	5,265,500
Municipal Purpose Bonds of 2015.....	2035	3,930,000	2.00 - 4.50	-	3,930,000	-	3,930,000
Total Bonds Payable.....				60,619,503	9,195,500	(14,908,081)	54,906,922
Add: unamortized premium.....				187,337	728,615	(44,303)	871,649
Total Bonds Payable, net.....				\$ 60,806,840	\$ 9,924,115	\$ (14,952,384)	\$ 55,778,571

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

Year	Principal	Interest	Total
2016.....	\$ 8,980,249	\$ 2,164,830	\$ 11,145,079
2017.....	8,627,730	1,849,462	10,477,192
2018.....	8,535,737	1,446,313	9,982,050
2019.....	8,529,982	1,079,172	9,609,154
2020.....	4,926,660	712,148	5,638,808
2021.....	3,764,171	531,702	4,295,873
2022.....	3,296,756	394,626	3,691,382
2023.....	2,677,256	270,033	2,947,289
2024.....	1,567,483	186,840	1,754,323
2025.....	1,029,483	139,291	1,168,774
2026.....	737,483	99,341	836,824
2027.....	500,483	74,010	574,493
2028.....	394,483	56,972	451,455
2029.....	359,483	43,840	403,323
2030.....	344,483	31,730	376,213
2031.....	165,000	19,506	184,506
2032.....	125,000	14,100	139,100
2033.....	115,000	10,350	125,350
2034.....	115,000	6,900	121,900
2035.....	115,000	3,450	118,450
Total.....	\$ 54,906,922	\$ 9,134,616	\$ 64,041,538

The Commonwealth of Massachusetts has approved school construction assistance to the Town. The assistance program, which is administered by the Massachusetts School Building Authority, provides resources for construction costs and debt service interest of general obligation bonds outstanding. The Town is currently receiving annual payments for 64% of eligible costs in relation to the construction of the new Middle School and the renovation and addition to the High School. During 2015, approximately \$3,509,000 of such assistance was received. Approximately \$12,935,000 will be received in future years. Of this amount, \$891,000 represents reimbursement of future long-term interest costs and \$12,044,000 represents reimbursement of approved construction cost and interest costs previously paid.

Bonds Payable Schedule – Enterprise Funds

Projects	Maturities Through	Original Loan Amount	Coupon Rate (%)	Outstanding at June 30, 2014	Issued	Redeemed	Outstanding at June 30, 2015
Golf Course.....	2025	\$ 6,601,500	5.00	\$ 2,900,000	\$ 2,151,500	\$ (2,350,000)	\$ 2,701,500
Add: unamortized premium.....				-	314,768	-	314,768
Total Golf Course Bonds Payable, net.....				2,900,000	2,466,268	(2,350,000)	3,016,268
Wastewater.....	2032	27,735,259	0.00 - 4.75	17,924,235	-	(1,830,596)	16,093,639
Water.....	2033	21,453,325	2.00 - 5.00	12,135,005	6,244,800	(7,046,917)	11,332,888
Add: unamortized premium.....				-	810,683	-	810,683
Total Water Bonds Payable, net.....				12,135,005	7,055,483	(7,046,917)	12,143,571
Solid Waste Transfer Station.....	2027	8,145,600	0.00 - 4.50	2,749,800	284,900	(758,700)	2,276,000
Sandy Neck.....	2031	1,265,000	4.00	1,115,000	-	(50,000)	1,065,000
Marinas.....	2030	1,814,000	3.00 - 5.00	1,673,651	-	(143,448)	1,530,203
Hyannis Youth and Community Center.....	2028	22,393,300	3.375 - 5.00	11,617,000	5,028,300	(6,168,000)	10,477,300
Add: unamortized premium.....				-	720,384	-	720,384
Total Hyannis Youth and Community Center Bonds Payable, net.....				11,617,000	5,748,684	(6,168,000)	11,197,684
Airport.....	2031	730,000	2.00 - 4.12	650,000	-	(30,000)	620,000
Total Bonds Payable, net.....				50,764,691	15,555,335	(18,377,661)	47,942,365
Less: unamortized premium.....				-	(1,845,835)	-	(1,845,835)
Total Bonds Payable.....				\$ 50,764,691	\$ 13,709,500	\$ (18,377,661)	\$ 46,096,530

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

Year	Principal	Interest	Total
2016.....	\$ 3,915,077	\$ 2,029,778	\$ 5,944,855
2017.....	3,976,087	1,884,916	5,861,003
2018.....	3,670,454	1,232,770	4,903,224
2019.....	3,740,815	1,013,400	4,754,215
2020.....	3,357,395	885,300	4,242,695
2021.....	3,207,292	777,368	3,984,660
2022.....	3,231,731	674,392	3,906,123
2023.....	3,293,111	569,231	3,862,342
2024.....	3,210,016	464,925	3,674,941
2025.....	3,110,815	369,481	3,480,296
2026.....	2,886,085	273,213	3,159,298
2027.....	2,926,837	197,729	3,124,566
2028.....	1,767,078	121,344	1,888,422
2029.....	988,595	80,514	1,069,109
2030.....	967,958	57,316	1,025,274
2031.....	923,355	33,810	957,165
2032.....	437,378	15,951	453,329
2033.....	446,451	6,931	453,382
2034.....	20,000	1,200	21,200
2035.....	20,000	600	20,600
Total.....	\$ 46,096,530	\$ 10,690,167	\$ 56,786,697

The Town is scheduled to be subsidized by the MCWT on a periodic basis for principal in the amount of \$1,177,346 and interest costs for \$489,892 for a portion of the enterprise fund. The principal subsidies are guaranteed.

The Town issued \$18,235,000 in General Obligation Refunding Bonds on February 17, 2015 for an advance debt refunding of \$19,385,000 in outstanding General Obligation Bonds originally issued in 2005 and 2007. The \$19,385,000 of General Obligation Bonds was refunded by placing the proceeds of the refunding bonds plus a net bond premium for a total of \$20,689,045 in an irrevocable trust to refund the outstanding debt when they are callable on February 15, 2025. As a result, the refunded bonds are considered defeased. The reacquisition price exceeded the net carrying amount of the old debt by \$2,454,045. This refunding was undertaken to reduce total debt service payments by \$1,706,141 and resulted in an economic gain of \$1,524,819.

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, 2015, the Town had the following authorized and unissued debt:

Purpose	Amount
Sewer projects	\$ 10,088,246
Water projects	4,056,480
Dredging projects	280,000
Road projects	660,000
Airport projects	20,618,125
Improvements for Bismore Park	582,000
Facilities improvements	1,608,000
School improvements	11,286,000
Fuel farm	810,000
Bulkhead	728,000
Sidewalks	400,000
Fish run reconstruction	500
Total	\$ 51,117,351

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

In February 2016, the Town Treasurer conducted a \$16.648 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 12, 2016 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:

- Strong economy, with projected per capita effective buying income at 116% of the national level and market value per capita of \$292,246;
- Very strong management, with "strong" financial policies and practices under our Financial Management Assessment methodology;
- Strong budgetary performance, with an operating surplus in the general fund but an operating deficit at the total governmental fund level in fiscal 2015;
- Very strong budgetary flexibility, with an available fund balance in fiscal 2015 of 29% of operating expenditures;
- Very strong liquidity, with total government available cash at 44.7% of total governmental fund expenditures and 6.6x governmental debt service, and access to external liquidity we consider strong;
- Strong debt and contingent liability position, with debt service carrying charges at 6.8% of expenditures and net direct debt that is 43.5% of total governmental fund revenue, as well as low overall net debt at less than 3% of market value and rapid amortization, with 82.1% of debt scheduled to be retired in 10 years, but a large pension and other postemployment benefit (OPEB) obligation and the lack of a plan to sufficiently address the obligation; and
- Strong institutional framework score

The descriptor used by S&P for this rating is "Prime Investment Grade". Less than 30 other communities in Massachusetts have an AAA rating from S&P. Strong bond ratings generally reduce interest expense to service the debt as well as bond insurance costs. Additionally, strong bond ratings enhance the prestige of the community within the financial markets and are a vote of confidence by the rating agency that the municipality is pursuing a sound financial course. This AAA rating reflects sound credit quality with associated very low risk and should result in future low borrowing costs for the Town. In August 2007, Moody's Rating Services upgraded its bond rating for the Town from Aa3 to Aa1, a two-step increase.

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

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 a more immediate rating change. In projecting bond ratios, it is important to review the sensitivity of the ratios to changes in the economy.

Extract from Standard & Poor's Credit Profile of Barnstable Printed November 8, 2013

"The stable outlook reflects our view of the town's very strong budgetary flexibility and liquidity, further supported by a very strong and diverse local economy. Although Barnstable maintains a strong debt and liability profile, and despite pension and OPEB costs that are expected to continue rising through the medium term, we do not anticipate weakened performance or liquidity measures, due to the town's very strong management practices. Steady economic development in recent years should aid tax base stability and provide additional future tax revenue. While unlikely, significant deterioration in general fund reserve or performance could lead to rating actions. For these reasons, we do not expect to change the rating within the two-year outlook horizon."

General Obligation Debt – Limitations

There are 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 \$674 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>\$13,476,184,100</u>
Debt Limit – 5% of EQV	\$673,809,205
Less:	
Outstanding Debt Applicable to Limit	\$65,723,674
Authorized and Unissued Debt	<u>\$51,117,361</u>
Legal Debt Margin	<u>\$556,968,180</u>

General Obligation Debt – Affordability

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

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

<u>Jurisdiction</u>	<u>Debt Outstanding</u>	<u>Applicable Percentage</u>	<u>Share of Overlapping Debt</u>
Barnstable County	\$ 25,907,367	17.40%	\$ 4,507,882
Barnstable Fire District	2,069,783	100.00%	2,069,783
Centerville-Osterville-Marstons Mills Fire Dist.	3,815,693	100.00%	3,815,693
Cotuit Fire District	2,161,000	100.00%	<u>2,161,000</u>
Subtotal overlapping debt			12,554,358
Town direct debt			<u>55,778,571</u>
Total direct and overlapping debt			<u>\$ 68,332,929</u>

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

Town of Barnstable Debt Ratios

<u>Current Status</u>	<u>Criteria</u>
0.717%	Direct Debt - General fund debt as a % of the town’s FY15 equalized property valuation as calculated by the state. Formula – Overall general fund debt ÷ Equalized valuation Standard & Poor’s rates this as low (favorable)
6.23%	Municipal Debt Burden – Current Year Definition - Town’s general fund debt service ÷ Total general fund expenditures Standard & Poor’s rates this as moderate
\$1,241	Net Direct Debt Per Capita Definition – Governmental fund net debt ÷ Town population Standard & Poor’s rates this as low (favorable)
\$ 298,343	Per Capita Market Value

Definition – Equalized valuation ÷ Population
Standard & Poor's rates this as very high (favorable)

Administrative Policies In Relation To Debt

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

Debt Refinancing

An advance refunding of outstanding debt shall only be considered when present value savings of at least 3% of the principal amount of the refunded bonds are produced, unless: (1) a debt restructuring is necessary or (2) bond covenant revisions are necessary in order to facilitate the ability to provide services or to issue additional debt. The Town, in collaboration with its Financial Advisor, continually monitors municipal bond market conditions to identify refinancing opportunities. An analysis shall be conducted when necessary to determine whether debt financing, cash purchase, or leasing is the most cost effective method of financing for the Town.

General Obligation Debt

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

The debt-to- assessed value ratio for the Town of Barnstable is 0.76%.

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 10.18%.

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 5.9%.

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

The Town currently exceeds this requirement by a significant margin. The Town intends to spend over \$19 million in the next five years as “pay-as-you-go” financing and anticipates financing about \$31 million in capital with new debt issues resulting in a 38/62 ratio.

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

The Town currently has no balance in this fund.

Capital Trust Fund

A Capital Trust Fund has been established for the purpose of financing debt service for recommended Capital Improvement Program projects, as contained within the Town’s five-year capital improvement 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 2017 is approximately \$8.3 million. This is expected to be repeated for the next 5 years.
2. The Capital Trust Fund shall not be utilized for any purpose other than that stated herein.
3. The criteria for reviewing capital project eligibility for Capital Trust Fund borrowing include the following:
 - a. The capital project shall have a financing term of 20 years or less,
 - b. The capital project shall have a minimum project cost of \$250,000,
 - c. The capital project is approved by the Town Council for funding through an appropriation and loan order submitted by the Town Manager.
4. The Capital Trust Fund will have a debt service restriction on the fund, such that debt service estimates from authorized loan orders shall not exceed, at any one time, more than 80% of the amount in the fund as of the close of the fiscal year prior to the next debt service authorization, unless recommended by the Town Manager.
5. The Capital Trust Fund shall otherwise function in accordance with related financial policies of the Town.

Debt Summarized

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

Capital Projects Funds

The General Fund Capital Improvements Plan proposed for FY17 totals \$15,598,449. Funding for the general fund capital will be provided from reserves within the Town's Capital Trust Fund, remaining balances from previously approved and completed projects, the Community Preservation Fund and borrowing authorizations. The general fund capital program is required by State law to be accounted for in a separate "Capital Projects Fund". The capital project accounting requirement allows for the segregation of capital related expenditures from operating expenses for a clearer presentation. The amounts list in the *Consolidated Resource/Appropriation Summary* on page 60 AND 61 includes not only the FY17 proposed capital plan for the General Fund but also the activity projected to occur from existing borrowing authorizations and appropriations approved in prior years for the general fund capital program.

Special Revenue Funds

Purpose and Description

The Special Revenue Funds are used to account for revenue sources that are legally restricted for specific purposes. The funds received by the Town are under the control of the Town Manager as they pertain to the general government and the School Committee as they pertain to School Department. Most funds may be expended without further appropriation. Some require Town Council authorization to expend. There are several sub-categories of special revenue funds. These include the following:

Revolving Funds

These are used to account for receipts from specific activities that are used to cover the cost of operating specific activities. The municipal and school operations have several revolving type activities. The municipal activities require Town Council action which approves a spending ceiling every year. The School Department revolving activities are under the School Committee's governance and do not require Town Council approval. The largest municipal revolving fund is the Recreation Revolving Fund which generates approximately \$475,000 of program activity per year.

The largest school revolving fund is the School Lunch Revolving Fund. Other notable school revolving funds include School Choice Tuition. Tuition received from other communities who send their children to Barnstable Schools is

Other Funds Not Part of the Budget Process

credited to this account and the School Committee is allowed to expend the funds for school related purposes, particularly to offset the costs of educating the out-of-town students.

Receipts Reserved for Appropriation

Certain revenues collected by the town are restricted under state laws as to their use and require the Town Council's approval in order to expend. These must be kept separate from other receipts that are credited to the General Fund.

Revenue for the Barnstable Disability Commission (BDC) is derived from receipts on handicap parking fines collected by the town. The Town Council has authorized the BDC to expend up to \$3,000 per year on administrative costs. Any additional expenditure out of the fund must be approved by the Town Council.

Receipts from the sale of town-owned property can only be expended on purposes for which the town can borrow funds. In other words, these receipts cannot be used to pay for operating costs. They can only be used for capital related expenditures.

Parking meter receipts are derived from the parking activities at Bismore Park. Special legislation enacted by the state upon petition from the town restricts these receipts for being used to maintain and improve the Bismore Park area. The FY16 and FY17 expenditures include debt service on the visitor center in Bismore Park as well as the maintenance costs of the facility and park area.

Wetland protection fees are assessed by the Conservation Commission in accordance with the Wetland Protection Act and are used to cover the cost of administering the act which is part of the Conservation Division's operating budget.

Embarkation fees are derived from a \$0.50 fee added to every ferry passenger ticket. These receipts are used to mitigate the cost of having ferry operations in the harbor area which are incurred by the Police and Public Works Departments. This is also used to pay the debt service on some pier reconstruction at the harbor.

Mooring fees are credited to the Waterways Improvement Fund (WWIF) in accordance with state law. The WWIF can be used for administering the mooring program and maintaining and improving the town's waterways. Expenditures are currently used to offset the mooring operations and a portion of the Harbormaster operating budget within the general fund.

Gifts

Similar to grants, gifts must be kept separate from general fund operations and accounted for within the special revenue fund structure unless it's an enterprise fund gift which can be combined within the enterprise fund accounting records. Authorization to expend gifts received by municipal operations is performed by the Town Council, and the School Committee authorizes the expenditure of School Department gifts.

The town receives an entitlement allocation from the federal government every year as part of the Community Development Block Grant Program (CDBG). These allocations have been declining due to cuts at the federal level as well as the town's population decline. The town pays for approximately 1 FTE's out of this program for administering the program as well as conducting program activities.

Other Designated Revenue

This category includes certain receipts received by the town that must be spent on specific designated purposes. These receipts must be kept separate from general fund resources. The two largest types of receipts in this category include cable license fees and Community Preservation Fund surtaxes.

The Community Preservation Fund is funded from a 3% surtax on real estate bills. In accordance with state laws, these receipts must be accounted for separately from other general fund revenues. The revenue can be used to finance open space land acquisitions, recreation improvements, historic preservation and community housing projects. Expenditure activity levels will be determined by the level of project requests brought forward to the committee throughout the year. Revenue will track with the real estate tax levy change every year.

Grants

Federal, state and other grants must be accounted for separately from the general fund and enterprise fund grants are included within the enterprise funds. Grants can be accepted by any department but grants received by the municipal operations must be brought forward to the Town Council for their authorization to expend. Grants received by the School Department must receive School Committee approval. The greatest impact in the town's grant activity is in the School Department which receives several federal and state grants. Some are entitlement grants and many are competitive.

Comcast License Fee 5 Year Spending Plan

The Town receives approximately \$775,000 per year from its cable license with Comcast. In accordance with the licensing agreement, the funds are restricted for use as they relate to public, educational and governmental programming activity. The town currently uses these funds to operate Channels 18 and 22. They were also used to finance the construction of a fiber optic network that was completed in FY14. The network connects 48 municipal facilities. This fund will also be used to self-insure the network.

	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
Estimated License Revenue	\$ 775,000	\$ 782,750	\$ 790,578	\$ 798,483	\$ 806,468
Position	Total	Total	Total	Total	Total
Video Coordinator	58,424	60,810	63,294	65,880	68,571
Video Coordinator	27,452	28,553	29,699	30,891	32,131
Video Coordinator	49,334	51,369	53,489	55,696	57,995
Senior Videographer	72,351	75,295	78,359	81,548	84,868
Videographer	60,764	63,247	65,832	68,523	71,325
Shift Differential	1,825	1,898	1,974	2,053	2,135
Overtime	36,500	35,000	35,000	35,000	35,000
Personnel	306,649	316,172	327,646	339,591	352,025
Full-time Equivalent Employees	4.00	4.00	4.00	4.00	4.00
Operating Expenses					
Internet access charge	40,000	41,000	42,025	43,076	44,153
Legal expenses	5,000	5,000	5,000	5,000	5,000
Equipment replacement	55,000	56,000	57,000	58,000	59,000
Equipment rental	10,000	10,000	10,000	10,000	10,000
INET maintenance	30,000	30,000	30,000	30,000	30,000
Pole rental fee	7,000	7,700	8,470	9,317	10,249
Supplies	5,000	5,000	5,000	5,000	5,000
Surety bond for INET construction	300	300	300	300	300
License and permits	1,500	1,500	1,500	1,500	1,500
Training	2,000	2,000	2,000	2,000	2,000
C3TV funding	60,000	61,200	62,424	63,672	64,946
Total operating expenses	215,800	219,700	223,719	227,865	232,147
Other Expenses					
School Dept. funding - Channel 22	215,000	220,000	225,000	230,000	230,000
Total other expenses	215,000	220,000	225,000	230,000	230,000
Grand total expenses	737,449	755,872	776,365	797,456	814,172
Net license revenue after expenses	37,551	26,878	14,212	1,027	(7,704)
Beginning fund balance	1,825,000	1,862,551	1,889,429	1,903,641	1,904,668
Ending fund balance	\$ 1,862,551	\$ 1,889,429	\$ 1,903,641	\$ 1,904,668	\$ 1,896,964

Trust and Agency Funds

The town uses the trust funds to account for assets held in a trustee capacity. Normally, the principal assets remain intact, and income that is generated can be used in accordance with the terms and conditions of the will or gift.

The Town Treasurer, in conjunction with the Trust Fund Advisory Committee, work to formulate a plan that will provide the town with the maximum amount of resources possible while simultaneously protecting the integrity of the principal investments. In accordance with the Town's Charter, the Town Manager is trustee of all trust funds except those administered by a court appointed trustee, and those under the School Committee.

All revenues from trust funds are generated primarily from investment income, and each year, expenditures from these funds are based on anticipated expendable income. As a matter of policy or for legal reasons, trust fund principal is not utilized for general expenditures with the exception of the Pension Reserve Fund. The trusts generated approximately \$1.5 million in investment income annually. Future earnings will depend upon interest rates and investment appreciation.

Expenditures are based on the current year needs and anticipated expendable income. Notable trust funds are the Pension Reserve, Cobb Fund and Kirkman Fund.

The Pension Reserve Fund is used to offset tax support for the county retirement assessment. As of June 30, 2015, the fund had a market value of almost \$2.6 million. The Pension Reserve Fund will transfer \$270,000 in FY1 to the general fund to offset the cost of funding the county retirement assessment.

The Cobb Trust Fund is managed by a Town Council appointed Trustee and had a market value of over \$9 million at the end of FY15. The Trustee sold some real estate in FY14 which should result in higher award levels in the future since the Trust has more invested cash now. The annual awards from this fund have been around \$150,000 per year. All awards are for the benefit of Barnstable school children.

The Kirkman Fund, with a market value of more than \$5 million as of June 30, 2015, will be used to provide beautification projects first at the Mosswood Cemetery and then all other town cemeteries. This fund is also used for the Cotuit Library and finally, all other public libraries. Proposals will be solicited from DPW's Structures and Grounds Division and the seven village libraries for project funding. No operating expenses of the public works department, which maintains the cemeteries, are paid for out of this fund. Approximately \$150,000 to \$300,000 has been awarded annually out of this fund for the past few years.

Town-Wide Financial Management Policies

Town Charter

1. Annual Budget Policy

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

2. Submission of Budget; Budget Message

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

3. Action of the Budget

Public Hearing

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

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

Adoption of the Budget

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

4. Supplementary Budgets and Appropriations

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

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

5. Capital Improvements Plan

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

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

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

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

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

6. Long Term Financial Forecast

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

7. Annual Audit

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

8. Financial Management Standards

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

General Ordinances

Reversion of Appropriations

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

Enterprise Funds

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

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

Revolving Funds

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

- a. The Classroom Education Fund, Senior Services Division, Community Services Department.
- b. Adult Social Day Fund, Senior Services Division, Community Services Department.
- c. Recreation Program Fund, Recreation Division, Community Services Department.
- d. Shellfish Propagation Fund, Natural Resources Division, Community Services Department.
- e. Building Inspections Fund, Building Services Division, Regulatory Services Department.
- f. Consumer Protection Fund, Consumer Affairs Division, Regulatory Services Department.
- g. Geographical Information Systems Fund, Information Systems Division, Administrative Services Department.
- h. Police Training Fund, Police Department.
- i. Arts & Culture Program Fund, Growth Management Department.

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

- a. The Town Accountant shall account for all funds separately from all other monies of the Town and to which shall be credited only the departmental receipts received in connection with the programs supported by such revolving fund.

- b. Expenditures may be made from such revolving funds without further appropriation, subject to the provisions of this article; provided, however, that expenditures shall not be made or liabilities incurred from any of the revolving funds in excess of the balance of the fund nor in excess of the total authorized expenditures from such fund.
- c. Interest earned on any revolving fund balance shall be treated as general fund revenue of the Town.
- d. Expenditures from said fund shall not be made for the purpose of paying any wages or salaries for full-time employees unless the fringe benefits associated with such wages or salaries are also charged to the fund.
- e. Annual authorization. Annually, at the time the town budget is submitted to the Town Council, the Town Manager shall submit an order to the Town Council authorizing the revolving funds set forth. The order shall contain the following:
 - i. The programs and purposes for which the revolving fund may be expended;
 - ii. The department or officer authorized to expend from such fund;
 - iii. The departmental receipts which shall be credited to the revolving fund; and
 - iv. A limit on the total which may be expended from such fund in the ensuing year, subject further to limitations that may be established annually within the order.

Administrative Code

1. Financial Policies and Procedures

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

- a. To develop effective financial management within the Town which conform to generally accepted accounting principles.
- b. To simplify, clarify, and modernize the financial systems of the Town as the need occurs.
- c. To provide increased public confidence in public financial management.
- d. To provide increased economy and financial performance and to maximize to the fullest extent practicable the use of public funds of the Town.
- e. To provide safeguards to ensure quality and integrity of the financial systems.
- f. In order to obtain the above goals, the Town Council adopts the following policies:
 - i. The Town will establish accounting practices which conform to generally accepted accounting principles (GAAP) as set forth by the authoritative standard-setting body for units of local government.

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

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

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

General Fund:

- a. Current revenues will be sufficient to support current expenditures.
- b. Debt will not be used to fund current operating expenditures.
- c. General Fund Undesignated Fund balance of at least 4% of total annual expenditures shall be budgeted. The Undesignated Fund balance shall be used to provide for temporary financing for unanticipated or unforeseen extraordinary needs of an emergency nature, for example, costs related to a natural disaster or calamity, or an unexpected liability created by federal or state legislation, new service needs that have been identified after the budget process, new public safety or health needs, revenue shortfalls, service enhancements, or opportunities to achieve costs savings.
- d. Funds shall be allocated from the Undesignated Fund balance only after an analysis has been prepared by the Town Manager and presented to Town Council. The analysis shall provide sufficient evidence to establish that the remaining balance is adequate to offset potential

- downturns in revenue sources and provide a sufficient cash balance for daily financial needs. The analysis shall address the nature of the proposed expenditure and the revenue requirement in subsequent budget years.
- e. Prior to allocating funds from the Undesignated Fund balance the Town Council shall find that an emergency or extraordinary need exists to justify the use of these funds. Funds shall be allocated each year in the budget process to replace any use of Undesignated Fund balance funds during the preceding fiscal year to maintain the balance of the Undesignated Fund balance at 4% of budgeted expenditures.

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

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

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

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

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

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

General obligation debt:

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

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

Offset receipts and Enterprise Funds in general:

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

Gifts and grants:

- a. All grants shall be managed to comply with the laws, regulations and guidance of the grantor; and all gifts and donations shall be managed and expended according to the wishes and instructions of the donor.

- b. All gifts and grants shall be evaluated for suitability and consistency to town policies. They shall also be formally accepted by both the Town Manager and the Town Council.

Capital Trust Fund:

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

2. Insurance

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

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

3. Investments

It is the policy of the Town of Barnstable that, giving due regard to the safety and risk of investment, all available funds shall be invested in conformance with legal and administrative guidelines and maximizes yields with the minimal risk and utilization of collateralization when requested. Effective cash management

is recognized as essential to good fiscal management. An aggressive cash management and investment policy will be pursued to take advantage of investment interest as a viable revenue source. The Town's portfolio shall be designed and managed in a manner responsive to the public trust and consistent with state and local law. Investments shall be made with the primary objectives of:

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

4. Computers and Automation

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

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

5. Procurement

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

6. Trust Fund Management

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

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

Town Council Budget Policy

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

1. REVENUE POLICY AND ORDER OF PRIORITY:

- a. To maintain a comprehensive and sound financial plan for meeting the prioritized operating and capital needs of the Town within the confines of available resources.
- b. To limit the increases on the property tax revenues to 2½% t plus new growth.
- c. To maintain adequate fund balances and reserves at 4% of the General Fund budget appropriation, net of transfers, to be set apart from certified free cash to protect against emergencies and unforeseen calamities.

- d. To maintain a capital trust fund by dedicating a minimum of \$6,725,000 in general funds annually and to enhance the fund where possible with revenues or expenditure reductions not otherwise necessary to sustain operations, or through grants and gifts.
- e. To support a revenue sharing agreement between municipal and school operations that includes the following:
 - i. Increases or decreases in General Fund revenue will be shared 60/40 between school and municipal operations net of the amount set aside to cover fixed costs increases.
 - ii. General Fund savings reserves in excess of the 4% reserve mentioned in item c. above will be made available for funding non-recurring municipal and non-recurring school operating expenses.
 - iii. The municipal and school operations savings account will continue to be credited with their respective appropriation savings from FY16; and excess General Fund revenue over budget estimates for FY16 will be shared 60/40 between school and municipal operations.
- f. To seek new sources of funding through grants, impact fees, and other innovative revenue raising practices.
- g. Explore and create new revenue sources (including grants) for the town and schools to alleviate strain on municipal and school budgets and perform operational audits and work toward greater energy efficiency.
- h. To ensure that enterprise programs shall be self-supporting, except where the provision of basic public services require general fund support.
- i. To utilize revolving funds to fund senior service programs, recreational programs, shellfish propagation, building inspections, arts programs, GIS and consumer protection programs.
- j. To maximize interest income through sound investment practices.
- k. To aggressively pursue tax title payments for prior tax commitments.
- l. Increase the education efforts in disseminating to the general public the municipal/school financial position including a detailed, clear and easy to understand explanation of operational and capital budgets.
- m. Continue to support lobbying efforts to change the Chapter 70 funding formula (changed in FY06), Lottery Aid and other Municipal Aid.
- n. To preserve and promote residential and commercial tax base.

2. EXPENDITURE POLICY AND ORDER OF PRIORITY:

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

3. GENERAL POLICY:

- a. To maintain a consolidated administrative structure that will stabilize net operating costs, provide for cross training of employees, and improve service delivery by emphasizing:
 - i. Continued use of information systems technologies as a tool to increase performance efficiencies.
 - ii. Continued implementation of quality improvements in the operating departments of the Town.
 - iii. Continued implementation of a “user friendly” public service program for permitting, licensing and payment of taxes and fees.
 - iv. Continued implementation of innovative, cost-effective and meaningful programs and services and improve efficiency in the use of equipment and personnel.
- b. To ensure cost benefit analysis is performed on newly proposed programs to ensure cost efficiency

- and cost avoidance in implementation.
- c. Evaluate and assess on an on-going basis alternative methods to decrease the cost of services by exploring the financial benefits of regionalization, consolidation, privatization and collective bargaining.
 - d. Continued implementation of a municipal public relations program that encourages community understanding of and participation in local government and that responds to constituents' requests and needs.
 - e. Provide for adequate maintenance and repair of Town-owned property, maintain or improve the current level of service to the public schools and other municipal facilities through more efficient use of equipment and personnel.
 - f. Continue efforts to address infrastructure critical needs including but not limited to roads and wastewater needs.

Management Policy

The balance in the growth of General Fund resources will be divided on a sixty percent to forty percent basis between the School Department and Municipal Departments, respectively, after the increase in fixed costs are provided for. Fixed costs consist of all items listed under the "Other Requirements" budget category.

General Fund savings reserves in excess of the Town Council's 4% reserve mentioned previously will be made available for funding municipal and school operations.

The municipal and school operations savings account will continue to be credited with their respective appropriation savings from FY16; and excess General Fund revenue over budget estimates for FY16 will be shared 60/40 between school and municipal operations after any allocation is made to maintain the Town Council's policy reserve.

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

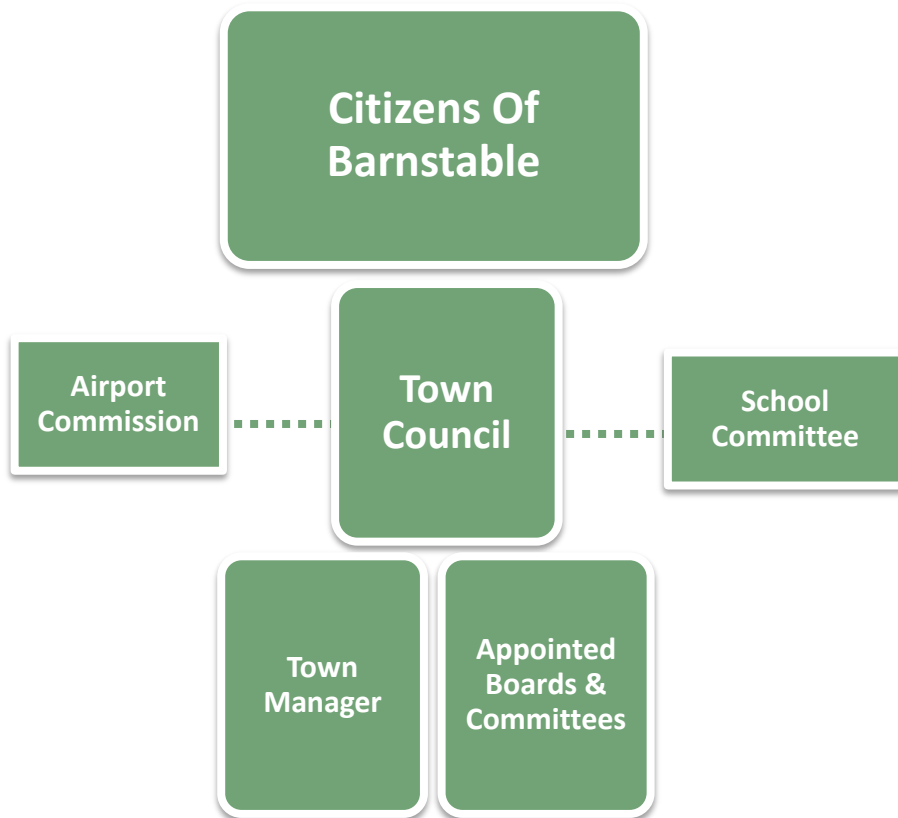
The Capital Trust Fund will provide for a minimum of \$3.25 million for public road improvements annually.

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Town Council

Mission Statement

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



Description of Services Provided

The Town Council, a thirteen member elected body, is the legislative and policy-making branch of town government. The Council develops, adopts and enacts policies and ordinances, to promote the general welfare of the town consistent with its mission and goals.

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

Protecting our unique character and quality of life

RECENT ACCOMPLISHMENTS

Through sound fiscal policy with the help of the Town Manager, to meet its operational and capital needs with a balanced budget, the town, through its professional staff, has maintained a balanced budget and continued to receive a AAA Bond Rating, as well as recipient of the “Distinguished Budget Presentation Award” and financial reporting awards from the Government Finance Officers Association.

The Council approved projects toward improving the quality of life for residents in the town of Barnstable now and for future generations. With Community Preservation Funds, the Town acquired property for open space and recreation, funding the creation of affordable housing, and the preservation of its resources; historic buildings and historical records. The introduction of online permitting as well as approving a Tax Increment Financing agreement are a couple of strategies utilized by the Council toward encouraging business in Barnstable.

Fiscal Year 2017 Goals and Objectives

1. Finance

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

2. Public Health and Safety

Protect the health and safety of all town residents and visitors by providing a safe and desirable community in which to live, work, and visit.

3. Education

To provide quality education, using a balance of resources in a partnership with the School Committee and the State and Federal governments.

4. Economic Development

To maintain a vibrant economy and a strong labor force, promoting a diversity of businesses, both for-profit and non-profit, clean industry, and smart growth.

5. Infrastructure

Facilitate the maintenance, improvement, and best use of the town’s infrastructure and capital assets.

6. Communications

Achieving a high-level of communication within town government; between the town and its residents, boards, commissions, volunteers and visitors, fostering participation and positive results geared toward meeting the needs of the community.

7. Housing

Promote town-wide initiatives of affordable, workforce, senior, and rental housing to meet the needs of Barnstable residents.

8. Environment and Natural Resources

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

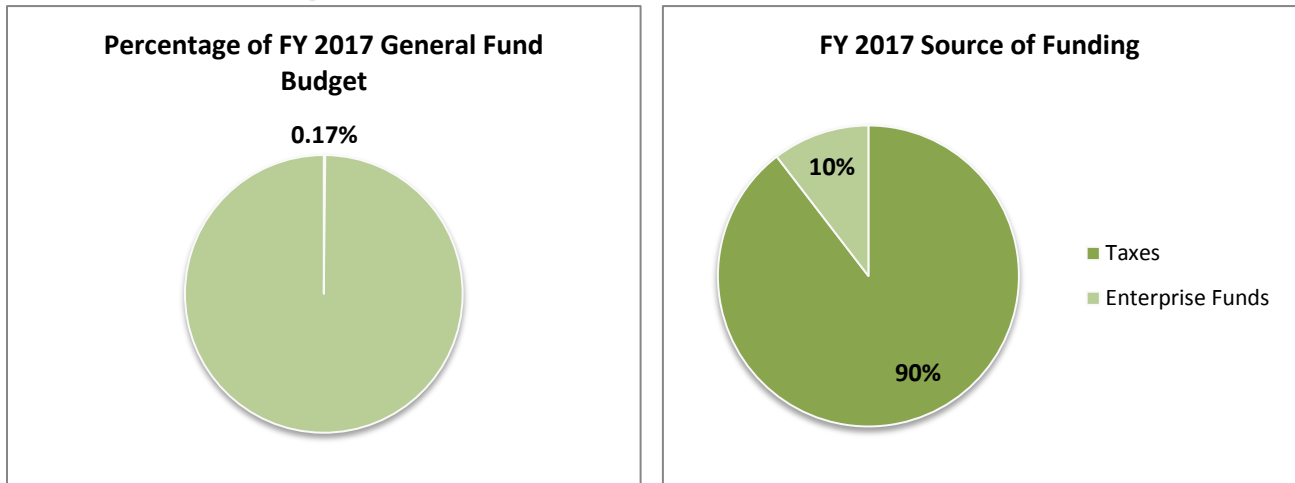
9. Quality of Life

Provide opportunities for residents and visitors to achieve their potential.

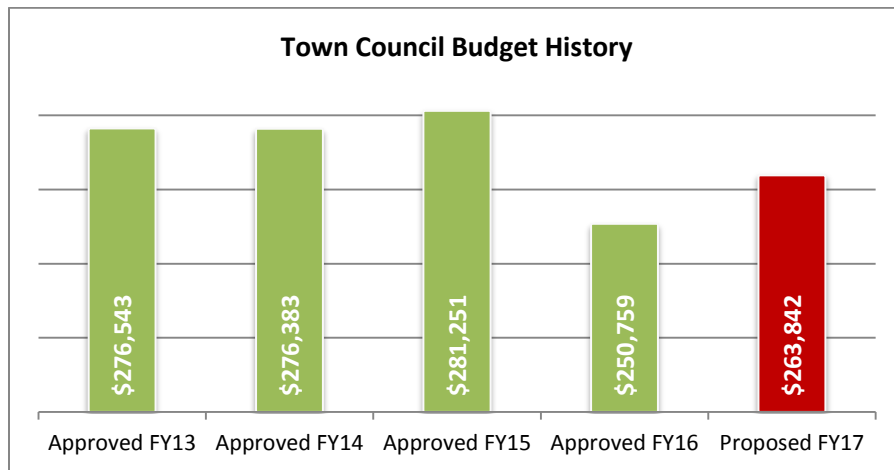
10. Regulatory Access and Accountability

Providing consistent, comprehensive, responsive, fair, and easily understood communication within town government; and between the town and its residents, committees, commissions, volunteers and visitors, fostering participation and positive results geared toward meeting community needs.

Fiscal Year 2017 Department Financial Data



The Town Council budget represents 0.17% of the overall general fund budget. 90% of the budget is financed from taxes and the other 10% from enterprise funds.



The budget has declined since the FY13 budget of \$276,543. The proposed FY17 amount of \$263,842 is down 4.6% over the five-year period. The significant change between the FY15 and FY16 is due to one full-time position being scaled back to 16 hours per week. There have been no other significant changes in this budget over the past five years.

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Personnel	\$ 217,681	\$ 223,959	215,001	233,392	9,433	4.21%
Operating Expenses	25,084	26,800	24,120	30,450	3,650	13.62%
Total Appropriation	242,765	250,759	239,121	263,842	13,083	5.22%
Employee Benefits Allocation:						
Life Insurance	51		53			
Medicare	2,930		2,865			
Health Insurance	27,678		20,347			
County Retirement	41,934		30,299			
Total Employee Benefits (1)	72,593		53,564			
Total Expenditures Including Benefits	\$ 315,358		\$ 292,684			
Full-time Equivalent Employees	2.00	1.40		1.40	0.00	
Source of Funding						
Taxes	\$ 195,831	\$ 201,931	\$ 190,293	\$ 236,335	\$ 34,404	17.04%
Enterprise Funds	46,934	48,828	48,828	27,507	(21,321)	-43.67%
Total Sources	\$ 242,765	\$ 250,759	\$ 239,121	\$ 263,842	\$ 13,083	5.22%

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

Summary of Significant Budget Changes

The FY17 proposed budget is increasing \$13,083 or 5.22% over the FY16 approved budget. Personnel cost are increasing \$9,433. Operating expenses are proposed to increase \$3,650 to cover the cost of a Strategic Plan update as well as additional funds for advertising.

Funding for this operation is provided from taxes and enterprise funds. Enterprise fund support is decreasing \$21,321 and tax support will increase \$34,404. The increase in tax support is a combination of the budget increase and the reduction in enterprise fund support.

Barnstable Town Council



Seated: Dr. Debra Dagwan, Precinct 8; Paul Hebert, Precinct 3; Council Vice President Eric R. Steinhilber, Precinct 2; Council President Jessica Rapp-Grassetti, Precinct 7; James M. Tinsley, Precinct 9; Jennifer L. Cullum, Precinct 13

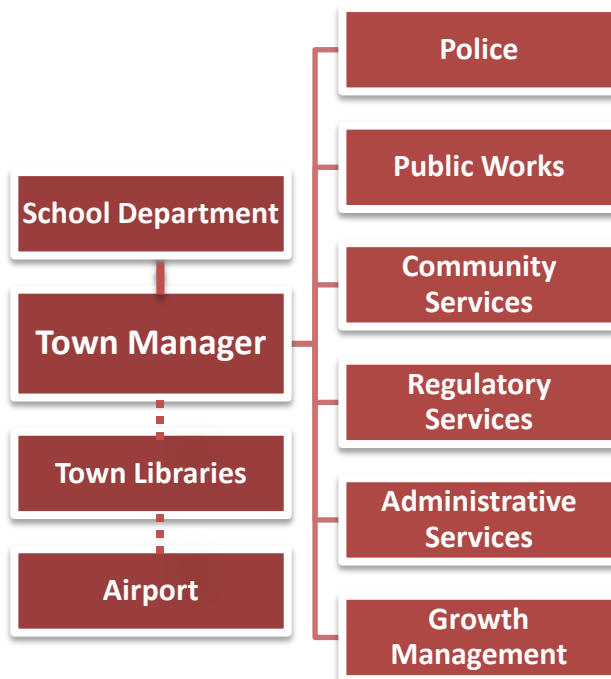
Standing: Frederick Chirigotis, Precinct 4; William Crocker, Jr, Precinct 6; James H. Crocker, Jr, Precinct 5; Sara Cushing, Precinct 10; Philip N. Wallace, Precinct 11; John Flores, Precinct 1; John T. Norman, Precinct 12;

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Town Manager

Mission Statement

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



Description of Services Provided

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

The Town Manager does extensive management planning and evaluation for the purpose of establishing short and long-term management strategies to implement and evaluate the implementation of departmental management

Implementing the Town Council’s Strategic Plan

RECENT ACCOMPLISHMENTS

- Implemented e-permitting in our Regulatory Services Department
- Completed renovations to stairwells and hallways in Town Hall
- The Town entered into a Commonwealth Community Compact with the Governor's Office pledging to adopt best practices in the areas of fiscal transparency and a community supported housing plan
- Commenced a Comprehensive Parking Study for Hyannis
- Completed work on the Town portion of the 208 Plan
- Provided Gateway Greeters at Bismore Park in an effort to better serve our residents and visitors to the Hyannis waterfront
- Completed customer service training for staff in our Regulatory Services Department

programs and activities. Additional emphasis is placed upon the introduction of modern management concepts and programs.

The Town Manager is responsible for annually submitting a balanced budget, capital improvement program, ten-year forecast, and other reports to the Town Council. This includes projecting revenue, analyzing the use of reserves for capital purchases and operations, and working with the School Department in trying to develop an equitable split of revenues for their operations.

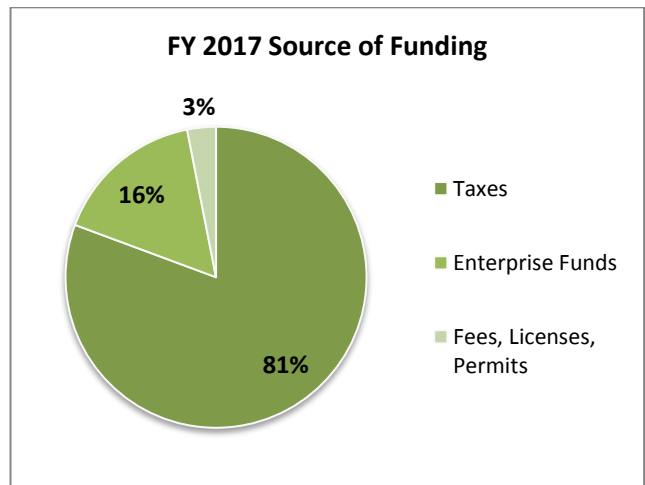
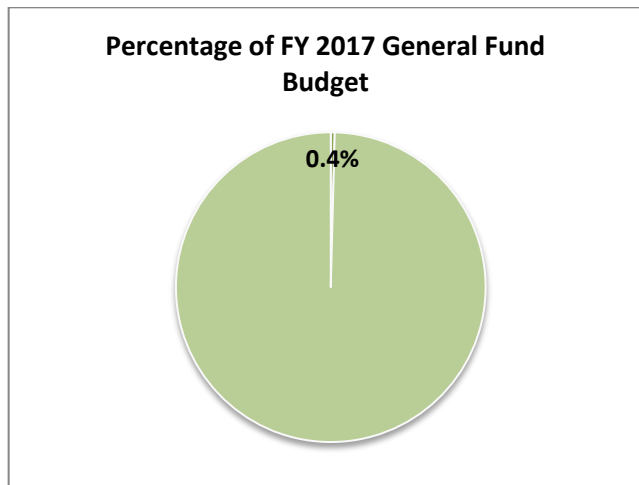
The Assistant Town Manager supports the Town Manager in executing the day-to-day responsibilities associated with operating the municipality. The position also serves as the department head for the Administrative Services Department.

The Town Manager and Assistant Town Manager negotiate land purchases, collective bargaining agreements and lawsuit settlements as needed. Both represent the town at various meetings, conferences and other functions regularly.

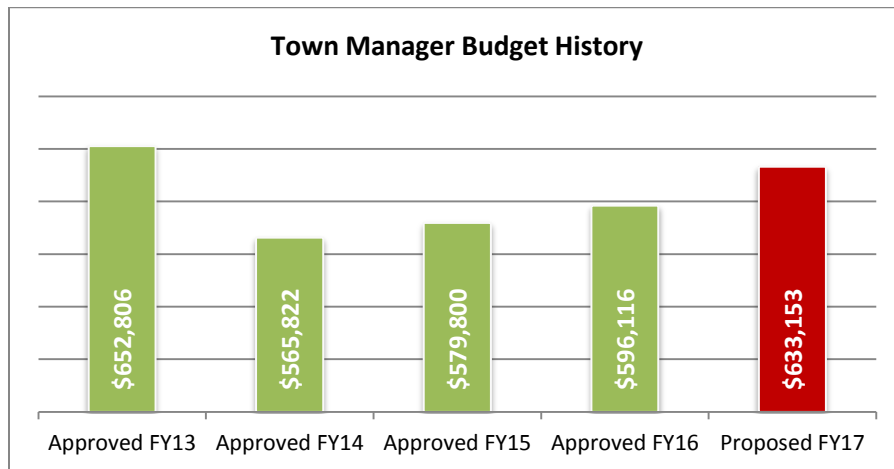
Fiscal Year 2017 Goals and Objectives

1. Introduce Barnstable Police Department Community Resource Officers to Main Street Hyannis during the summer season to support a healthy and vibrant Main Street.
2. Complete a master plan for dredging, obtain maintenance dredge permits where appropriate and develop a corresponding 5 year financial plan in support of the recommendation of the master plan.
3. Enhance the Arts & Culture District by expanding programming capabilities on the Village Green and Bandstand, add shanties along the Walkway to the Sea, and make sidewalk improvements along the Kennedy Legacy Trail.
4. Commence strategic discussion on Asset Management.
5. Develop community supported housing at locations such as the former Marstons Mills Elementary School.
6. Expand our aquaculture program in coordination with our recreational and commercial users combined with a working knowledge of the value of such expansion to improve the health of our embayments.

Fiscal Year 2017 Department Financial Data



The Town Manager budget represents 0.4% of the overall general fund budget. 81% of the budget is financed from taxes, 16% from enterprise funds, with the remaining 3% financed from fees, licenses and permits issued by this operation.



The significant decrease in the FY14 budget was due to the severance package for the former Town Manager, which was completed in FY13. There have been no other significant changes in this budget over the past five years.

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Personnel	\$ 451,074	\$ 469,284	\$ 455,205	\$ 506,321	\$ 37,037	7.89%
Operating Expenses	89,293	126,832	107,837	126,832	-	0.00%
Total Appropriation	540,368	596,116	563,042	633,153	37,037	6.21%
Employee Benefits Allocation:						
Life Insurance	36		35			
Medicare	6,015		6,155			
Health Insurance	34,183		36,335			
County Retirement	108,037		113,415			
Total Employee Benefits (1)	148,271		155,940			
Total Expenditures Including Benefits	\$ 688,639		\$ 718,982			
Full-time Equivalent Employees	4.50	4.50		4.50	0.00	
Source of Funding						
Taxes	\$ 382,548	\$ 450,816	\$ 418,717	\$ 510,687	\$ 59,871	13.28%
Fees, Licenses, Permits	5,865	19,500	18,525	19,500	-	0.00%
Enterprise Funds	151,955	125,800	125,800	102,966	(22,834)	-18.15%
Total Sources	\$ 540,368	\$ 596,116	\$ 563,042	\$ 633,153	\$ 37,037	6.21%

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

Summary of Significant Budget Changes

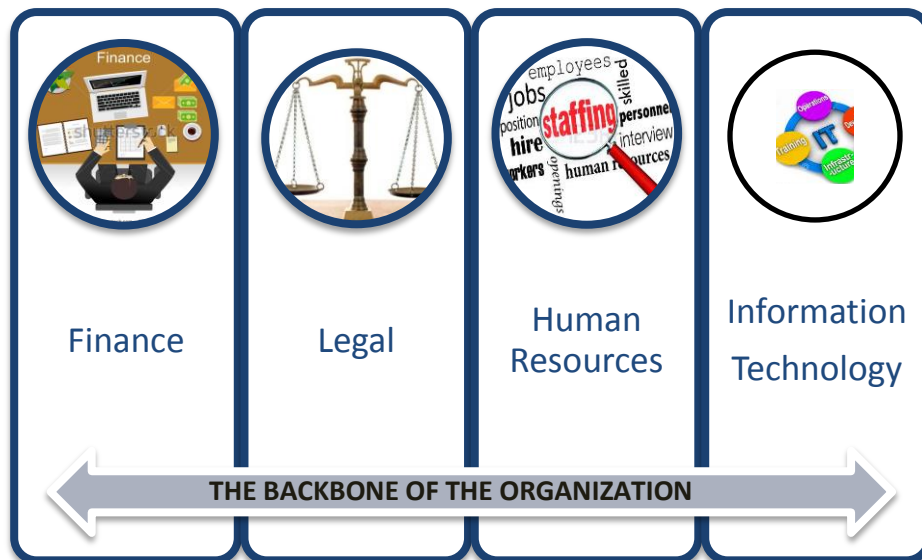
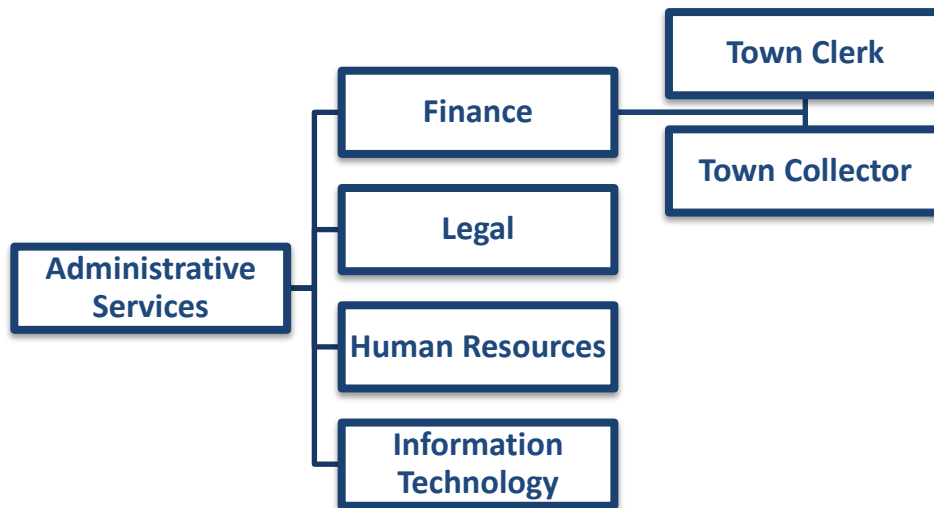
The FY17 proposed budget is \$37,037 more than the FY16 approved budget representing a 6.2% increase. The increase provides for the contractual pay increases for all department staff and a salary provision for the new Town Manager.

Funding for this operation is comprised of fees, enterprise fund support and taxes. Tax support will increase \$59,871. This is a combination of the budget increase and a reduction in enterprise fund support. The enterprise fund support is decreasing due to the formula used for allocating indirect support. A 5 year rolling average of town-wide expenditures is used for the allocation and the enterprise fund expenditures have declined on a percentage basis over the years; mainly due to smaller capital programs in the more recent years.

Administrative Services Department

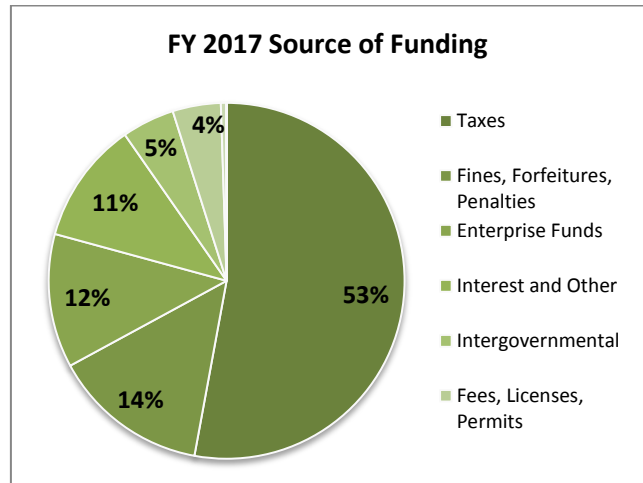
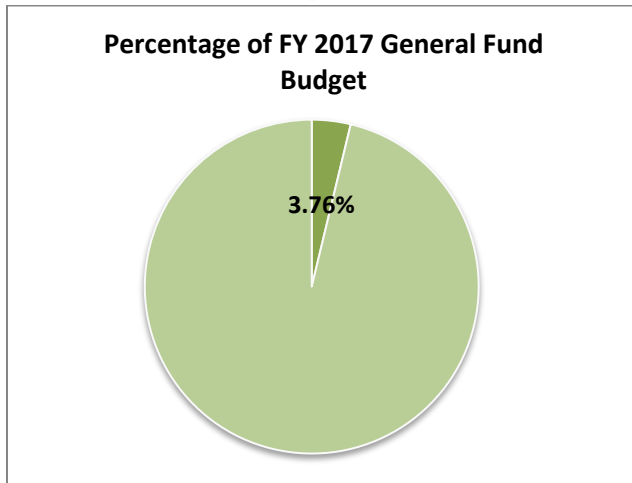
Department Description

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

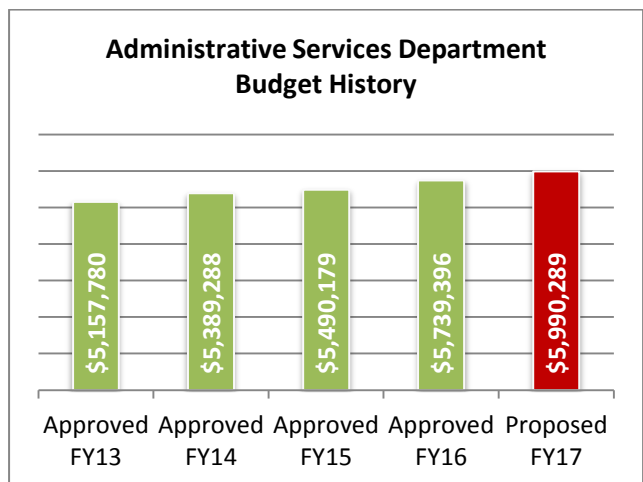
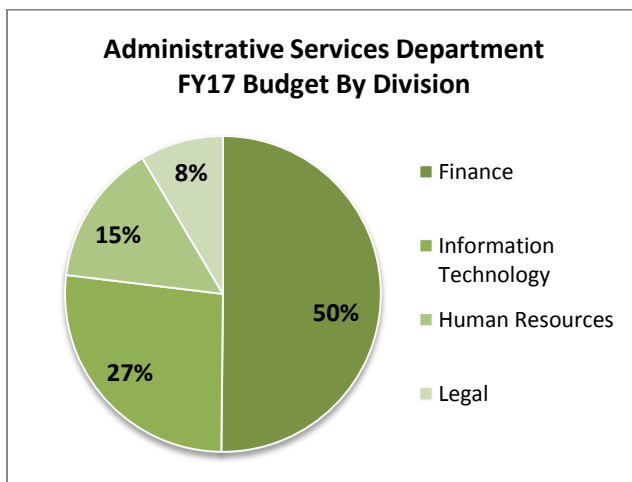


*The Backbone of the Organization, Providing Services to All
Line Operations and the Community*

Fiscal Year 2017 Department Financial Data



The Administrative Services Department budget represents 3.76% of the overall General Fund budget. Taxes provide 53% of the funding for this department. The next largest funding source is from penalties and interest on the late payment of taxes. This represents 14% of the department’s funding sources. Enterprise funds and investment earnings provide 12% and 11% respectfully.



The Finance Division is the largest division in this department representing 50% of the department’s FY17 proposed budget. The department’s budget has increased from \$5.157 million in FY13 to \$5.990 million in FY17 over the last five years or 16.14%.

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Personnel	\$ 4,152,993	\$ 4,473,640	\$ 4,339,737	\$ 4,611,433	\$ 137,793	3.08%
Operating Expenses	926,292	1,160,756	1,102,816	1,239,856	79,100	6.81%
Capital Outlay	90,227	105,000	105,000	139,000	34,000	32.38%
Total Appropriation	5,169,513	5,739,396	5,547,554	5,990,289	250,893	4.37%
Employee Benefits Allocation:						
Life Insurance	472		462			
Medicare	53,233		55,641			
Health Insurance	260,835		266,241			
County Retirement	781,371		848,402			
Total Employee Benefits (1)	1,095,911		1,170,747			
Total Expenditures Including Benefits	\$ 6,265,424		\$ 6,718,300			
Full-time Equivalent Employees	60.85	60.85		60.50	-0.35	
Source of Funding						
Taxes	\$ 1,865,161	\$ 2,865,114	\$ 2,336,955	\$ 3,168,730	\$ 303,616	10.60%
Intergovernmental	313,805	313,805	313,805	287,096	(26,709)	-8.51%
Fines, Forfeitures, Penalties	923,985	900,000	909,750	850,000	(50,000)	-5.56%
Fees, Licenses, Permits	276,447	262,060	248,777	262,060	-	0.00%
Charges for Services	1,578	1,000	800	1,000	-	0.00%
Interest and Other	1,107,813	693,000	1,033,050	663,500	(29,500)	-4.26%
Special Revenue Funds	-	30,000	30,000	30,000	-	0.00%
Enterprise Funds	680,724	674,417	674,417	727,903	53,486	7.93%
Total Sources	\$ 5,169,513	\$ 5,739,396	\$ 5,547,554	\$ 5,990,289	\$ 250,893	4.37%

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

Summary of Significant Budget Changes

The FY17 proposed budget is increasing \$250,893 or 4.4% over the FY16 approved budget. Personnel costs are increasing \$137,793 mainly due to contractual obligations. This includes the reduction of \$18,956 for the elimination of a Property Management Coordinator position or 0.35 FTE. Operating costs are increasing \$79,100, which will fund the increased cost for software & hardware maintenance/licenses (\$30,100), cell phone services (\$15,000) and \$34,000 for a consultant to assist the Information Technology Division in evaluating options for a new telecommunications system for the town. Capital outlay includes an additional \$34,000 for replacing the computer room/data center air conditioning system and \$105,000 for the continuation of software and hardware upgrades throughout the municipal operations managed by the Information Technology Division. One-time funding included in this budget totals \$68,000.

Tax support is expected to increase \$303,616 or 10.60% to cover the cost increases as well as the reduction in other funding sources.

Additional Funding Recommended

Information Technology

1. Software/ Hardware Maintenance Increases

\$30,100 Requested

\$30,100 Recommended

Information Technology (I.T.) provides software and hardware for every department in the town with the exception of the School Department and Police Department. The majority of this software/hardware is subject to an annual maintenance fee. This fee entitles the town to support and maintenance releases of the software and gives us a license to use it. For hardware, it provides timely replacement of critical hardware that has failed or is about to fail. By keeping current on maintenance, the town will benefit by having up-to-date software and legally use the software with valid licenses.

2. Telephone/VOIP Consultant

\$34,000 Requested

\$34,000 Recommended

The current phone system(s) in use by the Town and Schools are 15 years old. Some parts for these older systems are getting hard to find. With the Barnstable Fiber Optic Network (BFON) in place and running smoothly, it provides the town an excellent platform for allowing one phone system for all town and school buildings. There are better alternatives than traditional phone systems now and there are numerous ways to proceed. Where this will be possibly close to a \$750,000 project I.T. wants to make sure we proceed in the proper direction. In order to proceed, I.T. will need a comprehensive breakdown of all the existing phone systems (town and school). All telephone lines need to be documented and data collected on existing costs. New phone systems will use the network for connectivity and will require Power Over Ethernet (POE) switches to power the phone devices. All networking equipment will have to be reviewed and document where POE equipment will be needed.

3. Cellular Phone Service

\$15,000 Requested

\$15,000 Recommended

As of April 24th 2016 there have been 41 Verizon devices added in FY16 at an annual cost of \$21,906. Information Technology's budget for cellular devices is currently \$58,985 and will not be enough to cover FY16 cellular expenditures. With the addition of these devices we are projecting the yearly cellular costs to be \$77,216 leaving a deficit of -\$18,241. We will see a savings from seasonal suspensions of \$3,523 resulting in a deficit of -\$14,718. Information Technology is requesting an additional \$15,000 to fund this line item.

4. Computer Room/Data Center Air Conditioner

\$34,000 Requested

\$34,000 Recommended

Information Technology (I.T.) maintains a large data center in which more than a half a million dollars in equipment resides. This equipment generates a large amount of heat, which must be removed, and cool air circulated. This is extremely critical to prolong equipment life. Equipment under warranty/maintenance agreements would be void if adequate humidity and cooling are not maintained within the manufactures stated limits at all times. The existing 3.5-ton air conditioning unit is over fifteen years old. Before we start to experience critical breakdowns, it would be wise to purchase a new unit. If the unit were to cease

functioning the computer, room would rise to over 90 degrees in less than one hour. This would have catastrophic consequences on the equipment with potential for a town-wide server and network outage.

5. Maintain existing operating capital

\$105,000 Requested

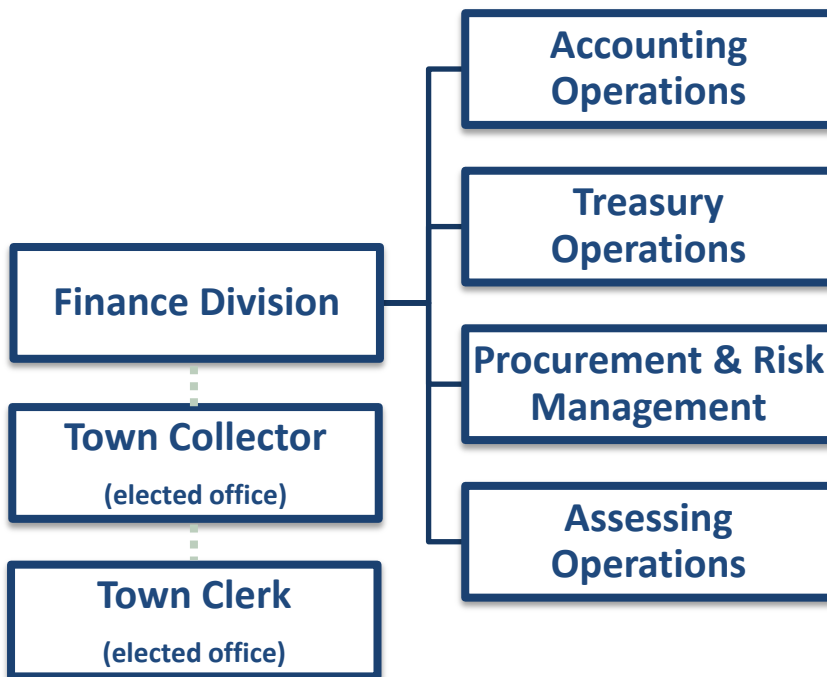
\$105,000 Recommended

If I.T.'s FY 2017 Capital Improvement Program for the replacement of the remaining 261 Windows XP machine were approved, I.T. has plans to use the funds that would have been designated for purchasing PC's from this Operating Capital to upgrade the virtual systems. The virtual systems are the core platform on which 95% of all the town's servers run and have not been upgraded for five years. We do not have much room for expansion without upgrading the existing infrastructure and we could experience performance issues at the current growth rate.

Finance Division

Mission Statement

The mission 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.



Description of Services Provided

Finance Operation

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

1. General ledger maintenance
2. Budget preparation



RECENT ACCOMPLISHMENTS

- Received the Certificate of Achievement for Excellence in Financial Reporting from the GFOA for the June 30, 2014 CAFR.
- Received the Distinguished Budget Presentation Award from the GFOA for the Fiscal Year 2016 budget.
- Maintained the Town's AAA bond rating for the issuance of the February 2016 bond issue.
- Issued \$16.6 million in new bonds at a rate of 2.11%.
- Completed the FY16 triennial property recertification in a timely manner with no major abatement applications filed.
- Expanded the use of credit card payment processing in various locations.
- Implemented an Open Budget web based application allowing citizens and other interested groups to see the town's operating and capital budgets in real time.
- Produced a new Financial Overview Report in conjunction with CFAC which summarizes key financial data in an easy to read brochure for citizens

3. Budget monitoring
4. Capital improvement program development
5. Short and long range financial forecasting
6. Audit coordination
7. Vendor payment processing
8. Monthly and annual financial reporting
9. Cost of service analysis
10. Cost/benefit analysis
11. Encumbrance processing
12. MUNIS system training
13. Fixed asset inventory and reporting
14. Grant monitoring and reporting
15. Special projects

Treasury Operation

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

1. Debt management (issuance and payment of bonds)
2. Banking services
3. Delinquent tax billing and collection
4. Revenue collection and forecasting
5. Cashiering
6. Payroll processing
7. Federal and State wage reporting and tax deposits
8. Remitting payroll deductions to vendors
9. The issuance of all vendor checks

Procurement & Risk Management Operation

The Procurement and Risk Management (PRM) Operation provides expertise in the areas of acquisition, management, insurance, inventory, and disposal of assets held by the town. In addition, it provides oversight of policies, procedures and enforcement of procurement laws on a town-wide basis, including schools and enterprise accounts. Included in this program's responsibilities are

the functions of risk management for the town's property and casualty insurance, as well as the specialty insurance policies such as public official's liability, and the processing of claims and loss control activities. The operation also provides extensive involvement in the negotiation of energy contracts for all segments of the town, the promotion of energy efficiency measures, the researching of alternative energy projects, and the active participation and leadership of the town's Green Team.

Assessing Operation

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

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

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

Town Clerk Operation (Elected Office)

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

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

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

Town Collector Operation (Elected Office)

The Town Collector Operation provides services in the area of tax billing and collection and customer services. The operation is responsible for the collection of property and other taxes due and payable to the town of Barnstable, as well as the five fire districts, located in the town of Barnstable. Receipts collected are paid over to the Town Treasurer and the five fire district treasurers on a weekly basis. In addition, the Town

Collector collects fees on behalf of the Hyannis Main Street Business Improvement District, which encompasses most of the Main Street, Hyannis property owners, and submits the fees weekly to the district's treasurer. Property taxes and sewer utility charges are billed on a quarterly basis. Motor vehicle excise taxes are billed when tax commitments are received from the State; usually once a month. The operation also issues the annual boat excise tax.

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

Fiscal Year 2017 Goals and Objectives

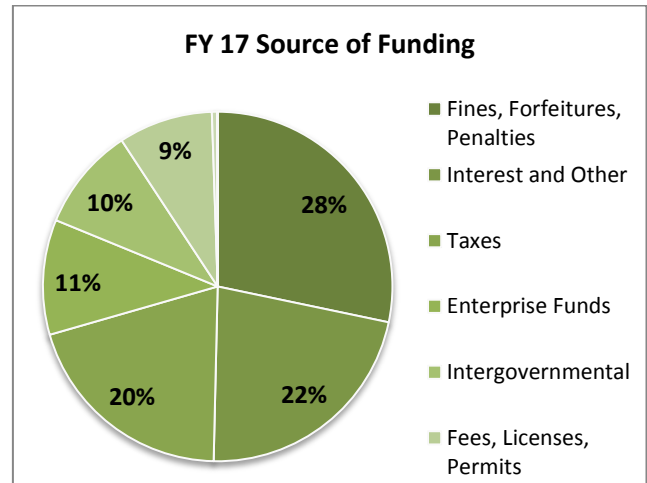
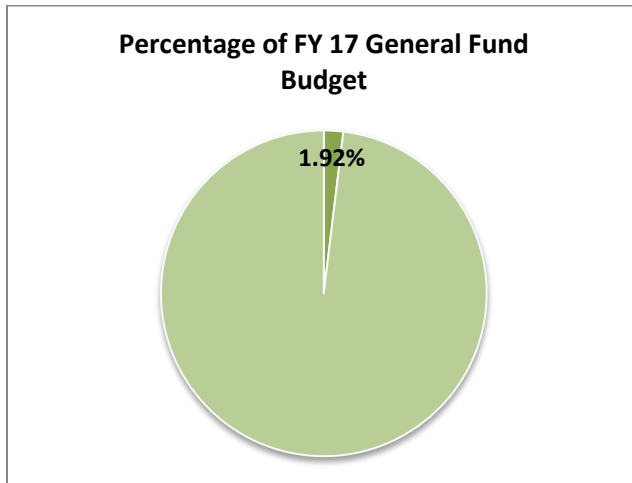
Short Term: (All Goals / Objectives apply to the Strategic Plan (SP): Finance)

1. Enhance the Open Budget financial transparency software that will allow internal and external parties the ability to monitor actual revenue and expenditure budgets against budgetary estimates and appropriations.
2. Continue to practice and promote sound financial policies and procedures in order to assist in maintaining the town's AAA bond rating for FY17.
3. Obtain the Certificate of Achievement for Excellence in Financial Reporting and the Distinguish Budget Presentation Award for the fiscal year ending June 30, 2016 financial statements and the FY17 budget document promoting the continuance of a commitment to report financial information to its highest level of openness and transparency.
4. Evaluate the prospect of conducting a tax lien sale in order to collect the back taxes owed on multiple parcels.

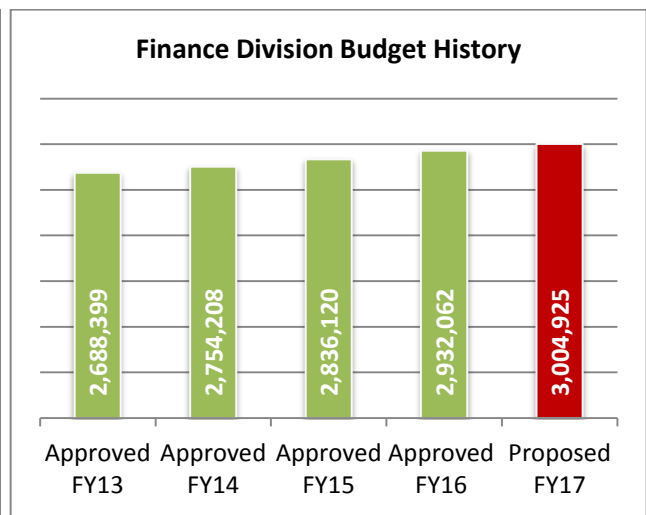
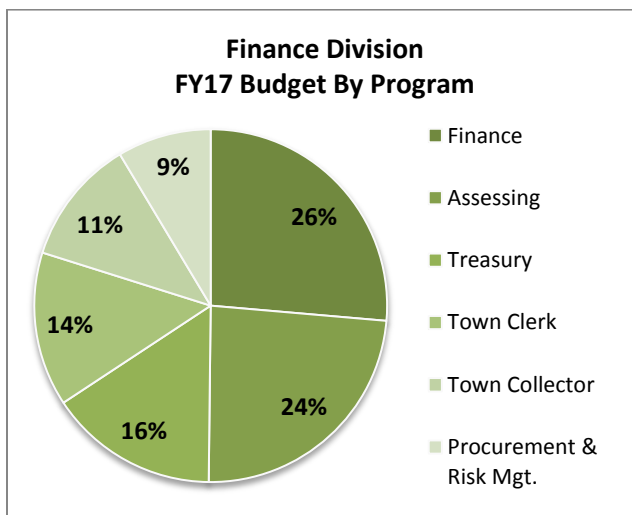
Long Term:

1. Educate and encourage departments in the use of performance measures for the purpose of measuring progress towards goals.
2. Expand the analysis and reporting of financial information to improve the town's openness and transparency for this type of information.
3. Conduct a tax possession auction in order raise funds for the town and reestablish properties on the tax rolls.

Fiscal Year 2017 Division Financial Data



The Finance Division represents 1.92% of the overall General Fund budget. The largest funding sources for this operation are investment income and fees charged on the late payment of taxes. These two categories comprise 50% of the Division’s funding. Taxes provide 20% of the funding sources for the division. Enterprise funds support 11% of the operation.



The Finance Program is the largest area of this division’s budget comprising 26% followed by the Assessors, which comprises 24% of the budget. The division’s budget has increased from \$2.688 million in FY13 to \$3 million proposed in FY17 or 11.77% over this five-year period.

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Personnel	\$ 2,309,072	\$ 2,549,227	\$ 2,432,367	\$ 2,622,090	\$ 72,863	2.86%
Operating Expenses	322,033	382,835	362,995	382,835	-	0.00%
Total Appropriation	2,631,105	2,932,062	2,795,361	3,004,925	72,863	2.49%
Employee Benefits Allocation:						
Life Insurance	321		311			
Medicare	30,052		32,460			
Health Insurance	149,745		155,151			
County Retirement	439,395		477,643			
Total Employee Benefits (1)	619,513		665,565			
Total Expenditures Including Benefits	\$ 3,250,617		\$ 3,460,927			
Full-time Equivalent Employees	38.10	38.10		37.75	-0.35	
Source of Funding						
Taxes	\$ -	\$ 453,935	\$ -	\$ 606,377	\$ 152,442	33.58%
Intergovernmental	313,805	313,805	313,805	287,096	(26,709)	-8.51%
Fines, Forfeitures, Penalties	923,985	900,000	909,750	850,000	(50,000)	-5.56%
Fees, Licenses, Permits	276,447	262,060	248,777	262,060	-	0.00%
Charges for Services	1,578	1,000	800	1,000	-	0.00%
Interest and Other	1,106,763	693,000	1,033,050	663,500	(29,500)	-4.26%
Special Revenue Funds	-	15,000	15,000	15,000	-	0.00%
Enterprise Funds	338,158	293,262	293,262	319,892	26,630	9.08%
Total Sources	\$ 2,960,736	\$ 2,932,062	\$ 2,814,444	\$ 3,004,925	\$ 72,863	2.49%

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

Summary of Significant Budget Changes

The FY17 proposed budget is increasing \$72,863 or 2.49%. Personnel costs represent the entire increase in the division. This includes contractual obligations offset with the elimination of funding for a part-time Property Management Coordinator position representing 0.35 FTE. Operating costs are unchanged.

Tax support is increasing \$152,442 as other resources used to balance the budget are declining. Intergovernmental aid for abatements and exemptions is declining and the estimate for fines, forfeitures and penalties are expected to decline with improved tax collections.

Fiscal Year 2017 Program Financial Data

Finance Program

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Personnel	\$ 582,260	\$ 679,464	\$ 638,907	\$ 706,241	\$ 26,777	3.94%
Operating Expenses	81,824	86,250	86,125	86,250	-	0.00%
Total Appropriation	664,084	765,714	725,032	792,491	26,777	3.50%

Employee Benefits Allocation:

Life Insurance	70		79	
Medicare	7,625		8,756	
Health Insurance	29,318		39,036	
County Retirement	89,577		117,946	
Total Employee Benefits (1)	126,591		165,816	

Total Expenditures Including Benefits	\$ 790,675		\$ 890,848	
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Full-time Equivalent Employees	8.25	8.25		8.25	0.00
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Source of Funding

Taxes	\$ 483,035	\$ 606,392	\$ 565,710	\$ 594,271	\$ (12,121)	-2.00%
Special Revenue Funds	-	15,000	15,000	15,000	-	0.00%
Enterprise Funds	180,672	144,322	144,322	183,220	38,898	26.95%
Total Sources	\$ 664,084	\$ 765,714	\$ 725,032	\$ 792,491	\$ 26,777	3.50%

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

Treasury Program

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Personnel	\$ 366,756	\$ 389,967	\$ 386,067	\$ 399,371	\$ 9,404	2.41%
Operating Expenses	38,346	67,800	67,178	67,800	-	0.00%
Total Appropriation	405,102	457,767	453,245	467,171	9,404	2.05%

Employee Benefits Allocation:

Life Insurance	31		23	
Medicare	4,810		5,004	
Health Insurance	24,273		23,233	
County Retirement	84,738		78,997	
Total Employee Benefits (1)	113,852		107,257	

Total Expenditures Including Benefits	\$ 518,954		\$ 560,502	
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Full-time Equivalent Employees	6.00	6.00		6.00	0.00
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Source of Funding

Fines, Forfeitures, Penalties	210,872	47,500	142,500	47,500	-	0.00%
Fees, Licenses, Permits	2,860	2,000	1,720	2,000	-	0.00%
Interest and Other	739,334	368,000	692,200	364,000	(4,000)	-1.09%
Enterprise Funds	76,836	70,511	70,511	59,160	(11,351)	-16.10%
Total Sources	\$ 1,029,902	\$ 488,011	\$ 906,931	\$ 472,660	\$ (15,351)	-3.15%

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

Procurement & Risk Management Program

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Personnel	\$ 227,000	\$ 248,284	\$ 247,572	\$ 251,008	\$ 2,723	1.10%
Operating Expenses	6,497	7,460	6,416	7,460	-	0.00%
Total Appropriation	233,497	255,744	253,988	258,468	2,723	1.06%

Employee Benefits Allocation:

Life Insurance	24		23	
Medicare	3,048		3,367	
Health Insurance	11,642		13,663	
County Retirement	43,284		45,769	
Total Employee Benefits (1)	57,998		62,822	

Total Expenditures Including Benefits	\$ 291,496		\$ 316,809	
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Full-time Equivalent Employees	3.35	3.35	3.00	-0.35
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Source of Funding

Taxes	\$ 39,176	\$ 78,568	\$ 57,312	\$ 78,501	\$ (68)	-0.09%
Interest and Other	142,933	130,000	149,500	133,500	3,500	2.69%
Enterprise Funds	51,388	47,176	47,176	46,467	(709)	-1.50%
Total Sources	\$ 233,497	\$ 255,744	\$ 253,988	\$ 258,468	\$ 2,723	1.06%

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

Assessing Program

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Personnel	\$ 571,382	\$ 620,943	\$ 574,188	\$ 644,348	\$ 23,406	3.77%
Operating Expenses	60,221	71,000	63,880	71,000	-	0.00%
Total Appropriation	631,604	691,943	638,068	715,348	23,406	3.38%

Employee Benefits Allocation:

Life Insurance	115		110	
Medicare	7,559		7,861	
Health Insurance	40,568		40,821	
County Retirement	119,727		127,666	
Total Employee Benefits (1)	167,969		176,458	

Total Expenditures Including Benefits	\$ 799,573		\$ 814,525	
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Full-time Equivalent Employees	11.00	11.00	11.00	0.00
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Source of Funding

Taxes	\$ 304,520	\$ 370,138	\$ 316,263	\$ 420,252	\$ 50,115	13.54%
Intergovernmental	313,805	313,805	313,805	287,096	(26,709)	-8.51%
Charges for Services	867	-	-	-	-	0.00%
Interest and Other	4,411	-	-	-	-	0.00%
Enterprise Funds	8,000	8,000	8,000	8,000	-	0.00%
Total Sources	\$ 631,604	\$ 691,943	\$ 638,068	\$ 715,348	\$ 23,406	3.38%

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

Town Collector Program

<u>Expenditure Category</u>	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 219,065	\$ 246,619	\$ 226,585	\$ 248,423	\$ 1,804	0.73%
Operating Expenses	93,228	98,250	91,373	98,250	-	0.00%
Total Appropriation	312,293	344,869	317,958	346,673	1,804	0.52%

Employee Benefits Allocation:

Life Insurance	34		31	
Medicare	2,898		3,062	
Health Insurance	15,843		14,353	
County Retirement	45,822		48,006	
Total Employee Benefits (1)	64,597		65,452	

Total Expenditures Including Benefits \$ 376,889 \$ 383,410

Full-time Equivalent Employees 4.00 4.00 4.00 0.00

Source of Funding

Fines, Forfeitures, Penalties	713,114	852,500	767,250	802,500	(50,000)	-5.87%
Fees, Licenses, Permits	83,596	90,500	85,975	90,500	-	0.00%
Interest and Other	204,678	190,000	182,400	164,000	(26,000)	-13.68%
Enterprise Funds	21,262	23,253	23,253	23,045	(208)	-0.89%
Total Sources	\$ 1,022,650	\$ 1,156,253	\$ 1,058,878	\$ 1,080,045	\$ (76,208)	-6.59%

Town Clerk Program

<u>Expenditure Category</u>	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 342,608	\$ 363,950	\$ 359,047	\$ 372,699	\$ 8,748	2.40%
Operating Expenses	41,917	52,075	48,024	52,075	-	0.00%
Total Appropriation	384,525	416,025	407,071	424,774	8,748	2.10%

Employee Benefits Allocation:

Life Insurance	47		46	
Medicare	4,111		4,410	
Health Insurance	28,101		24,045	
County Retirement	56,246		59,260	
Total Employee Benefits (1)	88,506		87,761	

Total Expenditures Including Benefits \$ 473,030 \$ 494,832

Full-time Equivalent Employees 5.50 5.50 5.50 0.00

Source of Funding

Taxes	\$ 178,794	\$ 240,465	\$ 236,239	\$ 252,214	\$ 11,748	4.89%
Fees, Licenses, Permits	189,991	169,560	161,082	169,560	-	0.00%
Charges for Services	711	1,000	800	1,000	-	0.00%
Interest and Other	15,029	5,000	8,950	2,000	(3,000)	-60.00%
Total Sources	\$ 384,525	\$ 416,025	\$ 407,071	\$ 424,774	\$ 8,748	2.10%

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

Performance Measures

Finance Operation

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

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

Assessing Operation

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual
Total Properties Assessed	29,000	28,953	28,888	28,925
Number of Abatements Filed	335	348	186	106
% of Properties Filing Abatements	0.01%	0.01%	0.01%	0.00%
Number of Abatements Granted	169	154	56	52
Average Abatement Dollar per Appeal Filed	\$944.56	\$1,051.39	\$1,397.45	\$776.09
Total Tax Dollar Value for Appeals Granted	\$159,631	\$154,476	\$78,257	\$40,357
Percentage of FY Tax Levy for Appeals Granted	0.0016%	0.0016%	0.0008%	0.0004%

Town Collector Operation

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

	FY 2012 Levy	FY 2013 Levy	FY 2014 Levy	FY 2015 Levy
Percentage of the net property tax levy collected in the fiscal year levied	97.77%	97.88%	97.99%	97.18%
Percentage of the net property tax levy collected to date including the amounts collected subsequent to the fiscal year levied	99.22%	99.24%	98.93%	97.18%

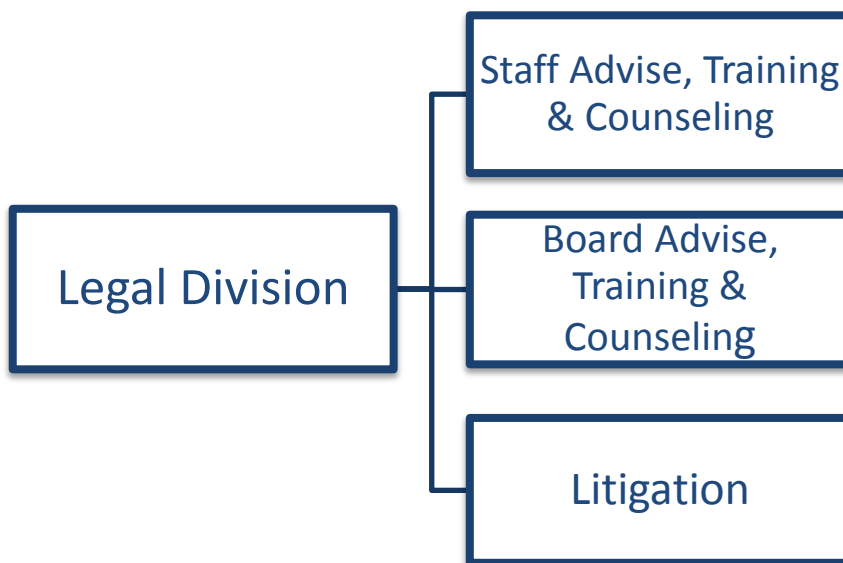
Workload Indicators

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected
Accounting				
Vendor Payments Processed	36,192	36,435	41,187	41,534
G/L Accounts Maintained	19,344	19,898	18,970	18,914
G/L Transactions Processed	258,787	271,117	276,092	277,890
Treasury				
Vendor Checks Processed	22,971	23,510	22,149	23,089
Payroll Checks Processed	59,568	57,869	55,821	56,936
Assessing				
Appellate Tax Board Appeals Settled	41	71	11	5
Exemptions Processed	771	732	715	750
RE/PP Abatements Processed	348	186	106	272
MVE Abatements Processed	2,318	2,190	2,419	2,358
Building Permits Inspected	572	1824	1,165	2,030
Re-listing Inspections	2,515	2,641	2,697	2,680
Property Transfers (Deeds) Processed	2,650	2,635	2,412	2,515
Procurement & Risk Management				
RFP's Issued	26	20	23	33
Sealed Bids Issued	42	44	50	52
Contracts Processed	46	75	90	99
Quotes Conducted or Reviewed	164	160	160	152
Requisitions Reviewed for Compliance	750	586	650	596
Avoided Bids	22	26	30	25
Collaborative Contracts (State & County)	26	24	25	42
Surplus Property Designations	21	25	25	41
Town Clerk				
Births Recorded	946	778	800	881
Marriages Recorded	481	361	350	499
Deaths Recorded	767	829	800	862
Dogs Licensed	2,698	2,750	2,800	2,865
New Voters Registered	2,875	1,436	1,400	1,779
Business Licenses Issued	364	360	350	364

Legal Division

Mission Statement

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



Description of Services Provided

It is the goal of the Legal Division to prevent and/or minimize legal problems for the town. The Legal Division functions as an in-house corporate law office in providing and/or supervising the provision of legal services to tenements of the governmental structure and to the citizens, depending on their relationship to the town. The availability of in-house legal staff to offer advice and counsel on an as-needed basis has created an ability to address concerns and issues in a timely and efficacious fashion. As part of its in-house counsel services, the Legal Division provides all town entities with panoply of legal support ranging from advice, training and counseling to litigation services. Litigation represents the end stage

Providing Accessible and Preventative In-House Legal Services.

RECENT ACCOMPLISHMENTS

- A challenge to the power purchase agreement between the Cape Wind and NSTAR Electric Company alleging that the state overstepped its authority by conditioning NSTAR's application to merge with Northeast Utilities on NSTAR's agreement to purchase high-priced power from Cape Wind was reinstated when the First Circuit Court of Appeals reversed the decision of the Federal District Court and sent it back for further hearings.
- Efforts to enjoin the Board of Health's decision not to renew a motel license based upon habitual health, safety and fire code violations were defeated both on the superior court and on appeals court levels.
- Successfully defended the Board of Assessors in an appeal to the First Circuit Court of Appeals involving a previously dismissed lawsuit which challenged the applicability of Proposition 2 ½ to fire districts.
- Identified a legal problem with the timing of certain Conservation Commission hearings and worked with the Conservation Commission to adopt a system of scheduling cases which prevented future litigation.

in the resolution of disputes in which the town is a party. At that point, issues are brought before other tribunals, judicial, quasi-judicial, at the county, state, and federal level, for resolution. Occasionally, the town brings the matter as plaintiff; more often, we are a party defendant, or an appellant or appellee. Litigation is thus the end of a continuum if the program is seen as merely one of ending disputes. Every effort is made to avoid it by providing legal counseling in advance of decision-making or otherwise committing to a course of action that will lead to litigation. Of course, not every matter is most advantageously settled for the town by avoiding litigation at all costs, but it is always desirable to have the legal options and alternatives spelled out. That is the function of legal counseling. In this regard, some of the most effective counseling results in litigation. Lessons are rarely more vivid than when the earlier decisions of a town board are dissected by a judge or a hearing officer. Therefore, the most realistic view of the proper delivery of legal services is that the function is one integrated whole, best measured by the time spent as required by the client, consistent with professional quality and responsibility.

Fiscal Year 2017 Goals and Objectives

Short Term:

1. Continue to devote attention to decreasing defensive litigation by education and training. (Strategic Plan: Finance, Economic Development, Regulatory Process and Performance Communications).
2. Continue to assist the Community Preservation Committee in reviewing the eligibility of projects for funding and in reviewing restrictions and other legal documents. (Strategic Plan: Quality of Life, Finance, Environment, Natural Resources and Housing).
3. Continue to work with the Growth Management Department on legal issues relating to growth and the quality of life including downtown revitalization, coastal access and economic development. (Quality of Life, Economic Development, Regulatory Process and Performance, Environment, Natural Resources and Housing).
4. Continue to provide advice and assistance on the implementation of legislation designed to promote energy

efficiency to affect cost savings. (Strategic Plan: Finance, Public Health and Safety, Infrastructure, Economic Development, Environment and Natural Resources).

5. Work with Town entities to explore creative strategies to promote economic development. (Strategic Plan: Finance, Economic Development and Quality of Life).

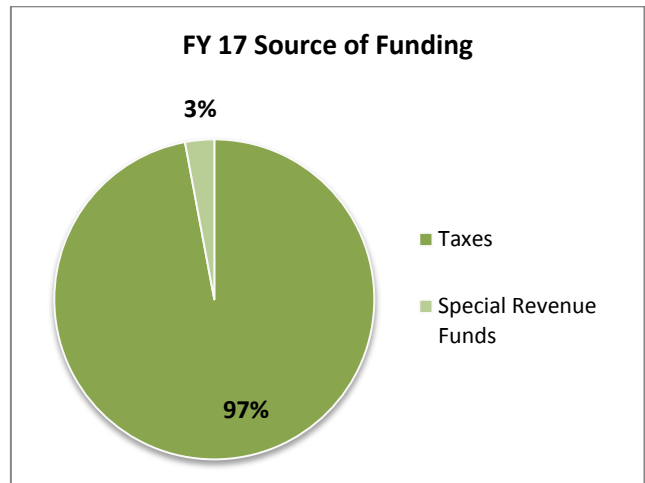
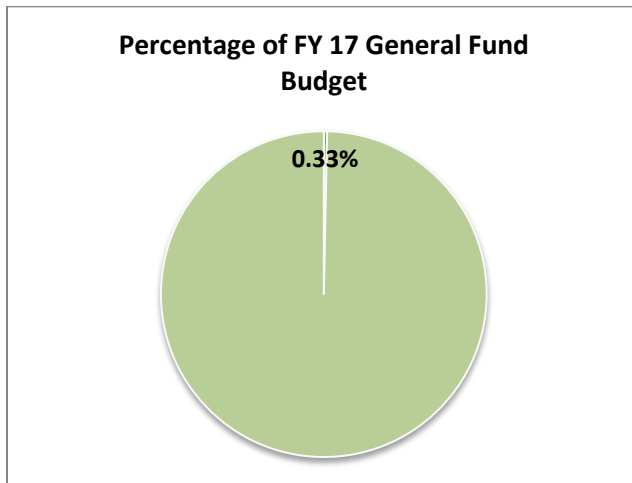
Long Term:

1. Work with the town and regional entities to develop a comprehensive approach to clean water management. (Strategic Plan: Finance, Public Health and Safety, Infrastructure, Economic Development, Environment and Natural Resources)

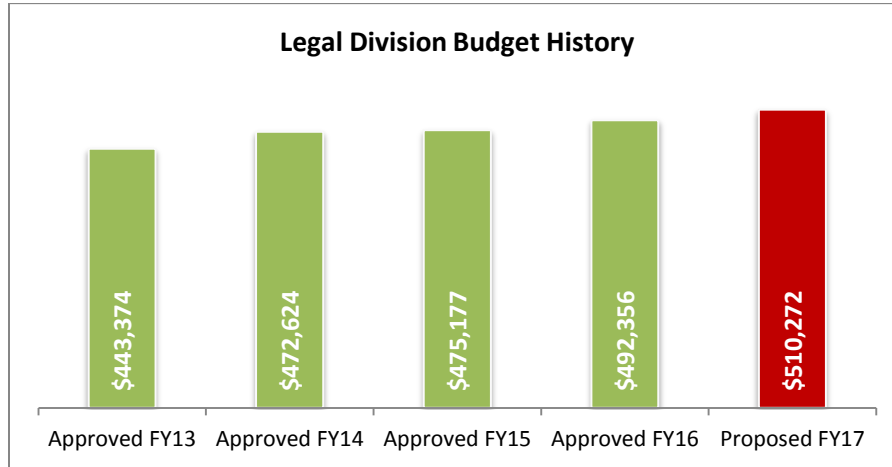
2. Work on the recodification of the Zoning Ordinance to promote predictability and streamlined permitting. (Strategic Plan: Finance, Economic Development and Quality of Life).

3. Continue to address legal issues related to the implementation of the Cape Cod Rail Trail Bicycle and Pedestrian recreational path. . (Quality of Life, Economic Development, Regulatory Process and Performance, Environment, Natural Resources)

Fiscal Year 2017 Division Financial Data



The Legal Division comprises 0.33% of the overall General Fund budget. Taxes support 97% of this operation with the other 3% coming from the Community Preservation Fund for which the operation provides support in reviewing applications for funding and associated legal assistance.



The Legal Division’s budget has increased from \$443,374 in FY13 to \$510,272 in FY17 or 15.1% over the five-year period. The larger increase in the FY14 budget was due to a change in accounting for one position in the division. There have been no changes to staffing levels over this time.

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 430,573	\$ 452,656	\$ 448,129	\$ 470,572	\$ 17,917	3.96%
Operating Expenses	23,121	39,700	37,872	39,700	-	0.00%
Total Appropriation	453,695	492,356	486,001	510,272	17,917	3.64%

Employee Benefits Allocation:

Life Insurance	22	23
Medicare	6,005	6,113
Health Insurance	12,699	11,454
County Retirement	71,777	85,550
Total Employee Benefits (1)	90,503	103,140

Total Expenditures Including Benefits \$ 544,197 \$ 589,141

Full-time Equivalent Employees 4.75 4.75 4.75 0.00

Source of Funding

Taxes	\$ 452,645	\$ 477,356	\$ 471,001	\$ 495,272	\$ 17,917	3.75%
Interest and Other	1,050	-	-	-	-	0.00%
Special Revenue Funds	-	15,000	15,000	15,000	-	0.00%
Total Sources	\$ 453,695	\$ 492,356	\$ 486,001	\$ 510,272	\$ 17,917	3.64%

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

Summary of Significant Budget Changes

The FY17 proposed budget is increasing \$17,917 or 3.6% entirely due to personnel cost associated with contractual obligations.

Workload Indicators

	Pending Matters	Matters Opened	Matters Closed
Fiscal Year 2012	1,531	226	185
Fiscal Year 2013	1,642	296	124
Fiscal Year 2014	1,791	265	306
Fiscal Year 2015	1,547	300	251

Human Resources Division

Mission Statement

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



Description of Services Provided

Staffing, Benefits, and Compensation Program

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

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

Creating a Competent and Diverse Workforce

RECENT ACCOMPLISHMENTS

- Assisted in the hiring of several high-level positions including School Superintendent, Comptroller, Elementary School Principal, and Town Council Administrator
- Assisted the Town Council Town Manager Review Subcommittee with the redesign of the Town Manager Performance Evaluation Process.
- Hosted a combined school/municipal employee benefits fair at the Hyannis Youth and Community Center.
- Partnered with Town Manager's office to host MMA/Suffolk Government Leadership Certificate Program.
- Successfully implemented the reporting requirements of the Affordable Care Act (ACA)

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

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

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

Compensation: Maintaining a competitive and equitable compensation system is critical to the recruitment and retention of qualified employees. All positions are described with accurate job descriptions that reflect their responsibilities, lines of authority, education and experience requirements and overall complexity. These job descriptions also establish a baseline for recruitment

and fair compensation. Uniform and equitable pay plans have the effect of insuring that employees are compensated at rates comparable to like organizations in similar labor markets. The town's pay plans take into account changes in cost of living and budgetary constraints.

Employee/Labor Relation Program

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

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

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

Employee Relations/Training: Providing training and morale-building events help foster an effective and productive workforce. To that end, Human Resources coordinate a variety of employee recognition programs. These programs include an ice-cream social and employee appreciation luncheons. The establishment of comprehensive training programs helps keep employees current with important workplace issues as well as assisting with individual professional development. Human Resources have also been responsible for implementing training in the following areas:

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

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

Workplace Diversity/Compliance: The Town of Barnstable is required to review and revise its Affirmative Action and Minority/Women Business Enterprise plans annually. To do so, assistance and consultation is provided to all Town and School departments so that Equal Employment Opportunity data can be collected and analyzed and problem areas can be identified. To insure that legal requirements applicable to

affirmative action are disseminated to all levels of employees, numerous workshops and training programs are utilized to orient and educate employees, supervisors and senior management. Periodic reports to local, state and federal agencies and commissions are required. Local outreach programs to minority and women’s organizations are also utilized, and every good faith effort will be made to eliminate underutilization of eligible minority and female employees and applicants.

Fiscal Year 2017 Goals and Objectives

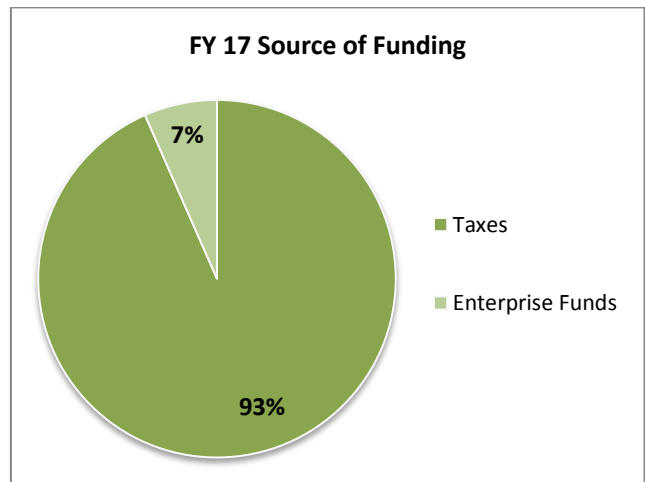
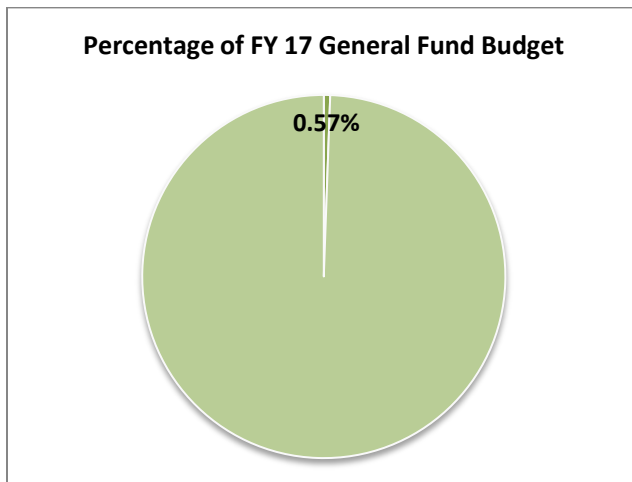
Short Term:

1. Implement a uniform employee orientation program for new Municipal/School employees.
2. Successfully negotiate all municipal and school collective bargaining agreements.
3. Continue to implement requirements of the Affordable Care Act (ACA)
4. Assist in the transition of the new Town Manager and School Superintendent.

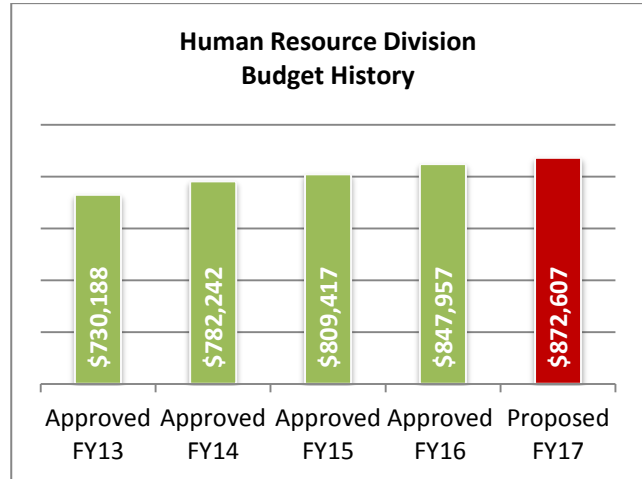
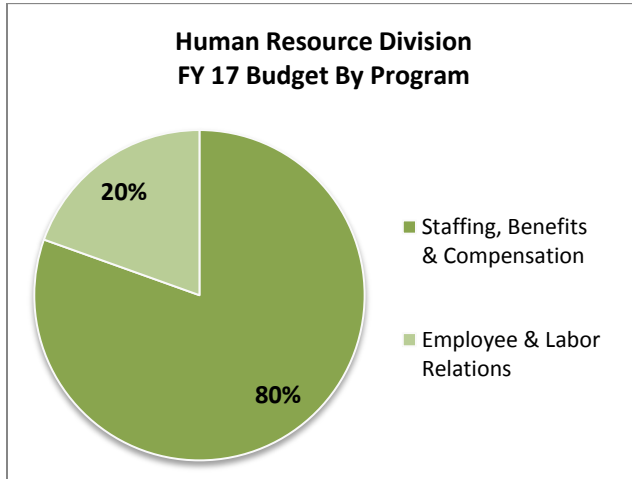
Long Term:

1. Implement a new classification system for municipal positions.
2. Work with Departments to develop a succession plan to identify and train the next generation of managers.

Fiscal Year 2017 Division Financial Data



The Human Resources Division comprises 0.57% of the overall general fund budget. Most of the funding for this operation is derived from tax support 93% with the remaining 7% coming from support provided to the town’s enterprise funds.



The largest program area in this division is the Staffing, Benefits and Compensation Program comprising 80% of the budget. The budget for this division has increased from \$730,188 in FY13 to \$872,607 in FY17, or 19.50% over the five-year period.

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 650,025	\$ 670,757	\$ 666,250	\$ 695,407	\$ 24,650	3.68%
Operating Expenses	128,319	177,200	154,391	177,200	-	0.00%
Total Appropriation	778,344	847,957	820,642	872,607	24,650	2.91%

Employee Benefits Allocation:

Life Insurance	46	46
Medicare	9,204	9,204
Health Insurance	48,403	48,403
County Retirement	113,666	121,166
Total Employee Benefits (1)	171,319	178,819

Total Expenditures Including Benefits \$ 949,663 \$ 999,460

Full-time Equivalent Employees	8.00	8.00	8.00	0.00
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Source of Funding

Source	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Taxes	\$ 722,119	\$ 789,393	\$ 762,078	\$ 815,079	\$ 25,686	3.25%
Enterprise Funds	56,225	58,564	58,564	57,528	(1,036)	-1.77%
Total Sources	\$ 778,344	\$ 847,957	\$ 820,642	\$ 872,607	\$ 24,650	2.91%

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

Summary of Significant Budget Changes

The FY17 proposed budget is increasing \$24,650 or 2.91% entirely due to personnel cost associated with all contractual obligations. Tax support will increase by \$25,686 to fund the increase in the budget.

Fiscal Year 2017 Program Financial Data

Employee & Labor Relations Program

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 142,163	\$ 150,218	\$ 145,711	\$ 154,178	\$ 3,960	2.64%
Operating Expenses	7,918	15,000	13,350	16,250	1,250	8.33%
Total Appropriation	150,081	165,218	159,061	170,428	5,210	3.15%

Employee Benefits Allocation:

Life Insurance	11		12	
Medicare	1,841		1,977	
Health Insurance	11,616		10,141	
Total Employee Benefits (1)	13,468		12,130	

Total Expenditures Including Benefits \$ 163,549 \$ 171,191

Full-time Equivalent Employees 2.35 2.35 2.35 0.00

Source of Funding

Taxes	\$ 150,081	\$ 165,218	\$ 159,061	\$ 170,428	\$ 5,210	3.15%
Total Sources	\$ 150,081	\$ 165,218	\$ 159,061	\$ 170,428	\$ 5,210	3.15%

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

Staffing, Benefits & Compensation Program

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 507,862	\$ 520,539	\$ 520,539	\$ 541,229	\$ 20,690	3.97%
Operating Expenses	120,402	162,200	141,041	160,950	(1,250)	-0.77%
Total Appropriation	628,263	682,739	661,580	702,179	19,440	2.85%

Employee Benefits Allocation:

Life Insurance	35		37	
Medicare	7,364		7,663	
Health Insurance	36,787		35,036	
County Retirement	113,666		121,166	
Total Employee Benefits (1)	157,852		163,901	

Total Expenditures Including Benefits \$ 786,115 \$ 825,481

Full-time Equivalent Employees 5.65 5.65 5.65 0.00

Source of Funding

Taxes	\$ 572,038	\$ 624,175	\$ 603,016	\$ 644,651	\$ 20,476	3.28%
Enterprise Funds	56,225	58,564	58,564	57,528	(1,036)	-1.77%
Total Sources	\$ 628,263	\$ 682,739	\$ 661,580	\$ 702,179	\$ 19,440	2.85%

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

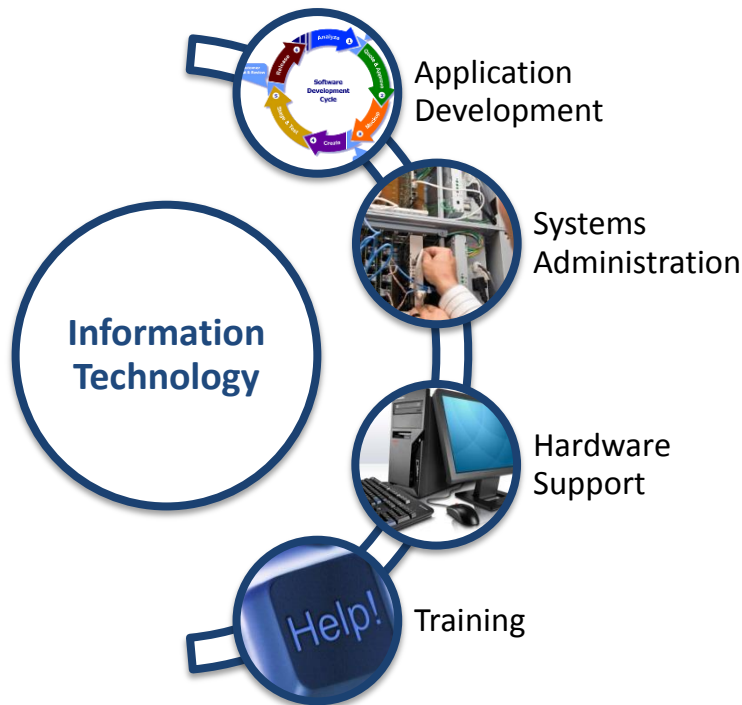
Performance Measures/Workload Indicators

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected
Personnel Forms Processed	976	1,102	1,050	1,000	1,075
Employment Applications Processed	1,136	1,520	1,629	1,200	1,250
Permanent Position Vacancies	90	149	160	110	125
Avg. # of Applications per vacancy	12.6	10.3	10.2	11	10

Information Technology Division

Mission Statement

The mission 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.



Description of Services Provided

Application Production and Development Program

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

Developing and Maintaining the Organization’s Technology Infrastructure

RECENT ACCOMPLISHMENTS

- Begin conversion and deployment of ViewPoint E-Permitting software for the Building Department.
- Completed the Summer 2015 aerial flyover project which produced summertime aerial photos to assist with the management of the town's coastal and natural resources.
- Created an interactive GIS web mapping application for the management of storm water drainage assets and associated maintenance records at DPW, enabling DPW staff to update maps and records in the field or the office.
- Installed additional security cameras covering various town assets using BFON for connectivity. Installed two cameras covering assets on the north side utilizing a four mile wireless link to the Sandy Neck Bath house and then through BFON back to the town.

development. The following is a sampling of Applications and Support services that Information Technology has provided over the past year:

- Town/School-Payroll/HR support
- Application Support - in-house applications
- Application Support - third party applications
- Tax Billing support (data imports/exports, testing etc.)
- Motor Vehicle Excise Billing support (data imports/exports, testing etc.)
- Boat Excise support (data imports/exports, testing, postal certifying, printing, folding/stuffing etc.)
- Tax Title support
- Financial support
- Numerous large print jobs, with binding folding and stuffing for mailings.
- Creation of reports and spreadsheets
- Web site development/growth

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

- Data creation
- Data updates
- Data cleaning / reformatting
- Data verification
- Map production

Systems Administration Program

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

- Monitor network traffic for performance related issues
- Implement new network topologies to avoid performance problems
- Maintain and monitor all networking hardware to ensure reliability and minimize down-time
- Maintain and monitor all servers for performance, errors and capacities ensuring all are within thresholds
- Virtualize new servers when older servers are outgrown
- Monitor and maintain Wide Area Networking Environment (65 miles of fiber optic cable, 54 buildings)
- Database administration
- Operating systems administration (2 Linux, 36 Windows Servers)
- Maintain users on all the systems
- Maintain Data Integrity (Backups, off-site vault storage etc.)
- Software license & maintenance contract management
- Maintain CH-18 broadcasting and video equipment
- Security Cameras

Hardware Program

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

Training Program

This program area is responsible for the training and support of the entire town's software. This includes the town's standardized Microsoft Office Suite, in-house written application and third party software. Training is either in a structured classroom environment or given on a one-to-one basis. This program area initially receives virtually any problem a user might have. All problems are funneled through the Help Desk where it is then determined if it is a software or hardware issue and passed on to the appropriate "program area". Support and training for G.I.S. users is also grouped into this program. As the G.I.S. expands into different departments, the number of users that require training and support is increasing. Some of the G.I.S.

software can be very complex and requires a significant amount of training for users to become proficient. The G.I.S. staff provides much of this training to users in-house. Additionally, users require day-to-day technical support, troubleshooting, and guidance with their various projects. The G.I.S. staff provides these support services to a growing user base. Tasks within this program include the following:

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

Administration Program

This program area, as its name implies is Office Administration. The technical part of CH-18 broadcasting and video production happens to fall under this program as well. Major items that fall under this program:

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

Fiscal Year 2017 Goals and Objectives

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

Short Term:

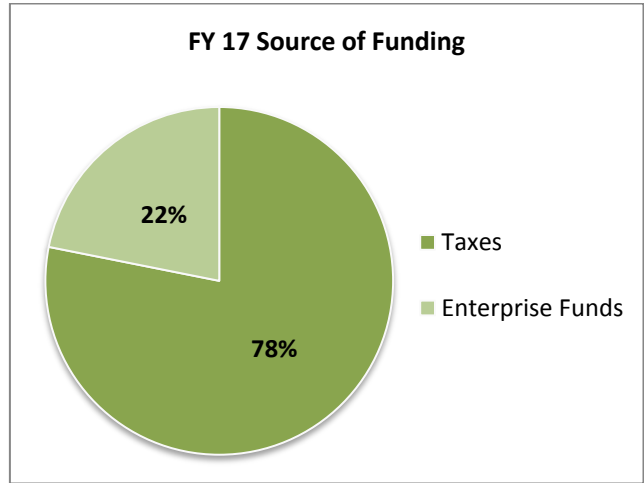
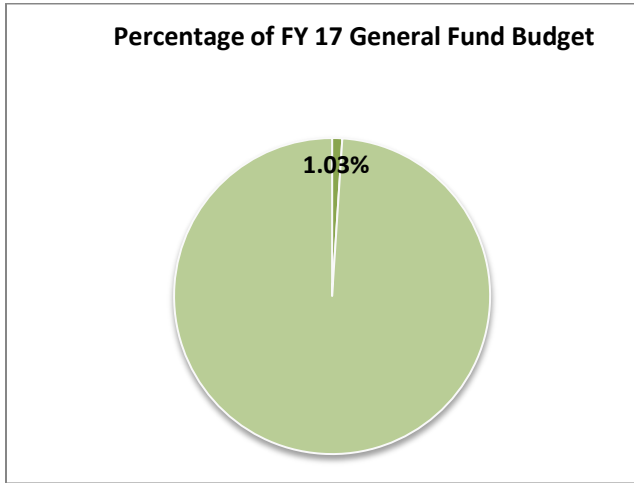
1. Continued growth of the web site and updating to a more modern look and feel. (Strategic Plan: Regulatory Access and Accountability, Communications).
2. Continued integration between CH18 and the web site. (Strategic Plan: Regulatory Access and Accountability, Communications).
3. Continue to expand CH18 programming and video production. (Strategic Plan: Regulatory Access and Accountability, Communications).

4. Continue to enhance the communication networking capabilities of the town including the office automation system to improve the overall efficiency and effectiveness of town employees. (Decision Package FY17 to replace Windows XP machines and add Microsoft Office 2010+ to all PC's.)
5. Broadcast/Record as many of the Boards and Commissions from Town Hall Hearing Room or Selectman's Conference Room for improved quality. (Strategic Plan: Regulatory Access and Accountability, Communications).
6. Continued expansion of the ViewPoint E-Permitting application across other departments.
7. Further analysis of town buildings internal network wiring and determine if upgrades are needed if the town is to pursue a VOIP (Voice over internet protocol) strategy in FY18. I.T. will (If I.T.'s decision package is approved for FY17) retain a consultant for guidance on the best way to proceed in replacing Town and School phone systems.
8. Complete QA/QC of deliverables from the Spring 2014 aerial flyover & mapping update project and integrate the new mapping data into the town's GIS
9. Complete the replacement of the old property web mapping application with a modern ArcGIS Server based system to enhance performance and usability.

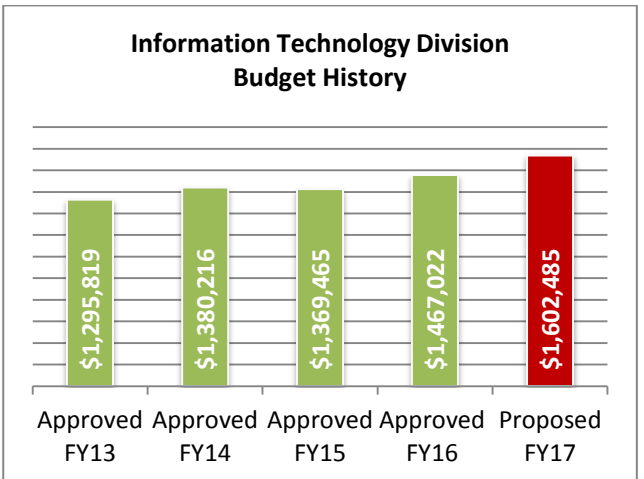
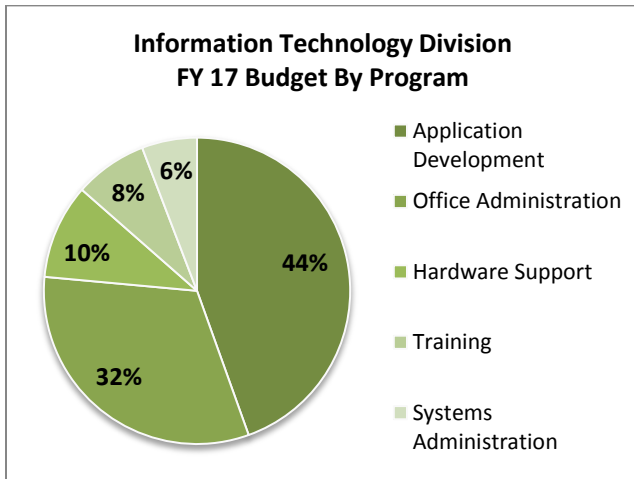
Long Term:

1. Continue building on the "corporate database" that enables all departments to track history back to a Parcel Number or Address.
2. Continued work in designing and utilizing the new BFON (Barnstable Fiber Optic Network) including VIOP (Voice over Internet Protocol) or other alternatives to the current aging phone system in FY18. Retain a consultant (FY17 Information Technology Decision Package) to guide the town on the best way to proceed.
3. Develop stage two of the Disaster Recovery Plan (DRP) that will enable the town to be back functional with critical systems in a reasonable time should a disaster happen and the data center in Town Hall is destroyed. Stage one, daily backup up all town virtual servers to an off-site location (North Side County communications building) completed in FY16. In FY17 we look to secure a location that can run those off-site backed up virtual servers to continue town operations should Town Hall suffer a catastrophe.
4. Continue website growth to meet the expanding needs of the town's departments.
5. Expand the existing GIS web mapping applications used at DPW beyond water supply, wastewater, and storm water to include all other DPW roadway assets such as street signs, guardrails, and pavement.

Fiscal Year 2017 Division Financial Data



The Information Technology Division comprises 1% of the overall General Fund budget. Most of the funding for this operation comes from tax support 78% with the remaining 22% coming from support provided to the town’s enterprise funds.



Application Development is the largest program area in this budget at 44% followed by Office Administration at 32%. Capital outlays for hardware and software replacements are included in the Office Administration program area. This budget has increased from \$1.295 million in FY13 to \$1.602 million in FY17 or 23.67%. The spike in the FY14 budget represents the transfer of all cell phone budgets to this division, as this service is now consolidated and managed by this operation. In addition, the spike in FY16 was the result of significant cost increase in software and license support, most notably View Point/View Permit newly added annual maintenance agreements.

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Personnel	\$ 763,324	\$ 801,001	\$ 792,991	\$ 823,364	\$ 22,363	2.79%
Operating Expenses	452,818	561,021	547,559	640,121	79,100	14.10%
Capital Outlay	90,227	105,000	105,000	139,000	34,000	32.38%
Total Appropriation	1,306,370	1,467,022	1,445,550	1,602,485	135,463	9.23%
Employee Benefits Allocation:						
Life Insurance	83		83			
Medicare	7,972		7,972			
Health Insurance	49,988		49,988			
County Retirement	156,533		164,044			
Total Employee Benefits (1)	214,576		222,087			
Total Expenditures Including Benefits	\$ 1,520,946		\$ 1,667,637			
Full-time Equivalent Employees	10.00	10.00		10.00	0.00	
Source of Funding						
Taxes	\$ 1,020,029	\$ 1,144,431	\$ 1,122,959	\$ 1,252,002	\$ 107,571	9.40%
Enterprise Funds	286,341	322,591	322,591	350,483	27,892	8.65%
Total Sources	\$ 1,306,370	\$ 1,467,022	\$ 1,445,550	\$ 1,602,485	\$ 135,463	9.23%

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

Summary of Significant Budget Changes

The FY17 proposed budget is increasing \$135,463 or 9.23%. Personnel cost are increasing \$22,363, which includes all contractual obligations. Operating costs are increasing \$79,100 to support requests for software & hardware maintenance/licenses (\$30,100), cellular phone services (\$15,000) and a consultant to analyze options for a new telecommunications system (\$34,000). Operating capital includes funding for network upgrades (\$105,000) and \$34,000 for replacing the air conditioning in the computer/network room.

Taxes will provide for most of the increase in this budget and enterprise fund reimbursements are increasing \$27,892 for the support this division provides to those operations.

Fiscal Year 2017 Program Financial Data

Application Development

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 317,713	\$ 333,348	\$ 330,014	\$ 345,077	\$ 11,729	3.52%
Operating Expenses	287,538	363,179	355,915	368,442	5,263	1.45%
Total Appropriation	605,252	696,527	685,930	713,519	16,992	2.44%

Full-time Equivalent Employees	3.85	3.85	3.85	0.00
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Source of Funding

Taxes	\$ 318,911	\$ 373,936	\$ 363,339	\$ 363,036	\$ (10,900)	-2.92%
Enterprise Funds	286,341	322,591	322,591	350,483	27,892	8.65%
Total Sources	\$ 605,252	\$ 696,527	\$ 685,930	\$ 713,519	\$ 16,992	2.44%

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

Systems Administration

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 77,125	\$ 79,072	\$ 78,281	\$ 80,727	\$ 1,655	2.09%
Operating Expenses	2,826	12,635	11,119	12,635	-	0.00%
Total Appropriation	79,951	91,707	89,400	93,362	1,655	1.80%

Full-time Equivalent Employees	0.95	0.95	0.95	0.00
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Source of Funding

Taxes	\$ 79,951	\$ 91,707	\$ 89,400	\$ 93,362	\$ 1,655	1.80%
Total Sources	\$ 79,951	\$ 91,707	\$ 89,400	\$ 93,362	\$ 1,655	1.80%

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

Hardware Support

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 68,919	\$ 70,795	\$ 70,087	\$ 72,234	\$ 1,439	2.03%
Operating Expenses	61,079	63,332	60,165	88,169	24,837	39.22%
Total Appropriation	129,998	134,127	130,252	160,403	26,276	19.59%

Full-time Equivalent Employees	0.95	0.95	0.95	0.00
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Source of Funding

Taxes	\$ 129,998	\$ 134,127	\$ 130,252	\$ 160,403	\$ 26,276	19.59%
Total Sources	\$ 129,998	\$ 134,127	\$ 130,252	\$ 160,403	\$ 26,276	19.59%

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

Training

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 111,649	\$ 120,280	\$ 119,077	\$ 123,496	\$ 3,216	2.67%
Total Appropriation	111,649	120,280	119,077	123,496	3,216	2.67%
Full-time Equivalent Employees	1.70	1.70		1.70	0.00	
Source of Funding						
Taxes	\$ 111,649	\$ 120,280	\$ 119,077	\$ 123,496	\$ 3,216	2.67%
Total Sources	\$ 111,649	\$ 120,280	\$ 119,077	\$ 123,496	\$ 3,216	2.67%

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

Office Administration

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 187,918	\$ 197,506	\$ 195,531	\$ 201,831	\$ 4,325	2.19%
Operating Expenses	101,376	121,875	120,359	170,875	49,000	40.21%
Capital Outlay	90,227	105,000	105,000	139,000	34,000	32.38%
Total Appropriation	379,521	424,381	420,890	511,706	87,325	20.58%
Full-time Equivalent Employees	2.55	2.55		2.55	0.00	
Source of Funding						
Taxes	\$ 379,521	\$ 424,381	\$ 420,890	\$ 511,706	\$ 87,325	20.58%
Total Sources	\$ 379,521	\$ 424,381	\$ 420,890	\$ 511,706	\$ 87,325	20.58%

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

Performance Measures

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

	FY 2014 Actual	FY 2015 Actual	FY 2016 Target
Percent of availability of database environments*	99.9	99.9	99.5
Availability of critical core applications*	99.9	99.9	99.5
Availability of Towns web site including property data and maps*	99.9	99.9	99.5

*Does not include scheduled down times.

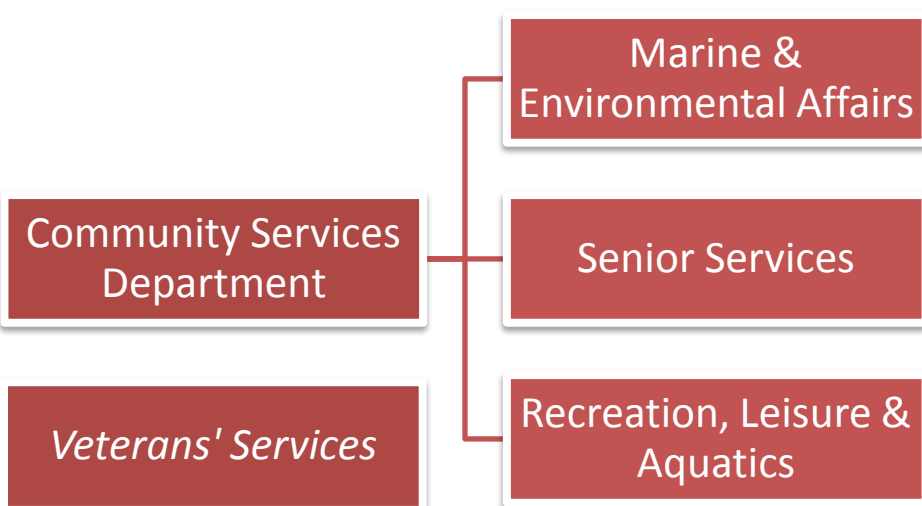
Workload Indicators

	FY 2015 Actual	FY 2016 Estimated	FY 2017 Actual
New PC's installed	66	60	120
Help Desk work orders completed	1,632	1,700	1,700
CH-18 Meetings/Shows produced/Recorded	942	960	970
Completed requests for Maps and geographic analysis	1158	1,100	1,100
Web requests for website changes or additions	2,877	2,900	3,000

Community Services Department

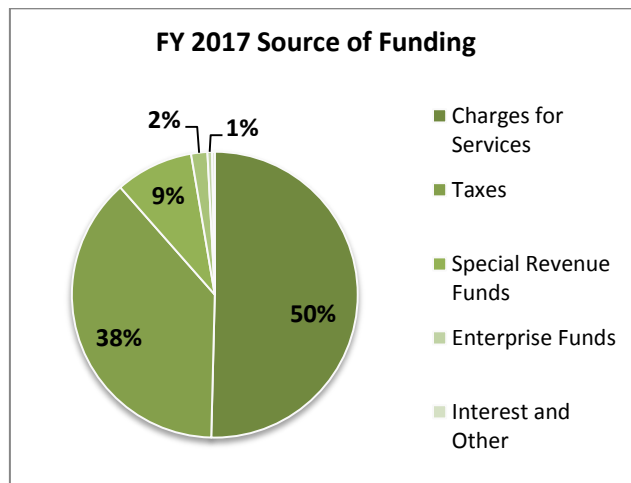
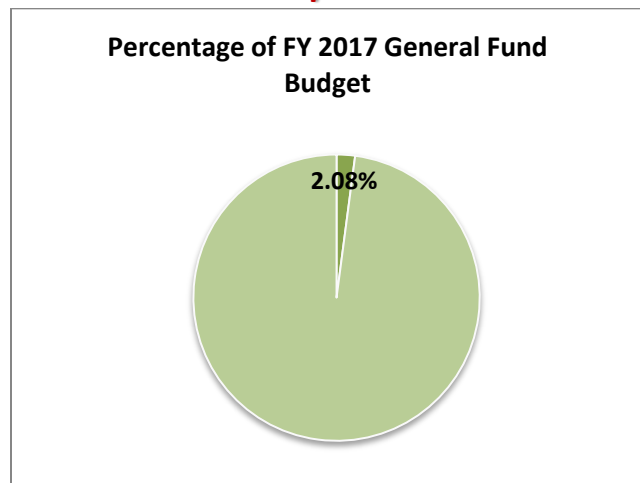
Department Description

The Community Services general fund operations are comprised of three divisions, whose mission is to maintain programmatic oversight of the Town's beaches, trail systems, playing fields, and community buildings. This also includes providing an array of educational, recreation, wellness and leisure services to the citizens of Barnstable that appeal to a wide range of ages and interests, as well as those that will preserve and protect our natural environment. The department also serves as liaison to Veterans Services.

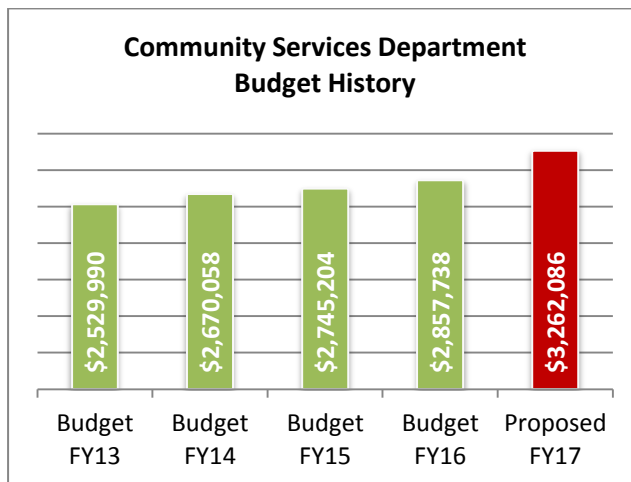
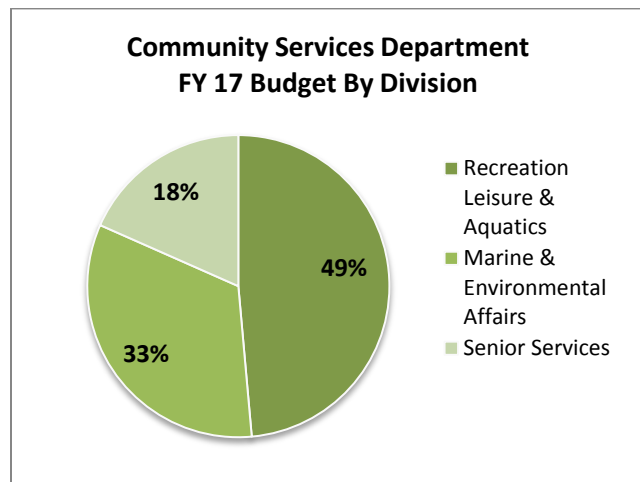


Enhancing the Quality Of Life for Residents of All Ages and Interest

Fiscal Year 2017 Department Financial Data



The Community Service Department comprises 2.08% of the total General Fund budget. Charges for services provide the department with 50% of its funding while taxes provide 38% of its funding. Special revenue funds provide the operation with 9% of its funding. This funding comes from the Waterways Improvement Special Revenue Fund.



Recreation, Leisure & Aquatics is the largest division in the department representing 49% of the budget followed by Marine & Environmental Affairs at 33% and Senior Services at 18%. The department's budget has grown from \$2.53 million in FY13 to \$3.26 million proposed for FY17 or 28.9%. The Adult Social Day program contributed 22.18% of the increase, which is due to changes in accounting recognition from a standalone revolving fund into the General Fund.

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Personnel	\$ 2,233,827	\$ 2,452,723	\$ 2,426,650	\$ 2,817,321	\$ 364,598	14.87%
Operating Expenses	302,585	343,015	328,564	367,265	24,250	7.07%
Capital Outlay	37,459	62,000	62,000	77,500	15,500	25.00%
Total Appropriation	2,573,871	2,857,738	2,817,214	3,262,086	404,348	14.15%
Employee Benefits Allocation:						
Life Insurance	160		159			
Medicare	26,686		40,733			
Health Insurance	67,331		69,528			
County Retirement	344,723		355,178			
Total Employee Benefits (1)	438,900		465,598			
Total Expenditures Including Benefits	\$ 3,012,771		\$ 3,282,813			
Full-time Equivalent Employees	24.45	24.65		29.40	4.75	
Source of Funding						
Taxes	\$ 755,853	\$ 1,012,330	\$ 921,256	\$ 1,243,128	\$ 230,798	22.80%
Fees, Licenses, Permits	71,583	60,000	63,150	60,000	-	0.00%
Charges for Services	1,426,077	1,454,000	1,491,400	1,644,000	190,000	13.07%
Interest and Other	9,617	10,000	20,000	10,000	-	0.00%
Special Revenue Funds	279,097	288,000	288,000	288,000	-	0.00%
Enterprise Funds	31,644	33,408	33,408	16,958	(16,450)	-49.24%
Total Sources	\$ 2,573,871	\$ 2,857,738	\$ 2,817,214	\$ 3,262,086	\$ 404,348	14.15%

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

Summary of Significant Budget Changes

The FY17 proposed budget is increasing \$404,348 or 14.2%. Personnel costs are increasing \$364,598, which includes contractual obligations, state's minimum wage increase requirements, and 4.75 new full-time equivalent (fte) positions. The new fte's include 3.25 for the Adult Supportive Day Program, 1 fte for reestablishing the Assistant Director's position in recreation and increasing a part-time Animal Control Officer to full-time. The minimum wage increase will contribute \$67,800 to personnel cost. The Aquatics program is requesting \$23,000 in personnel cost to restore Hamblin's Pond staff. Operating cost are increasing by \$24,250 or 7% largely attributed to the Adult Social Day program (\$14,000). Senior Services will also receive a \$3,000 increase for postage to support its' "Compass" newsletter. An additional \$14,000 is provided to the Marine & Environmental Affairs Division for its educational outreach initiatives and \$9,000 for aids to navigation upgrades. There are reductions to operating cost from favorable savings in gasoline and diesel contracts for \$1,500, and mobile on-line registration services for \$5,250. Capital Outlay costs are increasing by \$15,500 or 25%. Marine & Environmental Affairs is requesting funds to a purchase replacement vehicle and outboard motor in the amount of \$35,000 and \$7,000. Recreation requested funds for playground equipment maintenance for \$6,500 and \$29,000 aquatic equipment replacement.

Charges for services will increase \$190,000 to offset a portion of the budget increase. This is derived from fees charged by the Adult Supportive Day Program and a \$5 increase in the beach parking permit. Tax support will increase \$230,798; 23% over the FY16 amount.

Additional Funding Recommended

1. Increase Seasonal Staff by \$1 due to Minimum Wage Requirements **\$107,000 Requested** **\$67,800 Recommended**

Increase Seasonal Staff by \$1 due to minimum wage requirement for January 2016 and then another \$1 for January 2017 (includes adjustments of all temporary positions to maintain position classifications). Minimum wage increase causes wage compression and therefore the need for each classification of position to be changed; we will increase position hourly rates by a \$1 for the next two years to make sure that the adjustments are made according to the current pay grades.

2. Adult Supportive Day Program **\$162,345 Requested** **\$162,345 Recommended**

The Barnstable Adult Supportive Day Program is designed to provide supportive, professional services and engaging activities to elders who cannot or do not wish to stay alone at home during the day. The program is dedicated to providing a comfortable atmosphere for elders to maintain independence, build new friendships and remain active while aging-in-place in the community. Transportation is available to Barnstable residents via the Barnstable Senior Center's "Silver Express" Vans. Program fees are based on a sliding fee scale for Barnstable residents and a flat fee for out-of-town clients. Program fees may be supported by Elder Services of Cape Cod and the Islands and community grants. The program generates approximately \$90,000 per year to offset its costs. This program use to be operated as a revolving fund activity until it was no longer self-supporting. It is proposed to move the program to the general fund in FY17 at a net cost of \$72,345.

3. Assistant Director Recreation & Leisure Affairs**\$54,040 Requested****\$54,040 Recommended**

In 2012, the Assistant Directors position was eliminated when the Director retired and the position loss has affected the overall programs. Restoring the Assistant Director position will ensure that standards are high and programs continue to improve. Currently no resources are available to provide supervision to any recreation services by the Administration. The restoration of this position will also allow the division to collaborate more with the Youth Commission and address the needs of this segment of our community.

4. Full-time Animal Control Officer**\$27,000 Requested****\$27,000 Recommended**

Animal Control fields approximately 3,200 calls for service per year. We currently have staff on duty seven days a week, 8 hours per day for most (not all) of the year. While we do our best to respond to all calls, it is not possible because of the limitations of the work schedule. Calls for service can, and do, occur at all hours of the day. Other staff, divisions and agencies are limited in their ability to respond in our absence, leaving a void in addressing and responding to the needs of the public. With the increased presence, we will be able to spread out the hours of coverage and be able to timely respond to the public's request for service.

5. Aquatic Safety Staffing – Restored to Hamblin's Pond**\$23,000 Requested****\$23,000 Recommended**

In 2007, the Aquatic Safety Staff was cut leaving no Lifeguards or Swim Program in the village of Marstons Mills. The water quality had challenges for the season prior to this. It is important to provide safety services at this site and to afford the citizens of Marstons Mills the opportunity to enroll their children in a swim program in their village. This will permit the facility to instruct swim lessons for the village of Marstons Mills and provide safety services to those residents using Hamblin's Pond.

6. Aids to Navigation Upgrade**\$9,000 Requested****\$9,000 Recommended**

Request is for funding to replace approximately 120 private aids to navigation on the inland waters of Barnstable to be completed over a four-year period. Currently most of the Town's aids to navigation are constructed with plywood and polystyrene foam. These materials are costly and it takes several man-hours to assemble and paint each one. Harbormaster staff would like to replace these aids with a pre-fabricated fiberglass and foam buoy. These buoys are lighter, more durable, and offer greater visibility to boaters. These buoys require less maintenance and are safer to boaters if accidentally struck. Due to the buoys construction, it would take less time to clean when hauled in the off-season. The manufacturer offers a 12-year warranty for color and buoyancy.

7. Postage for Senior Center's 'Compass' Newsletter**\$3,000 Requested****\$3,000 Recommended**

Our "Compass" newsletter serves as the primary marketing and public information tool for the Barnstable Senior Center and the Senior Services Division. Although we have made great strides in our community outreach efforts over the past few years by utilizing a weekly e-newsletter and increasing our social media presence, as well as directing citizens to access the digital version of the newsletter on our website, the preference for older adults continues to be print media. Throughout our recently completed 50+ needs assessment process, the issue of marketing and community outreach came up repeatedly. One major concern that was raised multiple times was the lack of awareness about our programs and services among members of the community who may be eligible to access them. This places a significant challenge on our division to increase outreach efforts to ensure we are reaching out to citizens who may be unfamiliar with

our offerings. The report states “the large degree of uncertainty about using services may point to the importance of marketing to a broader range of potential consumers who may not recognize the scope and value of activities provided at the Senior Center or who may have inaccurate perceptions about the programs and services provided”. Our future success will largely depend on our ability to capture and engage this emerging generation of seniors. A recommendation of the needs assessment report was to recognize as a significant priority the need for the Senior Center to expand knowledge of existing programs and services within the community and engage in aggressive outreach to make residents of all ages more aware of the Senior Services Division and its mission. We believe that now is the time to begin stepping up on those efforts.

8. Educational Outreach

\$7,000 Requested

\$5,000 Recommended

Funding is needed for costs associated “stuffing” animals, which will run about \$2,000- \$2,200 based on costs of other animals we have had done. We are also requesting money for the maintenance and improvements to the wildlife outreach trailer we already own which costs approximately \$500 to \$1000. We also have started to offer more child, adult and special needs shell fishing classes, and with the public using our gear for the classes, costs for additional steamer and quahog rakes, child size rakes, and baskets comes with the territory and cannot be absorbed by the shellfish account entirely. Costs for gear to continue this public education can range between \$500 and \$2,000 annually. The educational outreach program is invaluable to all involved. Each animal (coyote, fox, mink, fisher, etc.) are taken into school classrooms, libraries and other places. Natural Resources staff explains each animal or bird that lives on the Cape. Information regarding their habits, food preference, where you might see the particular animal and, safety when approaching one are discussed.

9. Playground Maintenance

\$12,000 Requested

\$6,500 Recommended

The Town has invested a great deal of money into playground and making sure that they are safe. This money will be available to purchase equipment needed to help maintain the playgrounds. Equipment examples: ground covering (must be 12 inches deep and made of a special product), swing replacement, nuts and bolts replacements or replacement of playground elements.

10. Aquatic Equipment

\$29,000 Requested

\$29,000 Recommended

Need to continue with replacement of Picnic Tables, Grills & Benches; as well as providing bicycle racks at Veteran’s Park Beach and Keyes Beach and additional racks at Covell’s Beach and Kalmus Park Beach due to overcrowded racks every weekend. We will continue to phase in the installation and replacement of tables and grills in all picnic areas. With new tables and grills, we would be providing the public with updated equipment that meets the board of health requirements at our venues.

11. Vehicle Replacement

\$35,000 Requested

\$35,000 Recommended

MEA/Natural Resources plans to replace a patrol vehicle and sell a 2011 Chevrolet pickup truck to the Sandy Neck Enterprise Account, and replace it with a new vehicle. The general fund request is for \$35,000. Additional funding from Sandy Neck purchase of the 2011 vehicle will make it possible for Natural Resources to purchase and equip a new truck. The proposal will enhance two programs within Marine and Environmental Affairs. MEA vehicles are used for many purposes including patrol and enforcement activities in conservation lands, on Sandy Neck and along the shoreline to launch and retrieve boats, answering animal

complaints and assisting other divisions/agencies in emergency response. Our continued plan is to rotate our program vehicles and after approximately three years then make the vehicle available to the Sandy Neck enterprise program for fair market value.

12. Outboard Motor**\$7,000 Requested****\$7,000 Recommended**

The requested 40hp outboard is for the 13' Boston Whaler that is moored in Barnstable Harbor Marina. The small size (13' Whaler) is a great boat to monitor the harbor and its many low water flats. The outboard is 10 years old and could compromise the effectiveness of compliance monitoring for the two programs that patrol regularly.

Marine & Environmental Affairs Division

Mission Statement

The mission of the Marine and Environmental Affairs Division is to provide services intended to protect the safety of people and vessels that use our waterways and waterside facilities. Furthermore, to provide for the protection, preservation, and enhancement of the Town’s natural resources. This includes such areas as Sandy Neck and Animal Control issues that threaten the health, welfare, and quality of life of our citizens.



Description of Services Provided

Natural Resources Program

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

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

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

RECENT ACCOMPLISHMENTS

- Gave 60+ educational wildlife and shellfish talks to schools, library's, senior centers and private groups
- Successfully released 56 terrapin graduates in the head start program
- Held a Commercial Shellfish lottery and issued three new permits
- Held three "Kids Clamming Classes" and two adult "Clamming Classes" which were very well attended
- Brushed and cleared debris from all Town herring runs
- Replanted eel grass restoration projects
- Purchase and installation of video surveillance cameras in remote areas to improve regulation compliance leading to illegal dumping citations
- Planted 360,000 seed scallops in the three Bay system
- First year of herring count for Centerville River
- Planted 66,500 seed surf clams in Barnstable Harbor, Bone Hill, Indian Trail and Rendezvous Lane. (County Research Program)
- Relayed 186 bushel of quahogs from Centerville River to North Bay
- Relayed 1,200 bushel of quahogs from Taunton River to Cotuit Bay
- Planted 330,000 quahogs in three bays system



Land Management

- Enforce regulations, maintenance, and repair of all five herring runs for river herring and sea run trout
- Enforce all Land Use Regulations in Town Conservation Areas in 6,000+ acres of Town conservation lands, and assist staff at Sandy Neck Barrier Beach
- Enforcement of all regulations and maintenance of the shooting range
- Monitor wetland violations.

Fish and Game

- Monitors fin fishing, lobster activities for both salt and fresh water
- Overseeing hunting programs Town-wide and assisting the State Environmental Police
- Pheasant stocking and monitoring of all hunting seasons and areas
- Responding to rabid, sick, injured and nuisance wild animal calls and Regulations to ensure compliance of all migratory bird hunting in Barnstable.

Patrol

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

Education

- Providing interpretive programs to the public related to natural resource issues
- Wildlife presentations, Natural Resource Officer visits and shellfish classes for adults and kids
- Coordinating volunteers and school groups with resource related projects;

- Maintaining educational links with teachers in local school systems;
- Instituted a very popular educational outreach turtle, shellfish and wildlife programs for many school systems; libraries, senior centers and nonprofits; and
- Assist State with Hunter Education training programs and wildlife presentations.

Shellfishery Management

- Managing and performing shellfish propagation projects for select species of economically and recreationally important shellfish;
- Fisheries assist the Massachusetts Division of Marine Fisheries with monthly water quality monitoring of local classified embayments, and instituting management protocols for the areas. The state mandates water quality testing and shellfishery management through the Federal Food and Drug Administration's National Shellfish Sanitation Program for areas used for the public consumption of shellfish. Also, assesses coastal zone projects and performing surveys and reports for such projects. Performing shellfish surveys for resource management purposes;
- Formulating, integrating, disseminating and maintaining shellfishery management information for the general public;
- Interacting with federal, state and local authorities, regarding shellfish management, regulatory, enforcement and education;
- Report, grant and contract writing as well as comprehensive review studies including GIS/GPS mapping;
- Oversee and seek regulation compliance for commercial, recreational shellfishing and private aquaculture grants within the Town;
- Investigate scallop eelgrass habitat restoration in local bays; and
- Perform Habitat restoration projects aimed at enhancing the Towns' Marine, freshwater and land based resources.



Raking Oysters

Animal Control Program

Animal control calls for specialized investigative work in enforcing laws and regulations. When pet owners do not fulfill their responsibilities for their pets, neighbors and the community at large complains, government must establish and enforce laws to regulate pets. Pets owned by individuals who do not accept their responsibilities can have a very detrimental effect on any community. When allowed to roam at will, domestic pets can and do pose a threat to the health, welfare and quality of life of neighbors and citizens as a group. Animal Control at its best is very emotional, often volatile, and requires that those involved be professional, well trained, and have the ability to effectively deal with people of all social and ethnic backgrounds. Animal control officers are responsible for operating an animal control van, capturing animals not kept in compliance with established laws and ordinances, properly housing them, quarantining domestic animals that bite or scratch and often submit suspect animals for testing at State Laboratory for rabies control. Animal Control Officers also respond to wildlife issues and educate the public accordingly. The program includes but is not limited to:

Impoundment of dogs found running unleashed and at large;

- Investigation of animal bites to both humans and animals;
- Emergency service for sick and/or injured animals including both domestic and wildlife;
- Enforcement and education of the Town of Barnstable's Dog Control Regulations in conjunction with related Commonwealth of Massachusetts State Statutes & Federal Statues;
- Identification and return of lost pets;
- Quarantine of animals that bite or scratch for observation of zoonotic diseases including rabies;
- Aid in the control of animal diseases including rabies control;
- Answer animal-related questions, both domestic and wild as posed by citizens or supervisors;
- Investigation of animal cruelty and neglect complaints;
- Provide humane education and domestic pet care information;
- Provide group presentations on various subjects pertaining to animals;
- Return of wild indigenous animals to their natural environment as regulated by state statutes;
- Euthanasia for sick and/or injured animals through assigned and authorized persons;
- Assist Police and Fire with animal related issues; and
- Maintain accurate records and forms for all animal-related issues.

Animal Control responded to 3,191 calls for assistance, which includes both domestic and wildlife, investigated 78 animal bites and issued 127 animal quarantines.

Waterways Safety Program

The waterways program is divided into several areas of service being provided to the boating public and others using our waterside facilities including:

- Conducting land patrol activities with an eye towards the (improper) use of town ways to water, boat ramps and other marine facilities and for violations of town ordinances;
- Conducting marine (on the water) patrols to ensure compliance with all pertinent state boating laws and local ordinances concerning the use of the waterways. Also to ensure proper stationing of buoys, mooring placement as it effects navigation, and to provide assistance to area boaters;

- Providing emergency response for vessels in trouble, overdue vessels, vessels adrift, reported oil spills, and rescue response with other agencies;
- Providing emergency response during severe weather conditions including hurricanes and heavy snow storms;
- Maintaining town owned equipment including boats, trailers, vehicles, winches, booms and the like;
- Placing, hauling and maintaining approximately 200 aids to navigation (channel markers, regulatory buoys and signs, and breakwater lights) which enable boaters to safely navigate through our harbors. These are placed in early spring and removed in late fall. All buoys are repainted and fitted with new tackle, as needed;
- Provide pump out service in the three bay area by boat, in Barnstable Harbor by use of a dockside facility, and in Hyannis Harbor by boat and by a shoreside facility. Since the start of this service, water quality has improved;
- Overseeing daily operation of the Blish Point boat ramp in Barnstable, including the collection and payover of fees;
- Assisting DPW with maintenance projects for various marine facilities and dredging projects;
- Complaint resolution;
- Providing educational/informative services (civic groups, schools, etc.); and
- Providing staff assistance to the Waterways Committee.

Fees collected at the Blish Point boat ramp during the summer of 2015 were \$34,460.

Harbormasters are mandated to enforce various Mass. General Laws (MGL), including MGL Ch. 90B (Motorboat Laws), Ch. 91 Sec. 10A with respect to moorings, Ch. 91 Sec. 10C concerning docking of commercial vessels, MGL Sec. 17-28 which deals with the stationing of vessels, powers of the harbormaster, and obstructing access. The Division is also responsible for enforcing Town Ordinances – Ch. 3 Articles 14 and 33 (Use of waterways and houseboats).

Mooring Program

Under MGL Ch 91, Sec. 10A, a Harbormaster is empowered to authorize by permit, on a temporary basis, the mooring of floats or rafts held by anchors or bottom moorings - upon such terms and conditions the Harbormaster deems necessary.

In keeping with the spirit and intent of this law, a mooring program was established. The program's intent is to provide efficient utilization of harbor areas, to improve the safety of moored vessels, and to provide adequate space for the enjoyment of all users of the harbors. This is done by controlling the placement of moorings, establishing standards for mooring tackle, and by establishing regular, systematic mooring inspections.

The mooring process is a complex process involving:

- Regulation review and promulgation;
- Fee collection and making payments to Town Treasurer;
- Annual issuance of permits, stickers and tags;
- Oversight of mooring inspections and placement;

- Renewal by mail program;
- Working with Assessors and Tax Collectors offices for compliance of boat excise laws;
- Data entry and update;
- Mooring enforcement;
- Mooring wait list fee collection and administration;
- Oversight and monitoring of licensed mooring servicers; and
- Removal of illegal and abandoned moorings.

Revenue generated from this program for calendar year 2015 was approximately \$249,345.00

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

Fiscal Year 2017 Goals and Objectives

Short Term:

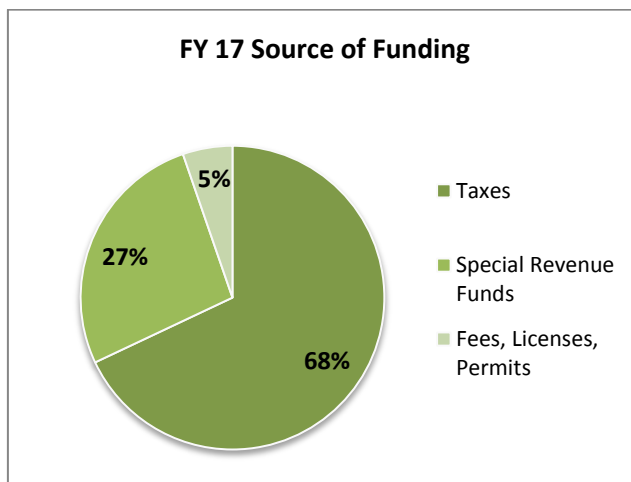
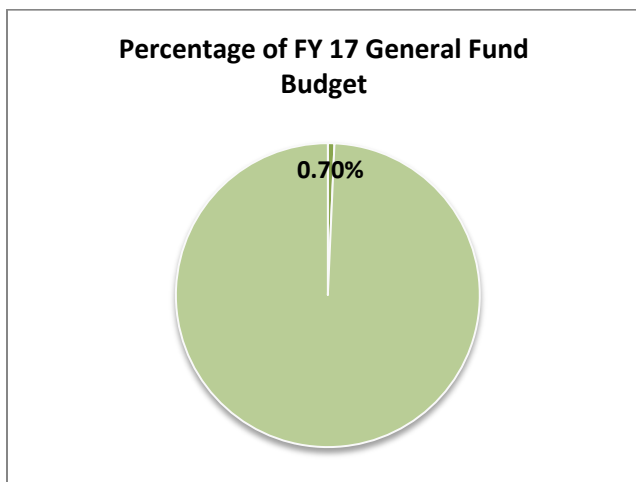
1. Purchase and seed 375,000 scallops in the Three Bay system (Strategic Plan: Environment and Natural Resources, Recreation)
2. Improve our wildlife educational trailer lighting system to better highlight the (taxidermy) birds and animals for schools, senior centers, libraries, and such and update our educational seminars (Strategic Plan: Environment and Natural Resources, Education, Recreation)
3. Increase "Learn to Shellfish Classes" for adults during the summer months (Strategic Plan: Environment and Natural Resources, Education, Recreation)
4. Increase our educational wildlife talks at schools, libraries, senior centers and private groups (Strategic Plan: Environment and Natural Resources, Education, Recreation)
5. Start additional herring count program for Santuit River (Strategic Plan: Environment and Natural Resources, Infrastructure, Recreation)
6. Explore implementation of an on-line mooring waitlist renewal program (Strategic Plan: Regulatory Access & Accountability, Economic Development, Communication)
7. Continue GIS pinpointing of all moorings in town to determine mooring regulation compliance (Strategic Plan: Regulatory Access & Accountability)
8. Pursue future grant opportunities to support the division's needs (Strategic Plan: Public Health and Safety, Finance)
9. Continue enforcement of dog licensing and rabies vaccination of dogs (Strategic Plan: Education, Public Health and Safety, Communication, Economic Development)
10. Increase patrol of Town beaches during summer months for any dog issues (Strategic Plan: Education, Public Health and Safety, Communication)

Long Term:

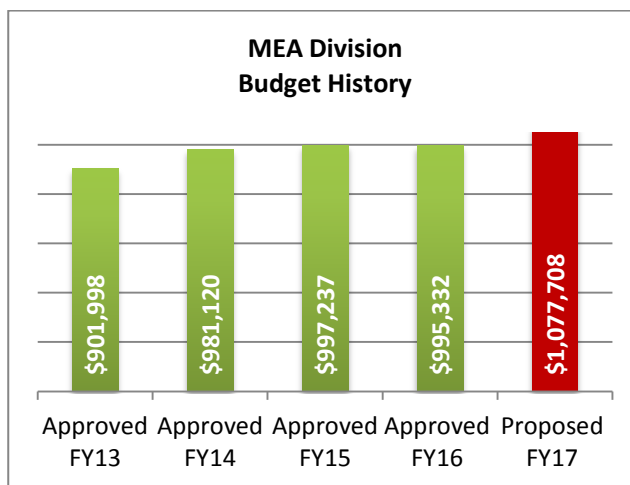
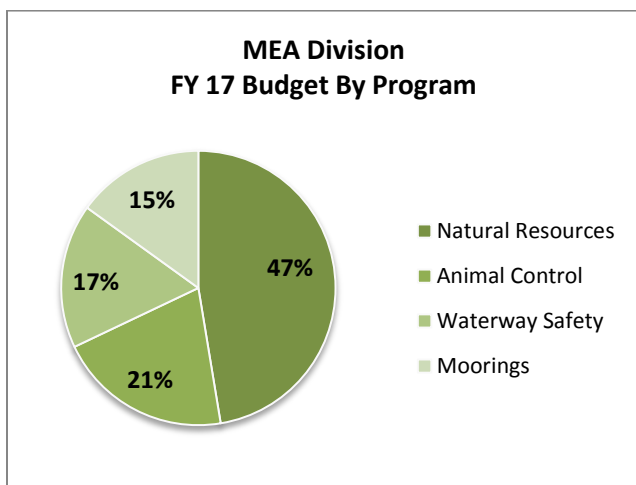
1. Improve mooring enforcement through public information (Strategic Plan: Regulatory Access & Accountability, Communication)
2. Improve communication and oversight of the licensed mooring servicers (Strategic Plan: Regulatory Access & Accountability, Communication)

3. Increase quahog seed production by approximately 280% (1.7 million total) in the FLUPSY (floating upweller system) at Prince Cove Marina (Strategic Plan: Education, Public Health and Safety, Economic Development, Environment and Natural Resources)
4. Continue to develop educational outreach programs (Strategic Plan: Education, Public Health and Safety, Economic Development, Environment and Natural Resources, Communication)
5. Continue eel grass restoration projects and replant all areas in season (Strategic Plan: Education, Public Health and Safety, Economic Development, Environment and Natural Resources, Communication)
6. Continue to remove old shellfish gear (20+ years) from Barnstable Harbor being uncovered by tidal action Strategic Plan: Education, Public Health and Safety, Economic Development, Environment and Natural Resources)
7. Increase staffing for Animal Control to provide for greater coverage to protect the public (Strategic Plan: Education, Public Health and Safety, Environment and Natural Resources, Communication)

FY 2017 Division Financial Data



The Marine & Environmental Affairs Division comprises less than 1% of the overall General Fund budget. Taxes provide 68%, fees and permits provide 5%, and special revenue provides 27% of the funding for operations. Special revenue is principally derived from the Waterways Improvement Special Revenue Fund.



The Natural Resources program is the largest program area within this division representing 47% of the overall budget. The Marina & Environmental Affairs budget has increased from \$901,998 in FY13 to \$1,077,708 proposed for FY17, or 19% for a five-year period.

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Personnel	\$ 725,369	\$ 765,467	\$ 741,597	\$ 818,343	\$ 52,876	6.91%
Operating Expenses	150,401	204,865	192,869	217,365	12,500	6.10%
Capital Outlay	-	25,000	25,000	42,000	17,000	68.00%
Total Appropriation	875,770	995,332	959,466	1,077,708	82,376	8.28%

Employee Benefits Allocation:

Life Insurance	91	90
Medicare	7,037	7,472
Health Insurance	34,128	36,306
County Retirement	136,715	143,735
Total Employee Benefits (1)	177,972	187,603

Total Expenditures Including Benefits \$ 1,053,742 \$ 1,147,069

Full-time Equivalent Employees	10.70	10.70	11.20	0.50
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Source of Funding

Taxes	\$ 529,916	\$ 650,332	\$ 617,316	\$ 732,708	\$ 82,376	12.67%
Fees, Licenses, Permits	66,758	57,000	54,150	57,000	-	0.00%
Special Revenue Funds	279,097	288,000	288,000	288,000	-	0.00%
Total Sources	\$ 875,770	\$ 995,332	\$ 959,466	\$ 1,077,708	\$ 82,376	8.28%

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

Summary of Significant Budget Changes

The FY17 proposed budget is increasing \$82,376 or 8.28%. Personnel costs are \$52,876 or 6.91%. This includes all contractual obligations, increasing the Animal Control Officer by 0.5 FTE or \$27,000, and a minimum wage increase of \$5,820. Operating costs are increasing by \$12,500 or 6.1%. This includes \$5,000 for the educational outreach initiative, \$9,000 for aids to navigation upgrades, and a reduction in gasoline by \$1,500 due to declining prices. Capital Outlay cost is increasing by \$17,000 or 68%. This includes \$35,000 to replace a vehicle, and \$7,000 to replace an outboard motor.

An increase in tax support of \$82,376 will provide for the increase in the budget.

Fiscal Year 2017 Program Financial Data

Natural Resources Program

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 307,349	\$ 317,231	\$ 312,000	\$ 325,582	\$ 8,351	2.63%
Operating Expenses	92,800	138,200	134,112	143,200	5,000	3.62%
Capital Outlay	-	25,000	25,000	42,000	17,000	68.00%
Total Appropriation	400,149	480,431	471,112	510,782	30,351	6.32%

Employee Benefits Allocation:

Life Insurance	43		43	
Medicare	2,955		3,054	
Health Insurance	21,910		23,121	
County Retirement	72,739		76,643	
Total Employee Benefits (1)	97,646		102,861	

Total Expenditures Including Benefits \$ 497,796 \$ 573,973

Full-time Equivalent Employees 4.50 4.50 4.50 0.00

Source of Funding

Taxes	\$ 400,149	\$ 480,431	\$ 471,112	\$ 510,782	\$ 30,351	6.32%
Total Sources	\$ 400,149	\$ 480,431	\$ 471,112	\$ 510,782	\$ 30,351	6.32%

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

Animal Control Program

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 156,365	\$ 164,465	\$ 154,597	\$ 196,387	\$ 31,923	19.41%
Operating Expenses	17,213	25,000	21,500	25,000	-	0.00%
Total Appropriation	173,578	189,465	176,097	221,387	31,923	16.85%

Employee Benefits Allocation:

Life Insurance	19		19	
Medicare	915		960	
Health Insurance	4,006		4,196	
County Retirement	12,983		13,460	
Total Employee Benefits (1)	17,924		18,634	

Total Expenditures Including Benefits \$ 191,502 \$ 194,731

Full-time Equivalent Employees 2.47 2.48 2.98 0.50

Source of Funding

Taxes	\$ 166,006	\$ 182,465	\$ 169,447	\$ 214,387	\$ 31,923	17.50%
Fees, Licenses, Permits	7,572	7,000	6,650	7,000	-	0.00%
Total Sources	\$ 173,578	\$ 189,465	\$ 176,097	\$ 221,387	\$ 31,923	16.85%

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

Waterways Safety Program

<u>Expenditure Category</u>	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 126,857	\$ 139,998	\$ 135,000	\$ 147,040	\$ 7,042	5.03%
Operating Expenses	25,713	28,575	26,000	36,285	7,710	26.98%
Total Appropriation	152,570	168,573	161,000	183,325	14,752	8.75%

Employee Benefits Allocation:

Life Insurance	5		4	
Medicare	1,482		1,702	
Health Insurance	5,778		6,399	
County Retirement	32,529		33,841	
Total Employee Benefits (1)	39,795		41,946	

Total Expenditures Including Benefits	\$ 192,365		\$ 202,946	
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Full-time Equivalent Employees	1.43	1.42		1.42	0.00
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Source of Funding

Taxes	\$ -	\$ -	\$ -	\$ 7,539	\$ 7,539	0.00%
Fees, Licenses, Permits	59,186	50,000	47,500	50,000	-	0.00%
Special Revenue Funds	129,709	132,577	131,137	125,786	(6,791)	-5.12%
Total Sources	\$ 188,895	\$ 182,577	\$ 178,637	\$ 183,325	\$ 748	0.41%

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

Mooring Program

<u>Expenditure Category</u>	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 134,798	\$ 143,773	\$ 140,000	\$ 149,334	\$ 5,561	3.87%
Operating Expenses	14,675	13,090	11,257	12,880	(210)	-1.60%
Total Appropriation	149,473	156,863	151,257	162,214	5,351	3.41%

Employee Benefits Allocation:

Life Insurance	24		24	
Medicare	1,686		1,756	
Health Insurance	2,434		2,590	
County Retirement	18,464		19,792	
Total Employee Benefits (1)	22,607		24,162	

Total Expenditures Including Benefits	\$ 172,080		\$ 175,419	
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Full-time Equivalent Employees	2.30	2.30		2.30	0.00
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Source of Funding

Taxes	\$ 85	\$ 1,440	\$ -	\$ -	\$ (1,440)	-100.00%
Special Revenue Funds	149,388	155,423	156,863	162,214	6,791	4.37%
Total Sources	\$ 149,473	\$ 156,863	\$ 156,863	\$ 162,214	\$ 5,351	3.41%

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

Performance Measures or Workload Indicators

Natural Resources Program

In FY17, the Natural Resource Program will hatch at least 51 diamond-backed terrapins from eggs collected at Sandy Neck Beach. These animals are State listed “**threatened**” and a permit will be obtained through the Natural Heritage and Endangered Species Program in order to collect and headstart these animals.

The hatchlings will be placed in at least 25 schools and/or public facilities throughout Barnstable and Sandwich for students to headstart. NR staff will provide guidance and educational talks to the schools to engage the students in terrapin ecology and to ensure that the animals thrive in captivity.

In June 2016, the terrapins will be released into the Sandy Neck “Great Marsh” as robust yearlings that have a high rate of success of reaching sexual maturity. This program accomplishes two goals; it educates the students about their Cape Cod environment and increases the threatened terrapin population at Sandy Neck Beach.

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

Town of Barnstable Moorings

Program Name	Program Goal	Program Outcome Measures	Results
Town of Barnstable Moorings	To provide efficient utilization of harbor areas, to improve the safety of moored vessels, and to provide adequate space for the enjoyment of all the users of the harbors. This shall be done by controlling the placement of moorings, establishing standards for mooring tackle, and by establishing regular, systematic mooring inspections.	<p>Annual Mooring Renewals</p> <ul style="list-style-type: none"> -Within 2 business days, open incoming mail and return incomplete renewals. -Within 3 weeks, process and issue mooring renewals. -By 2 weeks after the mooring renewal deadline have all returned renewals completed <p>This will be done by dedicating 95% of the mooring officer’s time to the renewal process during the renewal period and two weeks after the deadline.</p>	Issued 2,368 mooring permits in 2015

Workload Indicators

	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
<u>Mooring Program:</u>			
Mooring Permits Processed	2,368	2,400	2,450
<u>Shellfish Program:</u>			
Commercial Shellfish Permits Issued	47	47	47
Recreational Shellfish Permits Issued	2,775	2,800	2,825
<u>Animal Control Program:</u>			
Calls to service by Animal Control Officers	3,191	3,200	3,200

Recreation, Leisure and Aquatics

Mission Statement

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

Barnstable Recreation Vision

RECREATE - EDUCATE - CREATE
ARTS GUIDANCE COMMUNITY
LEISURE SAFETY LEADERS
SPORTS SKILLS MEMORIES



Activities
Program



Aquatics
Program

Providing Fun, Educational and Affordable Programs

RECENT ACCOMPLISHMENTS

- Raised over \$5000 with Emerald’s Physician’s Sponsorship of the Viva Palooza Run for the Adam Prentice Scholarship; which assists those in financial need to participate in any Recreation Program.
- Won the Cape Cod Lifesaving Competition 7 years in a row for the Non-Surf Beaches.
- Re-certified Lifeguard Staff in Waterfront Lifeguard Certification & Professional Rescuer CPR/AED and First Aid. Re-certified other Recreation staff in Community CPR/AED and First Aid.
- Filled all Aquatic Staff positions, during a National shortage of Lifeguards.
- Completed the Playground at Veteran’s Park Beach.
- Program Coordinator, Michelle Davies awarded 2016 Therapeutic Recreation Professional of the Year by the Massachusetts Recreation and Parks Association.
- The Recreation Division successfully developed and implemented additional programs as follows to meet the needs of our community. Additional programs include: 2 Family Bake Off Challenges, Frozen Science, After School Soccer for 4th & 5th Graders, & Jr. Eco-Tours.
- Provided Specific Beach T-Shirts and Sweat Shirts for sale.
- Completed the Tennis Courts at Barnstable West Barnstable School and Cotuit Elementary School.
- Successfully implemented fees for non-profits for use of the Recreation facilities.
- Improved and expanded our programs that need transportation with the addition of a third van.

Description of Services Provided

The Recreation – Aquatics, Leisure & Youth Division is comprised of two general fund programs and one revolving fund program. The general fund programs are: Activities and Aquatics. Also, within these programs, expansion and additional innovative activities take place through the Division’s Revolving Programs.

Activities Program

The purpose of the Activity Program is to provide an array of social, intellectual, and physical opportunities to our citizens so they can enhance their lifestyles through positive leisure experiences. The Town recognizes the Recreation Division as a significant revenue producer. However, the Town is sensitive to the respective fees charged for services to our residents/taxpayers. Under the Town Manager’s directive, the programs must recover 30% of the total costs. In FY 2016, the percentage recovered within the Activity Program was 30%. The division is able to offer additional activities through the Revolving Fund Program. The Revolving Fund does not cover indirect costs of existing staff, facility uses and overhead. The Division annually develops and implements a needs assessment program to determine the accuracy of the comprehensive program through the customer satisfaction rating done for all activities.

The General Fund Programs are as follows:

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

The Revolving Fund Activities are as follows:

Leisure Scholarships	Grades 2-7 Field Hockey
Leisure Programs Sites 2-6	Archery
Red Cross Babysitting	Knitting
Summer Volleyball Skills and Drills	Sandy Neck Jr. Ranger
Fencing	Seasonal Creative Arts Programs
Vacation Program	Grades 2-7 Lacrosse Program
Youth Helping Animals	Fitness Boot Camp Half Day Play
Program Scholarships	Outdoor Adventure and Hiking
Grade K-7 Running Programs	Grades 1 – 12 Soccer Programs
Kids Night Out	Grades K-3 Kickball
Kite Making and Flying	Grades 4 & 5 Street Hockey
Field Maintenance	Magic Class
Grades 4-7 Flag Football	Wicked Cool for Kids
Leadership Academy	Holiday Decorations and Creative Arts

Aquatics Program

The purpose of the Aquatic Program is to provide a friendly, clean, and safe aquatic environment to all patrons, through effective controlled management at the various Town beaches, ponds, and lakes. The program provides and maintains aquatic services at sixteen Town beach sites. In working closely with the DPW, the various beach areas are receiving much of the attention they require resulting in more beach patrons frequenting the Town sites. The Recreation Division continues to assist the Marine & Environmental Affairs Division with the water safety component of Sandy Neck Beach Park. The various activities within this program begin on Memorial Weekend and conclude on Labor Day.

General Fund activities:

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

Revolving Activities:

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

Fiscal Year 2017 Goals and Objectives**Short Term (Activity, Aquatic and Revolving):**

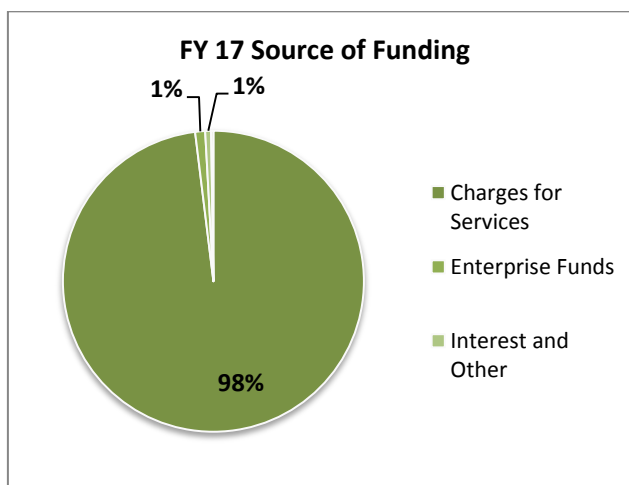
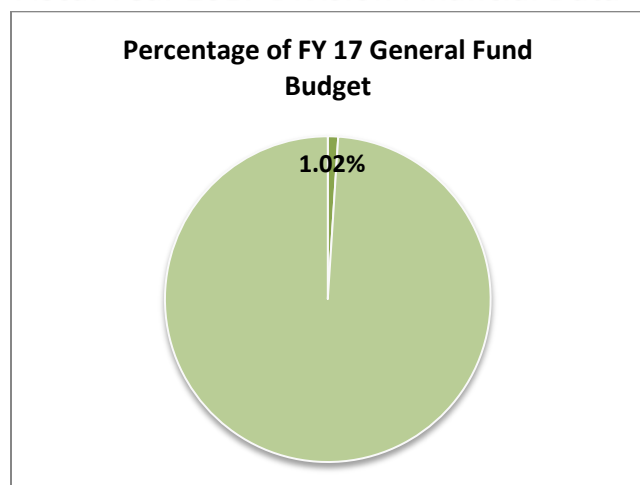
1. Further the website improvements, with pictures and specifics of what each beach site has to offer. (Strategic Plan Priorities: Education and Quality of Life)
2. Purchase and install New Disc Golf Baskets at Burgess Park. (Strategic Plan Priorities: Education, Quality of Life).

3. Change the overall beach sticker volunteer hours to better serve the residents on weekends.
4. Obtain funding and develop and implement a 7th Grade Youth Summit with the Youth Commission. (Strategic Plan Priorities: Education, Finance, and Quality of Life)
5. Continue to develop and implement Recreation Programs that are requested by residents and visitors of the Town of Barnstable that are affordable and able to be provided through our revolving fund. (i.e. fencing, knitting, progressive swim). (Strategic Plan Priorities: Education, Quality of Life)
6. Actively pursue available grant-funding to help sustain our services and offset program costs. (Strategic Plan Priority: Finance)

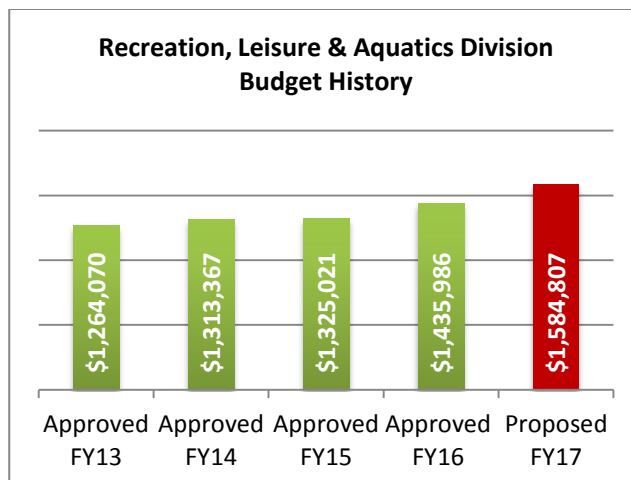
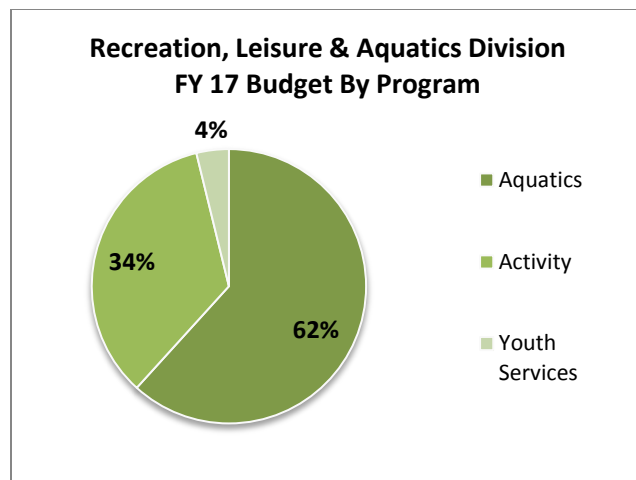
Long Term (Activity, Aquatic and Revolving):

1. Work cooperatively with the Department of Public Works, Osterville Village Association, and Town to develop a comprehensive strategic plan for the Osterville Bay Fields and Grounds. (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. (Strategic Plan Priorities: Education, Communication, Quality of Life)
3. Continue working closely and cooperatively with the DPW in upgrading and maintaining the following Town of Barnstable recreation facilities: beach buildings, community buildings, skate park, outdoor play areas, and Town athletic facilities. (Strategic Plan Priorities: Finance, Infrastructure, Quality of Life)
4. Complete the re-surfacing of the Basketball Courts and update lighting and complete renovations for the skatepark. (Strategic Plan Priorities: Infrastructure, Quality of Life)
5. Increase awareness and gain creditability with the Youth for the Town of Barnstable Youth Commission. (Strategic Plan Priorities: Education, Communication, Quality of Life)
6. Install AED’s for all the Staffed Beach Sites.

Fiscal Year 2017 Division Financial Data



The Recreation, Leisure and Aquatics Division comprise 1.02% of the overall General Fund budget. Charges for services provide 98% of the operation’s funding.



The Aquatics Program is the largest program in the division comprising 62% of the budget. This budget has increased from \$1.264 million in FY13 to \$1.584 million proposed for FY17, or 25% for the five-year period. Due to the state mandatory minimum wage increase, seasonal wages represent the largest contribution to the increase by at least 14% of the growth in cost for Recreation since FY15.

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 1,137,872	\$ 1,294,036	\$ 1,298,370	\$ 1,447,607	\$ 153,572	11.87%
Operating Expenses	96,713	104,950	106,133	101,700	(3,250)	-3.10%
Capital Outlay	37,459	37,000	37,000	35,500	(1,500)	-4.05%
Total Appropriation	1,272,044	1,435,986	1,441,502	1,584,807	148,822	10.36%

Employee Benefits Allocation:

Life Insurance	17	21
Medicare	14,692	28,022
Health Insurance	11,686	12,721
County Retirement	94,114	98,378
Total Employee Benefits (1)	120,509	139,142

Total Expenditures Including Benefits \$ 1,392,553 \$ 1,580,644

Full-time Equivalent Employees 7.42 7.42 8.42 1.00

Source of Funding

Taxes	\$ -	\$ -	\$ -	\$ 3,849	\$ 3,849	0.00%
Charges for Services	1,426,077	1,454,000	1,491,400	1,554,000	100,000	6.88%
Interest and Other	9,617	10,000	20,000	10,000	-	0.00%
Enterprise Funds	31,644	33,408	33,408	16,958	(16,450)	-49.24%
Total Sources	\$ 1,467,338	\$ 1,497,408	\$ 1,544,808	\$ 1,584,807	\$ 87,399	5.84%

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

Summary of Significant Budget Changes

The FY17 proposed budget is increasing \$148,822 or 10.4%. Personnel costs are increasing \$153,572 or 11.9%. This includes contractual obligations, the request to reinstate the Assistant Director position (\$54,040), \$23,000 to restore Hamblin's Pond staff, and the state's minimum wage increase requirements (\$61,980). Operating costs are decreasing \$3,250 due to the removal of mobile-registration cost no longer needed. Capital Outlay costs are decreasing \$1,500. The budget includes \$6,500 for playground equipment and \$29,000 for aquatic equipment.

An increase in the beach parking permit of \$5 will cover most of the cost increase in this operation. Tax support will increase \$3,849.

Fiscal Year 2017 Program Financial Data

Activities Program

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 408,102	\$ 469,007	\$ 473,370	\$ 543,069	\$ 74,062	15.79%
Operating Expenses	63,789	60,170	60,416	56,920	(3,250)	-5.40%
Capital Outlay	25,000	7,000	7,000	6,500	(500)	-7.14%
Total Appropriation	496,891	536,177	540,786	606,489	70,312	13.11%
Employee Benefits Allocation:						
Life Insurance	10		13			
Medicare	4,885		7,407			
Health Insurance	11,173		12,173			
County Retirement	63,702		63,267			
Total Employee Benefits (1)	79,769		82,861			
Total Expenditures Including Benefits	\$ 576,660		\$ 623,647			
Full-time Equivalent Employees	5.32	5.32		6.32	1.00	
Source of Funding						
Taxes	\$ 389,122	\$ 445,473	\$ 430,482	\$ 524,010	\$ 78,537	17.63%
Charges for Services	82,331	64,000	73,600	64,000	-	0.00%
Interest and Other	9,617	10,000	20,000	10,000	-	0.00%
Enterprise Funds	15,822	16,704	16,704	8,479	(8,225)	-49.24%
Total Sources	\$ 496,891	\$ 536,177	\$ 540,786	\$ 606,489	\$ 70,312	13.11%

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

Aquatics Program

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
	FY 2015	FY 2016	FY 2016	FY 2017	FY16 - 17	Change
Personnel	\$ 729,770	\$ 825,029	\$ 825,000	\$ 904,538	\$ 79,509	9.64%
Operating Expenses	32,924	44,780	45,716	44,780	-	0.00%
Capital Outlay	12,459	30,000	30,000	29,000	(1,000)	-3.33%
Total Appropriation	775,153	899,809	900,716	978,318	78,509	8.73%

Employee Benefits Allocation:

Life Insurance	8	7
Medicare	9,808	20,615
Health Insurance	513	548
County Retirement	30,412	35,111
Total Employee Benefits (1)	40,740	56,281

Total Expenditures Including Benefits \$ **815,893** \$ **956,998**

Full-time Equivalent Employees 2.10 2.10 2.10 0.00

Source of Funding

Charges for Services	1,343,746	1,390,000	1,417,800	1,490,000	100,000	7.19%
Enterprise Funds	15,822	16,704	16,704	8,479	(8,225)	-49.24%
Total Sources	\$ 1,359,568	\$ 1,406,704	\$ 1,434,504	\$ 1,498,479	\$ 91,775	6.52%

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

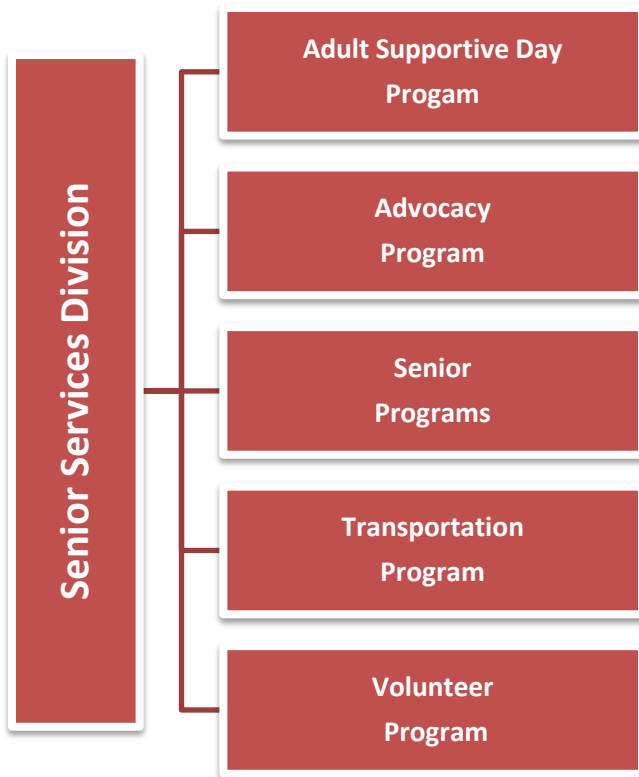
Workload Indicators**Parking Permit Comparisons**

	2014	2015
Resident	19,588	19,402
Replacements	252	282
Handicap	623	648
Seasonal	35	50
Landlord	674	691
Weekly	521	539
Totals	21,693	21,612

Senior Services Division

Mission Statement

The Barnstable Senior Services Division seeks to enhance the quality of life for elders in our community through the design and implementation of needed activities, programs and services. Our vision at the Barnstable Senior Center is to provide an inclusive, diverse and welcoming environment and to offer opportunities that enrich and empower our senior population. By offering a broad spectrum of programs and services, ranging from advocacy, transportation, adult supportive day, caregiver assistance, volunteer opportunities and social, educational and wellness activities, we are helping to ensure that our senior citizens remain physically, mentally and civically engaged in the Barnstable community.



Description of Services Provided

Adult Supportive Day Program

The Adult Supportive Day Program fills a clear need in our community for caregiver respite and participant support. Staffed by a full-time Program

Helping Seniors Age-in-Place through Meaningful and Supportive Programs and Services

RECENT ACCOMPLISHMENTS

- Completed a community wide needs assessment for the 50+ population.
- Began strategic planning process with the Council on Aging, Friends of the Barnstable Council on Aging and staff.
- Introduced a Nissan Leaf electric vehicle to our transportation program, thanks to funding from the Friends of the Barnstable Council on Aging.
- A 140 kW solar array was installed on the grounds of the Senior Center.
- Began construction of the Senior Center parking expansion project.
- Selected as one of the first senior centers in the nation to offer the Aging Mastery Program.
- Conducted LGBT cultural competency training for staff and board members and received GALE funds to implement LGBT programming for older adults.
- Commenced a successful free weekly meditation program, thanks to funding from CHNA 27.
- With the assistance of the COA board, we created a Senior Center ombudsman position to assist with conflict resolution.
- Outreach Department saved Barnstable seniors over \$1.3 million.
- Provided 5,840 one-way trips to transport 142 seniors to medical and other important appointments
- Awarded \$102,760 formula grant by the Executive Office of Elder Affairs.

Coordinator and two part-time Program Aides, this program seeks to meet the needs of elders who cannot, or do not wish to, stay alone at home during the day. The Adult Supportive Day Program reduces the stress associated with caregiving by providing much-needed respite for the caregiver and helping seniors to age-in-place in our community. Our Adult Supportive Day Program offers a full day of structured, therapeutic activities five days per week Monday-Friday from 9:00a.m.-3:00 p.m. Program participants pay a daily rate for service, on a sliding scale basis, and in some cases are eligible for reimbursement for part of the costs from other organizations in the community.

Advocacy Program

For many seniors, maneuvering through the complex maze of benefit-related problems, family and health issues, and retirement plans facing them is overwhelming, especially in a technology-driven, ever-changing world such as ours is today. Our Outreach staff assists seniors to ensure they are enrolled in any federal, state or local government programs they are eligible for, resulting in significant cost savings for many seniors who are already living on fixed incomes. These programs include Medicare, MassHealth, Prescription Advantage, Fuel Assistance and Food Stamps. Through our telephone reassurance program, mailbox sticker program, brown bag and turkey trot programs, our Outreach Department also acts as a safety net for isolated and homebound seniors in our community.

Senior Programs

The Barnstable Senior Center offers numerous classes and activities on a daily basis designed to help seniors stay physically, mentally and socially active. We are proud of the wide and diverse variety of opportunities for learning and socialization we provide. Each week we offer a multitude of activities including exercise classes, computer classes, health seminars, caregiver support groups, movies, art workshops, musical entertainment, intergenerational activities and blood pressure clinics. Our current calendar of activities is packed with approximately 200 activities each month.



Transportation Program

By offering safe, courteous and reliable transportation services to life-sustaining, life-maintaining and life-enriching destinations including medical appointments, grocery shopping, banking and the Barnstable Senior Center, our “Silver Express” transportation program empowers senior citizens to stay connected to their community and age-in-place in their homes, providing them with a sense of independence and reducing social isolation. Our vehicles are handicapped accessible and our drivers are trained to understand the needs of seniors with dementia, and mobility impairments, and ensure that they reach their destinations safely. Utilizing volunteer drivers, in addition to our paid driver, allows us to significantly expand service delivery to our clients and ensures we can continue to sustain this important program.

Volunteer Program

Research has shown that volunteering is good for your mental and physical health. The Senior Services Division relies heavily on the services provided by those who volunteer their time at the Center. Elders, likewise, find great meaning and value in the time spent volunteering. This mutually beneficial activity enables the Senior Services Division to conduct many of its programs and services. Volunteer positions include van drivers, front desk receptionists, class instructors, special events volunteers. Without the support of the dedicated volunteers that we have, we would not be able to provide the range and depth of services we offer to the community.

Fiscal Year 2017 Goals and Objectives

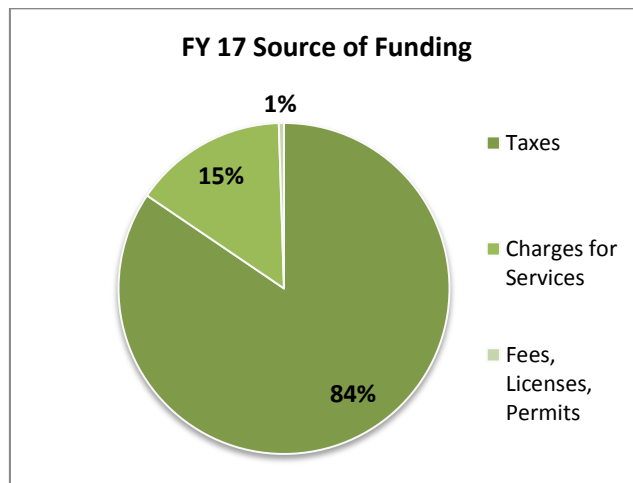
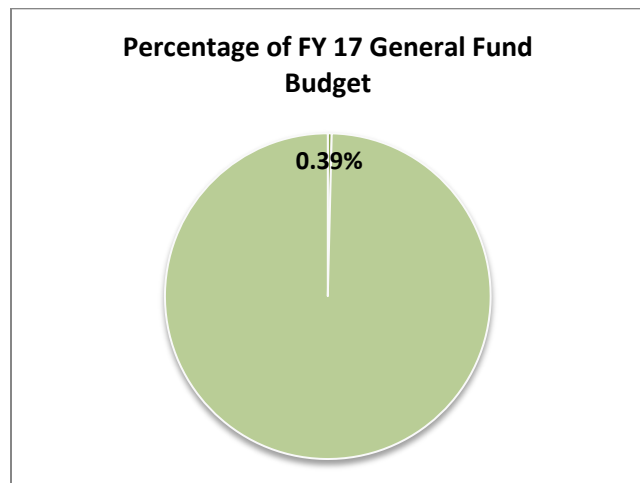
Short Term:

1. With the needs assessment study complete, move forward with the strategic planning process to work towards implementation of study recommendations. (SP: Quality of Life, Education, Communication)
2. Complete the expansion of the Senior Center parking lot to ensure safety of citizens utilizing the facility, reduce congestion and improve accessibility. (SP: Public Health and Safety, Infrastructure)
3. Install a generator at the Senior Center to ensure the safety of facility users and particularly adult supportive day program participants by restoring lights and elevator power during outages. (SP: Public Health and Safety)
4. Develop social and educational programming for LGBT older adults to increase access to our services and provide a welcoming, inclusive and supportive environment. (SP: Quality of Life)
5. Continue to promote the Adult Supportive Day program to caregivers to increase attendance. (SP: Quality of Life)
6. Continue to develop targeted outreach and marketing efforts throughout the senior and boomer community to expand awareness and attendance of the programs and services of the Barnstable Senior Center. (SP: Communications)
7. Introduce evening programming two nights a week to encourage more use of the facility by boomers and working seniors who cannot attend during daytime hours and evaluate the need for additional evening hours. (SP: Quality of Life)
8. Actively pursue available grant-funding to help sustain our services and offset program costs, including our adult supportive day and transportation programs. (SP: Quality of Life)
9. Continue to enhance our volunteer recruitment and retention program to attract new volunteers to the Center. (SP: Quality of Life)
10. Continue to participate in regional aging and human service networks to assess and address the growing needs of the aging community. (SP: Public Health and Safety, Quality of Life)

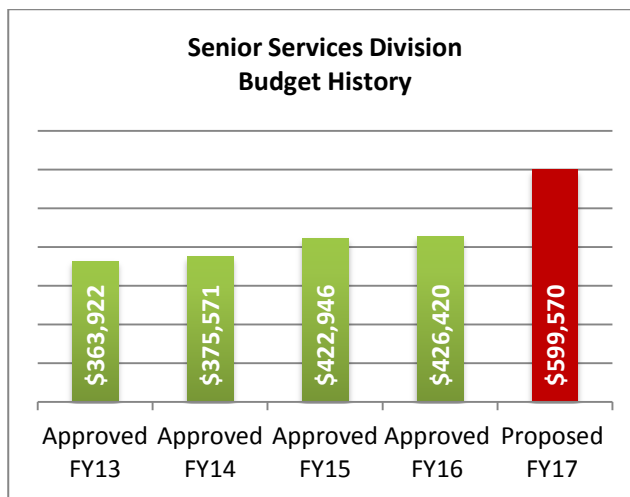
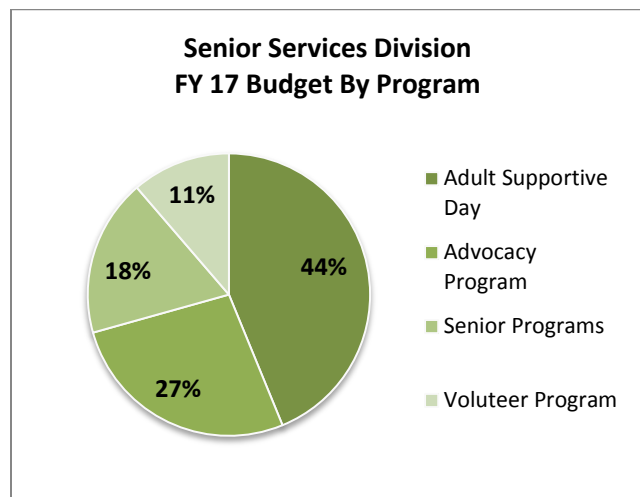
Long Term:

1. Continue to develop and enhance programs and services that improve the lives of Barnstable's senior population including advocacy, transportation and caregiver services to ensure that our efforts to assist seniors to age in place and maintain their independence are maintained. (SP: Public Health and Safety, Quality of Life)
2. Join the AARP Age Friendly Community Network (SP: Quality of Life, Infrastructure)
3. Continue to reach out to a more diverse population that more accurately reflects the changing demographics of the Town of Barnstable. (SP: Quality of Life)
4. Pursue the National Council on Aging accreditation process. (SP: Quality of Life)
5. Maintain commitment to community wide marketing efforts including social media, monthly cable TV shows, Senior Compass newsletter and weekly e-newsletter and continue to develop innovative marketing strategies. (SP: Communications)

Fiscal Year 2017 Division Financial Data



The Senior Services Division budget comprises 0.39% of the overall General Fund operating budget. Taxes provide 84% of the funding for this operation. Charges for services provides 15%, which is a new category based on the Adult Supportive Day Program being merged into the general fund operations.



Adult Supportive Day Program is the largest program area in this division representing 44% of the overall budget. This is due to integrating the revolving fund into the general fund. The division’s budget has increased from \$363,922 in FY13 to a proposed amount of \$599,570 in FY17, or 65% over the five-year period.

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Personnel	\$ 370,586	\$ 393,220	\$ 386,684	\$ 551,370	\$ 158,150	40.22%
Operating Expenses	55,470	33,200	29,562	48,200	15,000	45.18%
Total Appropriation	426,057	426,420	416,246	599,570	173,150	40.61%
Employee Benefits Allocation:						
Life Insurance	52		48			
Medicare	4,956		5,239			
Health Insurance	21,517		20,501			
County Retirement	113,894		113,065			
Total Employee Benefits (1)	140,419		138,854			
Total Expenditures Including Benefits	\$ 566,475		\$ 555,099			
Full-time Equivalent Employees	6.33	6.53		9.78	3.25	
Source of Funding						
Taxes	\$ 421,231	\$ 423,420	\$ 407,246	\$ 506,570	\$ 83,150	19.64%
Fees, Licenses, Permits	4,825	3,000	9,000	3,000	-	0.00%
Charges for Services	-	-	-	90,000	90,000	0.00%
Total Sources	\$ 426,057	\$ 426,420	\$ 416,246	\$ 599,570	\$ 173,150	40.61%

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

Summary of Significant Budget Changes

The FY17 proposed budget is increasing \$173,150 or 40.6%. Personnel costs are increasing \$158,150. This includes all contractual obligations and an additional 3.25 FTE's due to the Adult Supportive Day revolving fund merging into the general fund with a personnel cost of \$148,345. Operating costs are increasing \$15,000 which includes funds for the Adult Supportive Day Program (\$14,000), \$3,000 for postage to support the "Compass" newsletter, and a savings from the reduction for mobile registration for \$2,000.

Fiscal Year 2017 Program Financial Data

Adult Supportive Day Program

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 93,082	\$ 89,025	\$ 87,000	\$ 241,120	\$ 152,095	170.84%
Operating Expenses	479	3,400	1,360	21,500	18,100	532.35%
Total Appropriation	93,561	92,425	88,360	262,620	170,195	184.14%
Full-time Equivalent Employees	1.43	1.43		4.68	3.25	
Source of Funding						
Taxes	\$ 93,561	\$ 92,425	\$ 88,360	\$ 172,620	\$ 80,195	86.77%
Charges for Services	-	-	-	90,000	90,000	0.00%
Total Sources	\$ 93,561	\$ 92,425	\$ 88,360	\$ 262,620	\$ 170,195	184.14%

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

Senior Programs

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 86,794	\$ 90,022	\$ 88,000	\$ 90,590	\$ 568	0.63%
Operating Expenses	54,068	26,900	26,362	17,550	(9,350)	-34.76%
Total Appropriation	140,862	116,922	114,362	108,140	(8,782)	-7.51%
Full-time Equivalent Employees	1.55	1.55		1.55	0.00	
Source of Funding						
Taxes	\$ 136,037	\$ 113,922	\$ 105,362	\$ 105,140	\$ (8,782)	-7.71%
Fees, Licenses, Permits	4,825	3,000	9,000	3,000	-	0.00%
Total Sources	\$ 140,862	\$ 116,922	\$ 114,362	\$ 108,140	\$ (8,782)	-7.51%

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

Volunteer Program

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 58,094	\$ 61,922	\$ 60,684	\$ 64,004	\$ 2,082	3.36%
Operating Expenses	411	900	540	3,800	2,900	322.22%
Total Appropriation	58,505	62,822	61,224	67,804	4,982	7.93%
Full-time Equivalent Employees	1.00	1.00		1.00	0.00	
Source of Funding						
Taxes	\$ 58,505	\$ 62,822	\$ 61,224	\$ 67,804	\$ 4,982	7.93%
Total Sources	\$ 58,505	\$ 62,822	\$ 61,224	\$ 67,804	\$ 4,982	7.93%

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

Advocacy Program

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Personnel	\$ 132,616	\$ 152,251	\$ 151,000	\$ 155,655	\$ 3,404	2.24%
Operating Expenses	513	2,000	1,300	5,350	3,350	167.50%
Total Appropriation	133,129	154,251	152,300	161,005	6,754	4.38%
Full-time Equivalent Employees	2.35	2.55		2.55	0.00	
Source of Funding						
Taxes	\$ 133,129	\$ 154,251	\$ 152,300	\$ 161,005	\$ 6,754	4.38%
Total Sources	\$ 133,129	\$ 154,251	\$ 152,300	\$ 161,005	\$ 6,754	4.38%

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



Barnstable Senior Center

Performance Measures

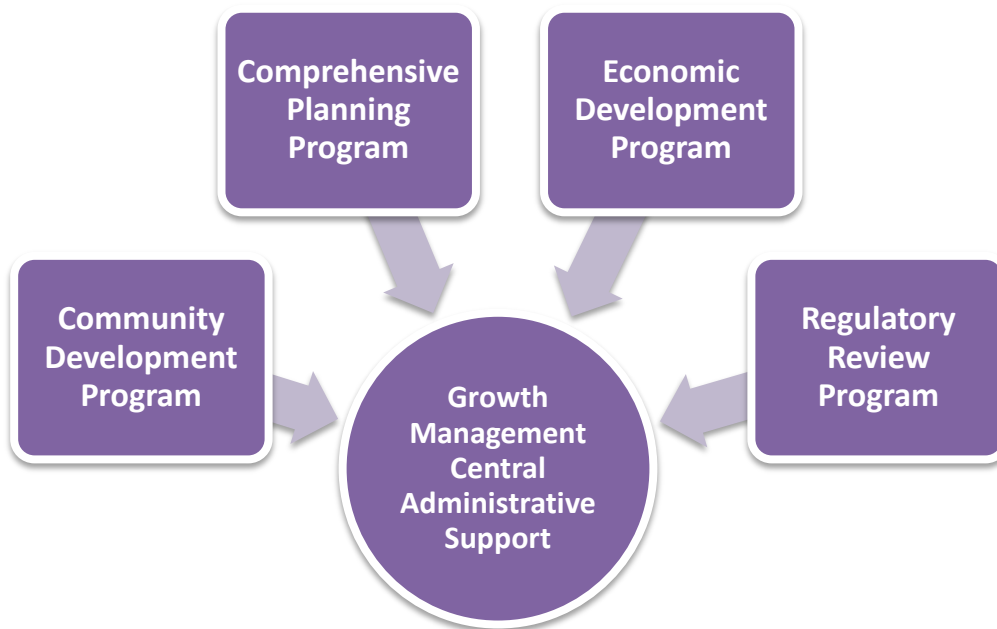
Program Name	Program Goal	Program Outcome Measures	Results
Adult Supportive Day	Provide day care services to elders in need of supportive care in an active and engaging environment to maintain health and wellbeing and provide respite for caregivers.	Participant placement/attendance.	49 clients served; 2,707 units of service provided (6 hour day).
Advocacy	To address and assist elders with critical needs related to public benefits, financial, health and human services issues.	Number of Clients served through case management (face to face, on the phone, home visits) and cost savings to seniors.	1,020 clients served; 1,844 units of service; 100% client response and satisfaction. \$1,587,716 in savings to clients through enrollment in public benefits.
Transportation	To address and assist elders with transportation needs.	Number of clients served and number of rides provided.	124 clients served through 5,545 one-way trips.
Volunteer	To provide opportunity for elders to engage in valuable community service remaining active in their community.	Recruitment and Placement of Volunteers. Dollar value of volunteer service hours.	168 volunteers provided 6,149 hours valued at \$22.14 per hour.
Senior Programs	To encourage and promote healthy aging among Barnstable's senior citizens by offering a wide array of opportunities for seniors to remain mentally and physically active.	Number of participants in activities and classes.	Over 25,000 visits. High level of customer satisfaction through class evaluation and continuing participation in events and activities.

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Growth Management Department

Department Mission

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



Outreach and Action

RECENT ACCOMPLISHMENTS

- **Economic Development:** Enhanced visibility for Economic Development Specialist as ombudsmen to businesses; promoted Cultural Districts, HyArts, and ArtsBarnstable; job training for 15 disabled persons.
- **Regulatory Process:** Partnering with Regulatory Services to improve permitting climate; developed scope of work for zoning streamlining project.
- **Housing:** Completed Housing Needs Assessment; Housing Production Plan update in process
- **Environment & Natural Resources:** Multi Hazard Mitigation Plan Update.
- **Communications:** Continued village civic engagement; enhanced multi-platform outreach strategies



HyArts Public Art

Description of Services Provided

Administration

Administration provides support for the four department programs with professional and administrative staff. The Director, working with GMD staff, provides professional planning and development advice and assistance to town residents, business entities, the Town Manager, Town Council, Boards, Commissions, Committees and Departments, county and state agencies, and private sector organizations and entities. This advice and assistance includes economic development, downtown revitalization, land use, community planning, infrastructure, transportation, capital improvement, environmental issues and impacts. Administrative activities include payroll, billing, grant procurement and administration, media relations material preparation and distribution, contract preparation, procurement assistance and invoice processing. GMD Administration staff provides direct support to Barnstable Economic Development Commission, Barnstable Historical Commission, and the Housing Committee.

Community Development Program

The Community Development program mission is to strengthen and renew neighborhoods in Barnstable and enhance and enrich the quality of life for the Town's residents through housing and community development planning, funding, and implementation.

Community Development Block Grant (CDBG) Program: Through the CDBG Action Plans developed by GMD, CDBG grant funds from the U.S. Department of Housing and Urban Development (HUD) are allocated to activities that assist the Town's low and moderate-income residents. During FY2016, CDBG funded affordable housing units for rent or homeownership; homeowner rehabilitation including sewer connections; small business assistance; public facility improvements including ADA handicap access and energy efficiency; and the Hyannis BID Main Street Clean Team.

Community Housing: Community Housing implements state and locally approved housing plan; monitors the existing affordable housing regarding permit requirements and deed restrictions; coordinates with Department of Housing and Community

Development (DHCD) to maintain the Subsidized Housing Inventory; provide assistance affordable housing project review; works with the Community Preservation Committee affordable housing projects; and , through the Housing Coordinator provides technical support to the Housing Committee. During FY16 completed the Housing Needs Assessment with a special focus on Hyannis and with GMD Regulatory Review Staff reworked Accessory Apartment Program to improve efficiency.

Comprehensive Planning Program

Comprehensive Planning's mission is: research, analyze, and develop plans, through civic engagement activities, for the Town's long-term needs in the areas of economic development, preservation and enhancement of resources, sustainable development practices, provision of adequate public facilities, and infrastructure. This program also monitors existing regulations and works to redraft those that are outdated or unnecessarily restrictive. A broad range of comprehensive planning information including policy advice and research results are shared with the Town Council, the Town Manager, regulatory boards and Town agencies, committees, residents and business owners. Ongoing planning projects include targeted regulatory amendment to improve efficiency; strategic infrastructure, transportation and capital improvement planning to foster economic activity; environment and resource planning; village center planning and downtown revitalization.

Economic Development Program

Economic Development's mission is: implement economic development planning to enhance quality of life for Barnstable, its residents, and visitors. Specific activities include supporting Hyannis' revitalization; collaborating with the Hyannis Area and Cape Cod Chambers of Commerce and the Downtown Hyannis Business Improvement District; regulatory review and reform for the Iyannough Road Regional Commercial Center corridor; place making strategies to attract and retain visitors to Hyannis Harbor and Village centers. Economic Development implementation strategy is based on business outreach, professional development, peer review, professional organization membership and consultation with professionals. The strategy focuses on designated growth areas with active support for village centers and monitors sector activity to determine new program components.

- **Business Support:** During FY16 GMD and Regulatory Services partnered to increase awareness of GMD's Economic Development Specialist coordinating and support services for businesses seeking permits at the 200 Main Street Town Hall Annex. GMD works with local, state, and regional partners to provide connections to resources for local businesses. Coastal Community Capital, SCORE, Hyannis Area and Cape Cod Chambers of Commerce, and Massachusetts Office of Business Development are among those resources.
- **Business Outreach:** Business outreach remains integral to the economic development program. The Director and GMD's Economic Development team have visited more than 200 businesses and have had personal contact in many settings with scores more. We learn about the business climate and share the Town's goals and planning initiatives in these interactions. Most importantly, we engage in open and honest discussion about how Barnstable fares at being "Open for Business". We are pleased to report that overall, the results continue to be positive. This cornerstone communication strategy remains a top priority.



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

Regulatory Review Program

Regulatory Review Program mission is: provide exemplary assistance to residents, property owners, Boards, Commissions, Committees and Departments; assist with implementation of the Town's land use ordinances and provide general advice and assistance on regulatory issues. Program staff is charged with analyzing outdated or unnecessarily restrictive ordinances to determine needed reforms. The Regulatory Review program provides staff support, technical assistance and administrative services to the Planning Board, Zoning Board of Appeals, Old King's Highway Historic District Committee, Barnstable Historical Commission and Hyannis Main Street Waterfront Historic District Commission. Regulatory Review staff are a primary customer service interface for the Town.

Fiscal Year 2017 Goals and Objectives

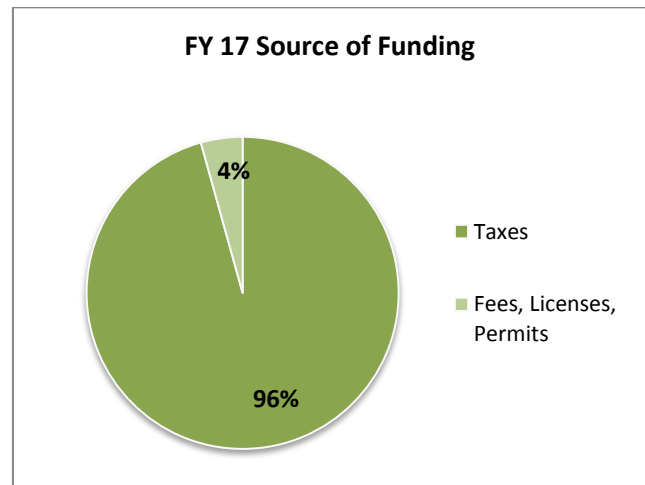
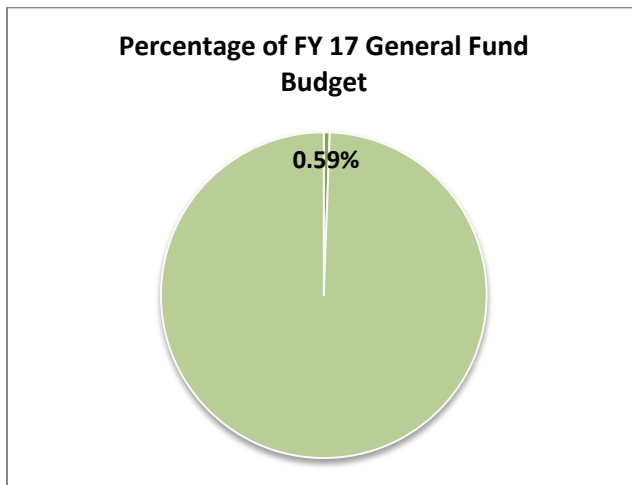
As GMD discussed goals for the upcoming year we realized that further silo dismantling was necessary within the Department. To that end we present our goals under the single umbrella of Economic and Community Development. It is our belief that all GMD programs and projects support economic and community development.

ECONOMIC/COMMUNITY DEVELOPMENT:

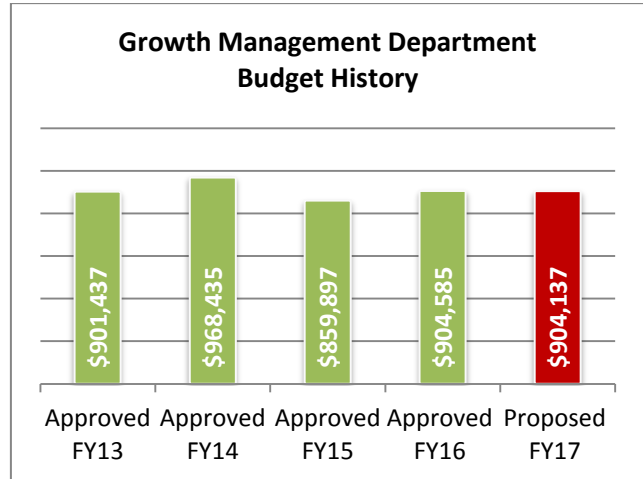
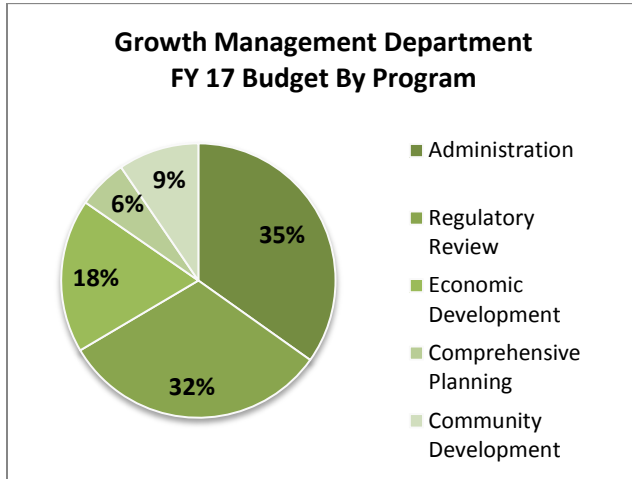
- Work with Cape Cod Commission on Hyannis Area Projects including the Growth Incentive Zone modification process to incentivize commercial and residential development in Hyannis and the Iyannough Road Regional Commercial Area.
- Explore and encourage Armory reuse for maximum benefit to the local economy including the strengthening innovation sector

- Revisit Pearl Street Arts Campus programming to ensure maximum support for the creative economy sector with incubator space and market exposure and to ensure the program uses best business practices
- Engage with and outreach to business sectors and individual businesses to understand and address needs
- Engage business community, community leaders, and residents in downtown Hyannis Parking Management analysis and planning
- Direct Business Assistance
 - ~ Continue Façade Improvement Program
 - ~ Using CDBG Neighborhood Revitalization Strategy Area designation, revive micro-enterprise lending and other job creating economic development projects for CDBG funding
- Implement Housing Production Plan recommendations with particular focus on incentives for downtown Hyannis multi-unit rental development and stabilizing single-family homes
- Village Visioning – continue work with Cotuit and Marstons Mills. Engage with other villages as may be requested

Fiscal Year 2017 Department Financial Data



The Growth Management Department comprises 0.59% of the overall General Fund budget. Taxes provide 96% of the department’s funding.



Administration is the largest program area in the Growth Management Department budget. Regulatory Review and Economic Development are the second and third largest program areas, respectively. This department’s budget has increased 0.3% from FY13 to FY 17. The decline in the budget for FY15 is attributable to positions being transferred to other departments.

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 723,156	\$ 796,185	\$ 734,879	\$ 795,737	\$ (448)	-0.06%
Operating Expenses	75,326	108,400	92,809	108,400	-	0.00%
Total Appropriation	798,482	904,585	827,689	904,137	(448)	-0.05%

Employee Benefits Allocation:

Life Insurance	44	41
Medicare	9,682	9,545
Health Insurance	44,336	51,929
County Retirement	154,705	165,297
Total Employee Benefits (1)	208,767	226,812

Total Expenditures Including Benefits \$ 1,007,248 \$ 1,054,501

Full-time Equivalent Employees 10.65 10.50 10.50 0.00

Source of Funding

Taxes	\$ 751,897	\$ 865,585	\$ 787,989	\$ 865,137	\$ (448)	-0.05%
Fees, Licenses, Permits	46,409	39,000	39,700	39,000	-	0.00%
Interest and Other	175	-	-	-	-	0.00%
Total Sources	\$ 798,482	\$ 904,585	\$ 827,689	\$ 904,137	\$ (448)	-0.05%

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

Summary of Significant Budget Changes

There are no significant changes to this operating budget. Staffing remains at 10.5 full-time equivalents and operating expenses are level funded at \$108,400. Taxes provide 96% of the funding for this Department.

Fiscal Year 2017 Program Financial Data

Administration Function

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Personnel	\$ 95,863	\$ 198,078	\$ 190,155	\$ 206,491	\$ 8,413	4.25%
Operating Expenses	75,326	108,400	92,809	108,400	-	0.00%
Total Appropriation	171,189	306,478	282,965	314,891	8,413	2.74%

Employee Benefits Allocation:

Life Insurance	0		12	
Medicare	1,277		2,466	
Health Insurance	3,993		20,280	
County Retirement	25,956		27,350	
Total Employee Benefits (1)	31,226		50,108	

Total Expenditures Including Benefits \$ 202,415 \$ 333,072

Full-time Equivalent Employees 2.50 2.50 2.50 0.00

Source of Funding

Taxes	\$ 164,574	\$ 300,478	\$ 277,625	\$ 308,891	\$ 8,413	2.80%
Fees, Licenses, Permits	6,440	6,000	5,340	6,000	-	0.00%
Interest and Other	175	-	-	-	-	0.00%
Total Sources	\$ 171,189	\$ 306,478	\$ 282,965	\$ 314,891	\$ 8,413	2.74%

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

Comprehensive Planning

<u>Expenditure Category</u>	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 95,051	\$ 94,027	\$ 69,237	\$ 52,803	\$ (41,224)	-43.84%
Total Appropriation	95,051	94,027	69,237	52,803	(41,224)	-43.84%

Employee Benefits Allocation:

Life Insurance	6		3	
Medicare	1,251		685	
Health Insurance	7,647		6,297	
County Retirement	22,927		24,459	
Total Employee Benefits (1)	31,830		31,444	

Total Expenditures Including Benefits \$ 126,881 \$ 100,681

Full-time Equivalent Employees 1.00 1.00 0.50 -0.50

Source of Funding

Taxes	\$ 95,051	\$ 94,027	\$ 69,237	\$ 52,803	\$ (41,224)	-43.84%
Total Sources	\$ 95,051	\$ 94,027	\$ 69,237	\$ 52,803	\$ (41,224)	-43.84%

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

Community Development

<u>Expenditure Category</u>	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 76,595	\$ 82,607	\$ 79,303	\$ 86,138	\$ 3,531	4.27%
Total Appropriation	76,595	82,607	79,303	86,138	3,531	4.27%

Employee Benefits Allocation:

Medicare	1,091		1,153	
County Retirement	16,149		17,256	
Total Employee Benefits (1)	17,240		18,409	

Total Expenditures Including Benefits \$ 93,835 \$ 97,711

Full-time Equivalent Employees 1.00 1.00 1.00 0.00

Source of Funding

Taxes	\$ 76,595	\$ 82,607	\$ 79,303	\$ 86,138	\$ 3,531	4.27%
Total Sources	\$ 76,595	\$ 82,607	\$ 79,303	\$ 86,138	\$ 3,531	4.27%

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

Regulatory Review

<u>Expenditure Category</u>	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 221,762	\$ 220,687	\$ 207,446	\$ 286,434	\$ 65,747	29.79%
Total Appropriation	221,762	220,687	207,446	286,434	65,747	29.79%

Employee Benefits Allocation:

Life Insurance	32		21	
Medicare	3,004		2,771	
Health Insurance	12,499		13,716	
County Retirement	59,558		64,061	
Total Employee Benefits (1)	75,093		80,568	

Total Expenditures Including Benefits \$ 296,855 \$ 288,014

Full-time Equivalent Employees 3.50 3.50 4.50 1.00

Source of Funding

Taxes	\$ 217,812	\$ 219,687	\$ 204,446	\$ 285,434	\$ 65,747	29.93%
Fees, Licenses, Permits	3,950	1,000	3,000	1,000	-	0.00%
Total Sources	\$ 221,762	\$ 220,687	\$ 207,446	\$ 286,434	\$ 65,747	29.79%

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

Economic Development

<u>Expenditure Category</u>	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 232,038	\$ 200,786	\$ 188,739	\$ 163,871	\$ (36,915)	-18.39%
Total Appropriation	232,038	200,786	188,739	163,871	(36,915)	-18.39%

Employee Benefits Allocation:

Life Insurance	6		6	
Medicare	3,048		2,470	
Health Insurance	19,955		11,636	
County Retirement	30,114		32,172	
Total Employee Benefits (1)	53,123		46,284	

Total Expenditures Including Benefits \$ 285,162 \$ 235,023

Full-time Equivalent Employees 2.65 2.50 2.00 -0.50

Source of Funding

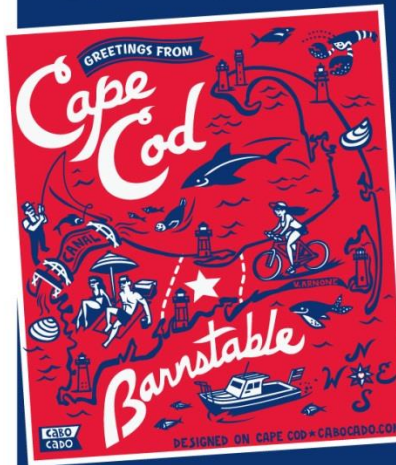
Taxes	\$ 196,019	\$ 168,786	\$ 157,379	\$ 131,871	\$ (36,915)	-21.87%
Fees, Licenses, Permits	36,019	32,000	31,360	32,000	-	0.00%
Total Sources	\$ 232,038	\$ 200,786	\$ 188,739	\$ 163,871	\$ (36,915)	-18.39%

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

Performance Measures

1. Increase gross square footage used for commercial and industrial enterprises over current square foot use levels in the Downtown Hyannis Growth Incentive Zone and the Regional Commercial Center.
 - The Growth Incentive Zone was flat in gross square foot increase of commercial/industrial property because the trend remains to redevelop existing properties adding value but not necessarily gross square footage.
 - The Regional Commercial Center saw a slight decrease of 0.5% over FY 2015 in gross square footage of commercial/industrial property.
2. Provide eight (8) eligible households with direct financial assistance through the Community Development Block Grant Sewer Connection Program.
 - No homeowners responded to the sewer connection program marketing in the past year. However we were able to support the creation of 6 Affordable Accessory Apartments – direct financial assistance to households creating new affordable rental housing.
3. Provide three (3) business enterprises with direct financial assistance using Community Development Block Grant funds.
 - In response to a request from the Hyannis BID we are currently working with 14 Hyannis businesses to shape their Façade Improvement project to prepare them for CDBG funding.
 - Provided job training for 15 individuals.
4. Provide Village Plan implementation assistance to village civic and business associations.
 - Provided continued assistance to Cotuit, Marstons Mills, and Hyannis.

★ ★ ★ INFO/MAP ★ ★ ★
DOWNTOWN
HYANNIS
ALL THINGS ARTS & CULTURE
KENNEDY LEGACY TRAIL



7 VILLAGES ★ ONE TOWN
BARNSTABLE • CENTERVILLE • COTUIT
HYANNIS • MARSTONS MILLS
OSTERVILLE • WEST BARNSTABLE

ARTSBARNSTABLE.COM

Welcome to Cape Cod's largest town

Our seven villages feature art, culture, historic gems, complete with seaside charm!

BARNSTABLE VILLAGE CULTURAL DISTRICT

Barnstable Comedy Club
 3171 Rte 6A (508) 362-1110
 Cape Cod Art Association
 3480 Main St (508) 362-2909 capecodartassoc.org
 Coast Guard Heritage Museum
 3353 Main St (508) 362-8521 coastguardheritagemuseum.org
 Barnstable Historical Society
 3087 Main St (508) 362-2962 barnstablehistory.org
 Sturgis Public Library
 3090 Main St (508) 362-6636 sturgislibrary.org
 Tales of Cape Cod
 3045 Main St (508) 362-8927 talesofcapecod.org
 County Complex Courthouse
 3195 Main St (508) 375-6602 barnstablecounty.org
 Historic walking tour self guided
artsbarnstable.com

CENTERVILLE

Centerville Historical Museum
 513 Main St (508) 775-0331 centervillehistoricalmuseum.org
 Centerville Public Library
 555 Main St (508) 790-6220 centervillelibrary.org

COTUIT

Cahoon Museum of American Art
 4675 Falmouth Rd (508) 428-7581 cahoonmuseum.org
 Cotuit Center for the Arts
 4404 Falmouth Rd (508) 428-8141 cotuitcenterforthearts.org
 Cotuit Library
 871 Main St (508) 428-0461 cotuitlibrary.org
 Dottridge Homestead and Fire Museum
 1148 Main St (508) 428-0461 cotuithistoricalsociety.org

MARSTONS MILLS

Marstons Mills Public Library
 2160 Main St (508) 428-5175 mmpl.org
 Burgess Park
 Rte 149 (508) 790-6345 marstonsmills.org

OSTERVILLE

Osterville Library
 43 Wianno Ave (508) 428-5757 ostervillefreeibrary.org
 Osterville Historical Society Museum
 155 West Bay Rd (508) 428-5061 ostervillmuseum.org

WEST BARNSTABLE

Cape Cod Conservatory
 2235 Lyannough Rd (508) 362-2772 capecodconservatory.org
 Higgins Art Gallery @Tilden Art Center, Cape Cod Community College
 2240 Lyannough Rd (508) 362-2131 capecod.edu
 Old Selectman's Building Gallery
 1889 Rte 149 (508) 362-3334
 West Barnstable Train Station and Museum
 2469 Meetinghouse Way (508) 362-9287 capecodrthts.org
 Whelden Library
 2401 Meetinghouse Way (508) 362-2262 wheldenlibrary.org



BARNSTABLE BEACHES OPEN TO THE PUBLIC

- 1. SANDY NECK BEACH** W. Barn. 590 Sandy Neck Beach Rd.
- 2. HATHAWAYS POND** Hyannis 1431 Phinney's Ln
- 3. CRAIGVILLE BEACH** Centerville 997 Craigville Beach Rd
- 4. VETERANS PARK BEACH** Hyannis 480 Ocean St
- 5. SEA STREET - KEYES BEACH** Hyannis 175 Ocean Ave
- 6. KALMUS BEACH** Hyannis 670 Ocean St

HYANNIS HYARTS CULTURAL DISTRICT

Hyannis Main Street Shops / Galleries
HyannisMainStreet.com
 HyArts Campus
 Pearl & South St (508) 862-4990 www.hyartsdistrict.com
 Hyannis Public Library
 401 Main St (508) 775-2280 hyannislibrary.org
 Kennedy Legacy Trail
 Self guided walking tour kennedylegacytrail.com
 John F. Kennedy Museum
 397 Main St (508) 790-3077 jfkhyannismuseum.org
 Cape Cod Baseball Museum
 397 Main St (508) 790-1723
 JFK Memorial / Korean Memorial
 Ocean St at Gosnold St
 Cape Cod Maritime Museum
 135 South St (508) 775-1723 capecodmaritimemuseum.org
 HyArts Artist Shanties (MAY-SEPT)
 111 Ocean St (508) 775-7990 hyartsdistrict.com
 Zion Union Heritage Museum
 276 North St (508) 790-9466 zionunionheritagemuseum.org
 Hyannis Youth & Community Center
 141 Bassett Ln (508) 790-6345 town.barnstable.ma.us/hycc/



"GOING YOUR WAY" CapeCodRTA.org
BUSES • TROLLEY • VILLAGE SHUTTLE
CAPE FLYER TRAIN TO / FROM BOSTON

KennedyLegacyTrail.com

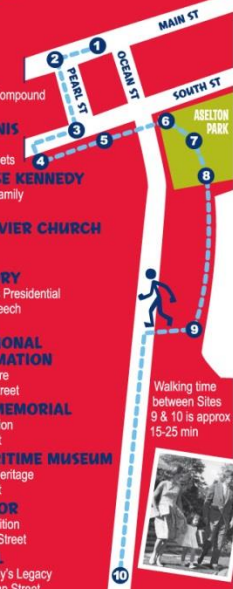
*An educational self-guided walking tour
 In downtown Hyannis*

**The Kennedys
 in Hyannis**



The 1.6 mile Kennedy Legacy Trail explores the family's rich history on Cape Cod.

- 1. JFK MUSEUM**
 Learn about the Kennedy Compound
 397 Main Street, Hyannis
- 2. MAIN ST. HYANNIS**
 In the 1960s
 Corner of Main & Pearl Streets
- 3. ROSES FOR ROSE KENNEDY**
 Matriarch of the Kennedy Family
 46 Pearl Street
- 4. ST. FRANCIS XAVIER CHURCH**
 The Kennedy Church
 347 South Street
- 5. HYANNIS ARMORY**
 Site of President Kennedy's Presidential
 Nomination Acceptance Speech
 225 South Street
- 6. CAPE COD NATIONAL SEASHORE INFORMATION**
 Honoring a National Treasure
 Aselton Park | 135 South Street
- 7. PEACE CORPS MEMORIAL**
 Engaging the Next Generation
 Aselton Park | Ocean Street
- 8. CAPE COD MARITIME MUSEUM**
 Kennedy Family Maritime Heritage
 Aselton Park | Ocean Street
- 9. HYANNIS HARBOR**
 The Kennedy's Sailing Tradition
 Bismore Park | 180 Ocean Street
- 10. JFK MEMORIAL**
 Honoring President Kennedy's Legacy
 Veteran's Beach | 670 Ocean Street



Walking time
 between Sites
 9 & 10 is approx
 15-25 min



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Police Department

Department Mission

The Barnstable Police Department is comprised of two principal organizational Bureaus whose members strive to work in partnership with our community in seeking out and solving problems in order to enhance our quality of life. We are committed to preserving the peace and protecting the lives, property and rights of all our citizens through proactive policing strategies.



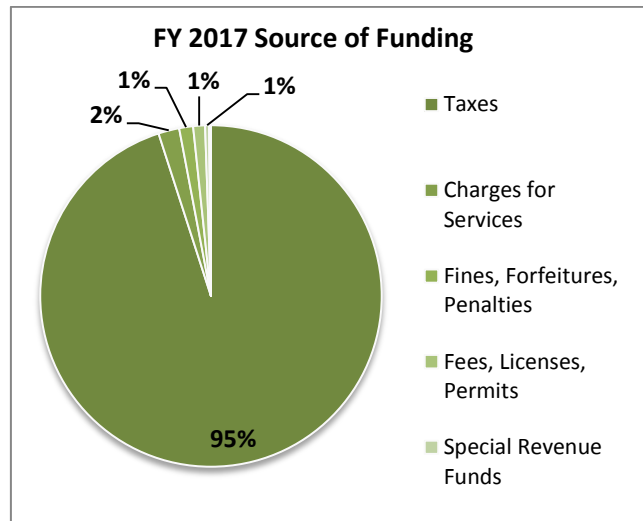
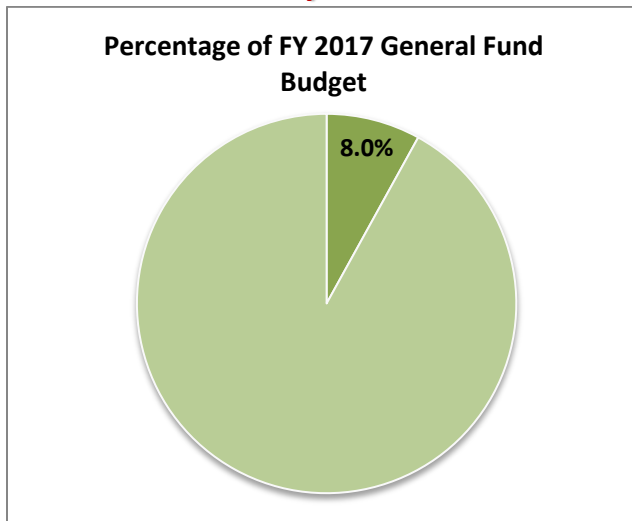
Administrative & Investigative Services Bureau



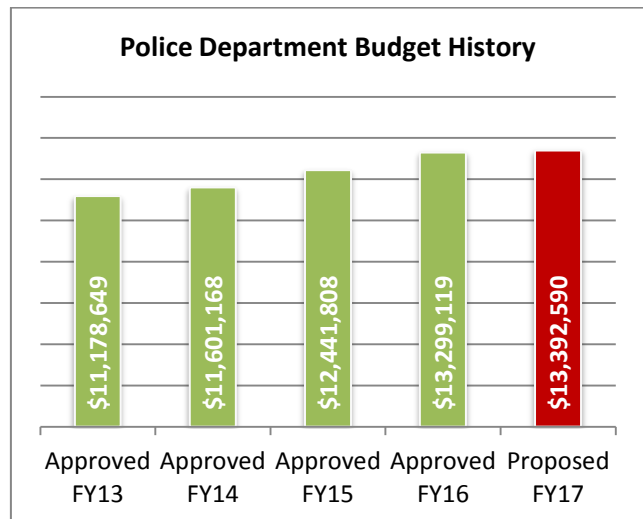
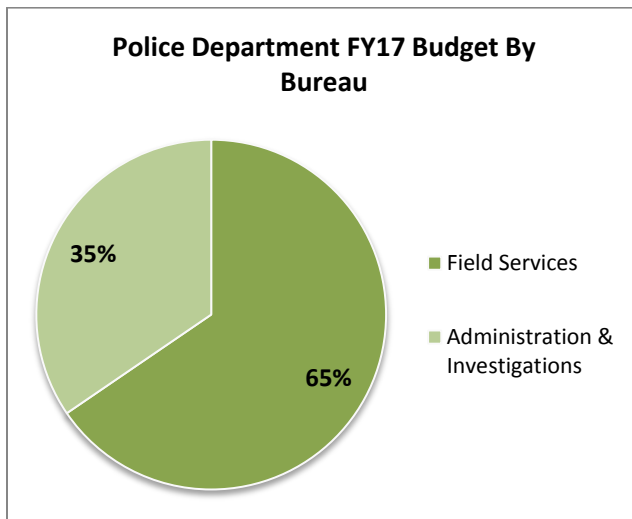
Field Services Bureau

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

Fiscal Year 2017 Department Financial Data



The Police Department budget comprises 8.0% of the overall General Fund budget. Taxes support 95% of the budget.



Field Services represent 65% of this operating budget. The Police Department budget has increased from \$11.17 million in FY13 to \$13.39 million proposed in FY17 or 19.81%. Most of the increase is attributable to contractual costs as well as an increase in the number of staffing from 125 in FY13 to 132 proposed in FY17. Personnel costs have increased 16.46% from FY13 to FY17, which represents 77% of the entire police budget increase during this five-year period.

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Personnel	\$ 11,312,242	\$ 12,013,453	\$ 11,995,764	\$ 12,144,520	\$ 131,067	1.09%
Operating Expenses	857,829	946,306	943,499	925,270	(21,036)	-2.22%
Capital Outlay	215,675	339,360	338,000	322,800	(16,560)	-4.88%
Total Appropriation	12,385,746	13,299,119	13,277,263	13,392,590	93,471	0.70%
Employee Benefits Allocation:						
Life Insurance	702		695			
Medicare	129,937		138,752			
Health Insurance	739,778		788,323			
County Retirement	2,025,316		1,843,204			
Total Employee Benefits (1)	2,895,733		2,770,974			
Total Expenditures Including Benefits	\$ 15,281,480		\$ 16,048,237			
Full-time Equivalent Employees	130.75	132.75		132.75	0.00	
Source of Funding						
Taxes	\$ 11,621,835	\$ 12,586,401	\$ 12,575,947	\$ 12,727,750	\$ 141,349	1.12%
Fines, Forfeitures, Penalties	166,448	176,000	156,640	176,000	-	0.00%
Fees, Licenses, Permits	189,293	99,840	94,848	149,840	50,000	50.08%
Charges for Services	318,867	265,000	254,400	265,000	-	0.00%
Interest and Other	39,304	15,000	38,550	24,000	9,000	60.00%
Special Revenue Funds	50,000	50,000	50,000	50,000	-	0.00%
Reserves	-	106,878	106,878	-	(106,878)	-100.00%
Total Sources	\$ 12,385,746	\$ 13,299,119	\$ 13,277,263	\$ 13,392,590	\$ 93,471	0.70%

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

Summary of Significant Budget Changes

The FY17 proposed budget is increasing \$93,471 or 0.70%. Several retirements in FY16 will mitigate the budget increase in this department for FY17. All retired sworn officer positions are being filled. Personnel costs are increasing \$131,067, which includes all contractual obligations, an additional \$32,000 for overtime and \$48,960 to support six new seasonal Community Service Officers. There are no proposed staff changes to full-time positions. Operating costs are decreasing \$21,036. Training academy funds of \$179,000 included in the FY16 budget are not repeated in the FY17 budget as the town was able to obtain slots in the Police Academy in FY16 for all new officer hires. Additionally, the budget for gasoline in FY17 is reduced by \$42,000 as the fuel bid for FY17 was more favorable. Additional funding of \$200,000 is being provided in FY17 for officer training (\$98,000), uniforms (\$12,000), cell phone and air card services (\$54,000), software & hardware maintenance (\$33,000) and \$3,000 for vehicle maintenance equipment. Capital Outlay includes \$270,000 of funding for 6 new patrol vehicles, \$38,000 for computer hardware and software and \$15,000 for Tasers. Taxes provide most of the funding support for this department and will increase by \$141,000 for FY17. Funding from fees will increase \$50,000 as many alarm registrations will be up for renewal.

Additional Funding Recommended

1. Vehicles

\$269,600 Requested

\$269,600 Recommended

The department requests the replacement of 6 patrol vehicles and add-on equipment (i.e., prisoner transport modules, radio/switch consoles, mobile data terminals) to achieve a fully outfitted cruiser. This can be placed into service delivery to the community in patrolling, investigating, responding and protecting the citizenry and commercial businesses in the Town of Barnstable and for optimum safety to police officers driving the vehicle.

2. Increase Funding to Information Technology Budget

\$71,865 Requested

\$71,865 Recommended

In the past two years the department has transitioning from a physical IT structure to a virtual IT structure, so that more of our IT-related expenses will increasingly be in the form of maintenance contracts that support the virtual side of our IT structure and represent a \$17,204 increase in software maintenance. In addition to system-wide related maintenance contracts, there are software maintenance contracts utilized in police investigations for which we request additional funding that also fall under our software maintenance budget line for \$11,773. Investigative Services routinely utilizes software technology in the areas of tracking and computer/technology forensics. These digital tools have proven to be indispensable to investigations. We have also included a capital request totaling \$36,500. Our Backup and Disaster Recovery Appliance is used to protect our physical and virtual environment in the event of a system failure as well as to provide data protection, operational continuity and availability to our IT systems, which are in use 24/7. Due to an increased load on the IT system, this hardware appliance needs to be refreshed in order to increase capacity and avoid overtaxing the appliance currently in use. Simply put, a larger system is needed to ensure 24/7 operation of IT systems and continual protection of our data.

3. Increase in Overtime

\$32,000 Requested

\$32,000 Recommended

The department requests an increase the FY17 overtime budget by 2% in order to keep pace with anticipated contractual cost of living increases. This will help the department to keep pace with overtime demands in the areas that present the most challenges to our overtime budget - court, minimum staffing, and training. While we constantly monitor our overtime budget on a daily basis, these aforementioned areas demand overtime which is not easily avoided as officers must appear in court; a shift cannot run without an adequate number of officers; and training occurs most commonly during the business hours and evening and midnight shift officers generally must attend on an overtime basis. This translates to an increase in overtime of \$21,650 across all divisions. Additionally, about half of the department will be eligible for contractual step increases for 2%. In light of this, we also request an additional increase of 1% in overtime or \$10,825 across all divisions to account for half of the sworn strength who will be eligible for step increases

4. Training Courses and Supplies

\$97,505 Requested

\$97,505 Recommended

This request is to increase our Training and Training Supply Lines from their current funding. It is of vital importance that the department provide adequate support and management level training to newly promoted superior officers in the areas of critical thinking, change management, public information, strategic and command training. Policing has increasingly evolved into a highly complex structure that

requires dynamic leadership in order to survive is an ever-shifting fast-paced world. Trends in crime and emerging issues in policing challenge every community and rapid changes in technology make the role of the police manager challenging. In the interest of promoting best practices, we would like to send newly promoted lieutenants and sergeants to a combination of courses offered by the Massachusetts Police Training Council in combination with the FBI/LEEDA, the Municipal Police Institute at Roger Williams University; and the Federal Law Enforcement Training Center in Glynco, GA. We also need to send some patrol officers in specialty assignments to certification in field drug testing, digital photography for law enforcement and other specialized training. Additionally, we would like to send all sworn officers (117) in Active Shooter Training through MACTAC at a cost of \$55,000. Finally, we need to increase funding in the area of training supplies such as ammunition and range targets. Optimally trained police officers equates to a department that operates in an efficient and effective manner while at the same time reduces issues of officer liability.

5. Seasonal Community Service Officer Program

\$51,960 Requested

\$51,960 Recommended

Policing on Main Street, Hyannis during the summer months can become considerably constrained due to significant increases in population coupled with ongoing challenges that exist year-round. Main Street, Hyannis becomes a primary tourist destination, as it has much to offer in the way of shops and restaurants. It also serves as a social gathering place for summer students living and working on the Cape for a short duration. Several towns on Cape Cod employ Community Service Officers to perform a variety of non-critical public safety duties in support of police operations. These officers are non-sworn and unarmed. To similarly assist our department, we would like to hire 6 Community Service Officers to work during the summer season patrolling Main Street, Hyannis on foot and the business district surrounding Main Street. Their primary role will be to observe for criminal activity, suspicious behavior, potential safety hazards and persons needing assistance. They will also assist the Community Impact Unit in its work with target populations. This will facilitate quicker response for police service.

6. Increase in Cell Phone Service Charges

\$30,000 Requested

\$30,000 Recommended

The use of cell phone and tablets to complete police work has become commonplace in the field of policing. The department started with a handful of smart phones just a few years ago and we now have 32 cellphone users and 10 tablet users. While the costs to utilize this form of technology is insignificant, the benefits outweigh the cost in terms of efficiency and effectiveness relative to case closure and optimal policing practices in service to the community.

7. Air Card Service

\$24,000 Requested

\$24,000 Recommended

For several years, the department has dedicated the Byrne Justice Assistance Grant for the purchase of air card service. Air card service enables communication between cruiser and headquarters, as well as enabling officers working out in the field to access the internet and police software. The air card service is a basic component of police operations and we request that funding be allocated for this service through our regular operating budget, which would free up the Byrne Grant monies for purchases of needed equipment and program costs. This approach would enhance police service to the community and falls more closely behind the intentions of grant funding. Every year the department has a need for one-time purchases that are relatively small in nature, but would enhance police service delivery. We are unable to purchase these

enhancements. An example might be the purchase of a portable electronic message board or supplies for the Adopt-A-School program.

8. Additional Tasers

\$14,700 Requested

\$14,700 Recommended

We request funding for ten (10) additional tasers and additional related equipment. All officers of the department carry a taser, which has proven to be an excellent non-lethal tool that is used in instances whereby a suspect needs to be temporarily subdued. However, once a taser has been used they must be temporarily taken off line so that data relative to its deployment can be retrieved from the weapon. Before it can be returned to the officer, it must be recalibrated and recertified, which can take several days to complete. We would like to have a small supply of tasers, holsters, magazines and cartridges to loan out in these instances, so that an officer does not have to go any length of time without a taser and accompanying supplies.

9. Dress Uniforms

\$9,000 Requested

\$9,000 Recommended

Officers of the Barnstable Police Department attend a large amount of color guard, funeral, and other functions that require the use of Class A uniforms or dress uniforms. Often the officers engaged in these type of functions must borrow, or obtain "hand me down" uniforms from other officers as they retire. The department would like to introduce an item new to the budget for the purpose of providing new dress uniforms to officers now and in the future who will need a dress uniform. We propose that 6 new dress uniforms be purchased each year. This expenditure would fall outside of the officer's regular contractual clothing allowance, as that allowance enables the officer to purchase items pertinent to his/her daily and routine job functions. The appearance of sworn officers at certain types of formal events is important and speaks to the pride of the officers, the department and the town. A dress uniform helps police officer to stand out and be easily recognizable and distinguishes them for the service they do.

10. Vehicle Wash Bay Upgrades

\$3,100 Requested

\$3,100 Recommended

The department has approximately 50 vehicles that are washed and vacuumed on a weekly basis using the vehicle wash bay, which is located in the police garage. The cleanliness and overall appearance of both marked and unmarked department vehicles directly affects the public image of the department. In keeping with the policies of the department, all vehicles are to be kept in a proper state of readiness for on-coming shifts including being washed and vacuumed. The majority of department personnel spend many hours each week behind the wheel of a marked or unmarked vehicle. The vehicle truly serves as the officer's workspace. This workspace is shared from shift to shift, through all kinds of weather and terrain. Generally, the vehicle will require washing and vacuuming each day to maintain a comfortable and safe workspace. Currently the department uses a shop vacuum to vacuum out department vehicles, which is not very easy to use or inefficient. This request serves to install an industrial carwash style vacuum system for use in vacuuming out department vehicles. Furthermore the department proposes the purchase of a retractable hose reel, which would prevent ongoing kinking and damage to hoses caused by constantly be driven over in the wash bay.

Administrative & Investigative Services Bureau

Bureau Description

The Administrative & Investigative Services Bureau is committed to providing the department with leadership via the senior command staff. The Investigative Services Division is responsible for criminal investigations, victim services, youth services, prosecution, drug-related crime and the Street Crimes Unit. The Administrative training, information systems, crime analysis, finance and support services, personnel selection, volunteer services, records, evidence, licensing, alarms, vehicle maintenance, and facility maintenance.



Administrative Services Program



Investigative Services Program



Records Program

Description of Services Provided

Administrative Services

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

Committed to Public Safety Leadership

RECENT ACCOMPLISHMENTS

- Secured \$484,992 in grant funding
- Narcotics unit made 82 undercover buys/purchases; seized \$99,361 in cash; performed 41 search warrants; made 55 arrests, seized 280 grams of Cocaine, 2600 grams of Heroin,, 2200 grams of Methamphetamine and 50 pounds of marijuana – altogether representing a street value of approximately \$850,000.
- The Computer Crime Investigation Unit processed forensic examinations on 34 computers and 191 cellphones; generated 18 search warrants; received 2 cyber tips;and proactively conducted 4 child pornography cases. Over the course of 2014/2015 the Unit conducted computer and cellphone forensic examinations followed by testimony in a large scale Federal narcotics investigation known as “Operation Airline Percs/ White Devil.” As a result, Stanley Gonsalves and Joshua Go salves were found guilty in June 2015 and received lengthy Federal prison sentences (Stanley 25 years/Joshua 20 years). Francisco Monteiro was found guilty in September, 2015 and was sentenced to 21 years in Federal prison.
- Conducted lockdown drills at every school site within the Barnstable Public Schools and provided school intruder response training to 6 schools
- Completed anti-terrorism/hostage rescue training for all members of the SWAT team.
- Promoted 2 Deputy Chiefs, 3 Lieutenants, and 5 Sergeants.
- Investigated 18 Internal Affairs complaints
- Conducted 21 Police Officer Candidate Backgrounds and Oral Board Interviews and selected 10 candidates.
- Conducted 35 background investigations for other agencies.
- Conducted background for 1 new telecommunications/jail assistant, 4 new matrons, and one new custodian.
- Planned/coordinated training for regional SWAT.
- IT installed a virtual network.
- Crime analysis published weekly bulletins;; tracking of problem properties and overdoses.

Under the direction of a Lieutenant, the Executive Services includes the Personnel Selection Unit, the Professional Standards Unit, the Information Systems Office, the Research and Analysis Unit, the Accreditation Office, and the Training Unit.

Personnel Selection is responsible for the recruitment, investigation and selection of new police officers. Coordinates and monitors medical, psychological and physical aptitude testing for police officer candidates. Conducts background investigations on all civilian employees of the Department.

Professional Standards is responsible for the investigation of allegations of misconduct by members of the Police Department.

The Research and Analysis unit is responsible for the compilation of data-driven information that identifies trends in activity and crime then enables the department to direct specific action to an area and target the negative activity for remediation.

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

Training provides for the development of in-service training programs covering firearms, use of force, criminal and case law updates and other related training.

Motor Vehicle Maintenance is responsible for the repair and upkeep of the Department's motor vehicles, motorcycles and boats.

Administrative Services also includes areas relating to Communications Maintenance; Emergency Management; Budgeting and Finance; Grant Writing

and Administration; and Facility Supervision and Maintenance.

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

Records Program

Records Program is responsible for the processing of all incident/accident/arrest reports to allow retrieval in a variety of formats. The Records Unit processes all firearm and hackney licenses within the Town of Barnstable.

1. Evidence Preservation & Accountability is responsible for the processing, submitting for analysis and safekeeping of all evidence, drugs and property that come into possession of the Department.
2. Licensing and Permits investigates the suitability of issuing licenses to persons applying for firearms, taxi and other licenses.
3. The Division maintains an active database of all sex offenders living and working in the Town of Barnstable. The Department disseminates all information regarding level 3 sex offenders, including posting on our website. www.barnstablepolice.com
4. Alarm Administration provides for the registration of all alarms in both private residences and businesses in order to reduce the number of false alarm dispatches.

Investigative Services

The Investigative Services Program falls under the supervision of a Deputy Chief. Those functions include a Narcotics Unit, a General Investigations Unit, Juvenile Services, an Arson Investigator, a Sexual Assault Investigator, and a Domestic Violence Detective and the Street Crimes Unit. The focus of the Investigative Services Bureau is the investigation of serious crimes including, but not limited to, homicides, assaults, sexual assaults, robberies, burglaries, narcotics trafficking, weapons (gun) violations, larcenies, and identity fraud. The Bureau accomplishes its work through a number of functional areas as follows:

1. A Detective Lieutenant supervises the day-to-day operations of General Investigations Unit and is responsible for the investigation of all felony and serious crimes.
2. Narcotics and Vice Control Unit is responsible for the investigation of drug offenses and conditions that may promote crime. A Detective Sergeant supervises the day-to-day operations of this unit.
3. The primary function of the Street Crimes Unit is to deter crimes of violence, "open air" (in public) narcotics distribution, disorderly conduct, and other public nuisance offenses such as prostitution and vandalism. The unit is active in all the villages of the Town of Barnstable.
4. The Computer Forensic Technology Lab tests and preserves evidence relative to crimes committed in which technology was utilized to assist in the crime (cell phones, computers, etc.).
5. Juvenile Services investigates crimes and status offenses involving juveniles and the investigation of sexual assaults; provides a School Resource Officer at Barnstable High School and Adopt-A-School Officers at 6 elementary and 1 middle school.
6. Criminal Identification assists in the collection and preservation of evidence, photographing crime and accident scenes and the fingerprinting and photographing of arrested persons.

7. Victim Services coordinates the department's response to incidents of domestic violence, victims of other incidents and assists victims in obtaining support services.
8. The Prosecution Unit of the Police Department is responsible for the preparation and presentation of all cases on the District Court level. This not only includes over two thousand arrests per year but also motor vehicle hearings, show cause hearings, warrant applications, summons and alcohol commitments. The Prosecution Unit, which includes a Sergeant and a Detective, who act as the Department's liaison, and maintains an effective working relationship scheduling and coordinating all cases with the Court, District Attorney's Office, defense counselors and witnesses. The unit assures that police officers are notified of pending cases, of cancellation of cases, and assures that evidence is available when needed.
9. The Citizen's Police Academy provides training to the citizens of the Town on the duties and functions of the Police Department, and recently graduated its 28th class.

Fiscal Year 2017 Goals and Objectives for Administration and Investigative Services

(All Goals relate to the following areas of the Town's FY17 Strategic Plan: Public Health and Safety; Quality of Life; Regulatory Process and Performance; and Housing)

Short Term:

1. In collaboration with other community resources such as the Lorusso Foundation, develop and promote a drug education and prevention program for school-age youth.
2. Incorporate additional resources as follows to target specific issues: community resource officers in Hyannis during the summer months, and the addition of a narcotic detection dog.
3. Continue ongoing Mental Health training for all patrol officers.
4. Combine the Street Crimes Unit and the Community Impact Unit to incorporate uniform policing strategies directed towards issues specific to the Main Street Hyannis area.
5. Increase traffic enforcement.

Long Term:

1. Continue to address quality of life issues especially in the areas of homelessness; opiate trafficking and use; and a continued reduction in Part I crimes.
2. Replacement of the Police Department's Radio System.

Fiscal Year 2016 Goals and Objectives

1. To reduce crime and improve the overall Quality of Life and Public Health and Safety within the Town, the Narcotics Unit and the Street Crimes Unit will focus on identifying and dismantling organized groups of individuals involved in the distribution of opiates such as heroin. During 2014, the department experienced 81 known opiate overdoses, 11 of these were fatal. This level of opiate usage has been termed as a National crisis in which drug users, many in their teens and 20's, are turning to heroin as a much cheaper alternative to once popular prescription opiates such as OxyContin and Percocet. Additionally, opiate addicts are sometimes purchasing what they believe to be heroin, but instead is a deadly drug such as the painkiller Fentanyl, which depresses the central nervous system. Fortunately, the State of Massachusetts Department of Public Health has just awarded the Barnstable Police

Department a grant to train officers in the administration of Narcan, an antidote to any opiate-based narcotic. The grant also provides for initial supplies of Narcan. Due to the epidemic proportion of overdoses occurring in the Town of Barnstable, the department feels that this problem must be one of our primary goals to continue to address in FY2016.

Results: Throughout 2015, the Barnstable Narcotics Unit and the DEA conducted an extensive investigation into a violent drug trafficking organization from Boston and Brockton that had sent gang members to the Mid Cape area to expand their territory. Because of the investigation, over 2 kilograms of heroin, 17 firearms and \$19,200 were seized. In addition, the organizations leadership was dismantled and 10 individuals were arrested on charges ranging from the distribution of illegal drugs, money laundering, human trafficking, illegal possession of firearms and murder. During, 2015, the department experienced 146 known opiate overdoses, 11 of these were fatal; however 115 individuals were revived through the administration of Narcan. The supplies of Narcan were purchased through a grant from the State of Massachusetts Department of Public Health.

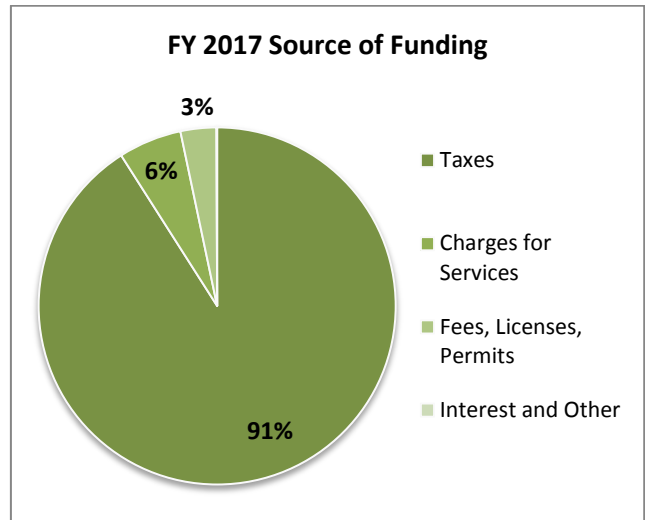
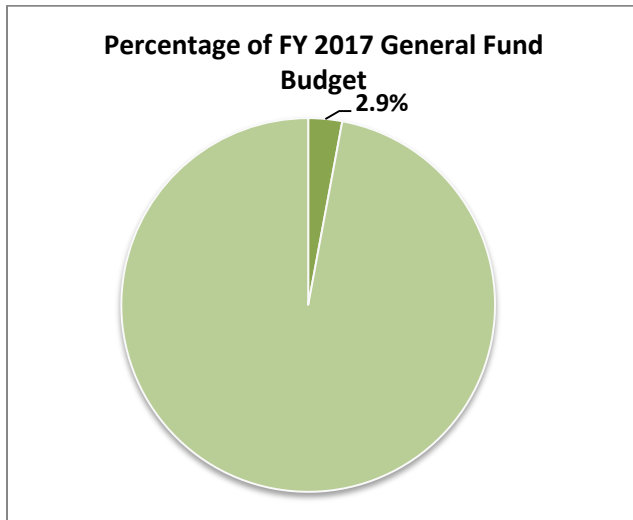
2. In an effort to address, the adverse effects on the Public Health & Safety and Quality of Life issues arising from properties notorious for illegal activity and to promote the enforcement of all town regulations and zoning ordinances under Regulatory Process and Performance. The Department will continue to vigilantly enforce property ordinances, especially as they apply to Town Code Chapter 160, Chronic Problem Properties. These types of properties pull down the quality of life and pose legitimate health and safety concerns to area neighbors.

Results: Approval was gained in the FY2016 budget to fund a full time Consumer Affairs Officer. Among other regulatory and ordinance compliance issues that are covered by the this officer, a continued focus on property ordinances, especially as they apply to Town Code Chapter 106, Chronic Problem Properties were addressed. The results are that as of 12/31/15 13 properties were identified as being in violation of the ordinance. All problem properties were in total compliance by the end of FY16. This specialty officer is also able to focus on inspections of hotels, motels, massage parlors, and pawnshops for evidence of any illegal activity. A new Ordinance 228-54 was passed in October 2015, which addresses the keeping of property such as boats and cars. This has enhanced the town's ability to address quality of life issues covering concerns such as uncovered boats, unregistered vehicles and ill-kept personnel property. From November 2015 to the end of December 2015, twenty concerns had been addressed and remediated relative to the new Ordinance 228-54. The Consumer Affairs Officer is routinely scheduled to work on Friday and Saturday nights to monitor all licensed establishments within the Town. This work schedule also provides the opportunity to cross-reference with the Community Impact Unit and other specialty units on cases with a common connection.

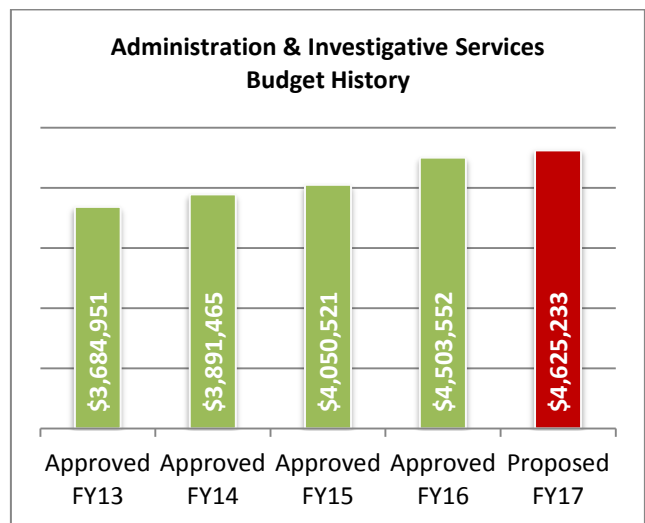
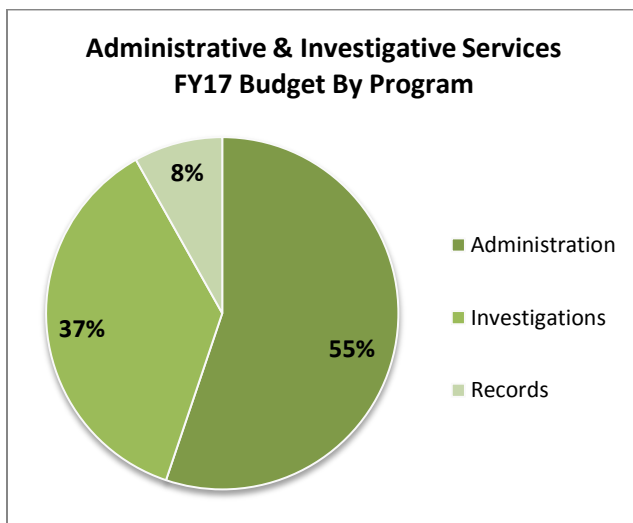
Chronic Problem Properties

Notice Type	2013	2014	2015	3yr. Total
First Notice	16	23	13	52
Second Notice	1	6	1	8
Third Notice	0	2	0	2

Fiscal Year 2017 Division Financial Data



This division comprises 2.9% of the total General Fund budget and 91% of the funding is provided from taxes.



Administration and Investigations comprise 55% of this division’s budget. The budget has increased from \$3.684 million in FY13 to \$4.625 million in FY17 or 25.52% over the five-year period.

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Personnel	\$ 3,137,136	\$ 3,225,386	\$ 3,216,485	\$ 3,384,663	\$ 159,277	4.94%
Operating Expenses	744,721	938,806	935,999	917,770	(21,036)	-2.24%
Capital Outlay	215,675	339,360	338,000	322,800	(16,560)	-4.88%
Total Appropriation	4,097,532	4,503,552	4,490,484	4,625,233	121,681	2.70%
Employee Benefits Allocation:						
Life Insurance	247		195			
Medicare	30,769		27,400			
Health Insurance	220,056		226,013			
County Retirement	568,640		515,638			
Total Employee Benefits (1)	819,712		769,246			
Total Expenditures Including Benefits	\$ 4,917,244		\$ 5,259,730			
Full-time Equivalent Employees	35.00	35.00		36.00	1.00	
Source of Funding						
Taxes	\$ 3,586,968	\$ 4,028,834	\$ 4,031,808	\$ 4,207,393	\$ 178,559	4.43%
Fees, Licenses, Permits	189,293	99,840	94,848	149,840	50,000	50.08%
Charges for Services	318,867	265,000	254,400	265,000	-	0.00%
Interest and Other	2,404	3,000	2,550	3,000	-	0.00%
Free Cash/Surplus Funds	-	106,878	106,878	-	(106,878)	-100.00%
Total Sources	\$ 4,097,532	\$ 4,503,552	\$ 4,490,484	\$ 4,625,233	\$ 121,681	2.70%

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

Summary of Significant Budget Changes

The FY17 proposed budget is increasing \$121,681. Personnel costs are increasing \$159,277. This includes all contractual obligations, \$8,248 for additional overtime, and a net transfer of 1 FTE from Field Services. Operating costs are decreasing \$21,036. Training academy funds of \$179,000 included in the FY16 budget are not repeated in the FY17 budget as the town was able to obtain slots in the Police Academy in FY16 for all new officer hires. Additionally, the budget for gasoline in FY17 is reduced by \$42,000 as the fuel bid for FY17 was more favorable. Additional funding of \$200,000 is being provided in FY17 for officer training (\$98,000), uniforms (\$12,000), cell phone and air card services (\$54,000), software & hardware maintenance (\$33,000) and \$3,000 for vehicle maintenance equipment. Capital Outlay includes \$270,000 of funding for 6 new patrol vehicles, \$38,000 for computer hardware and software and \$15,000 for Tasers.

Fiscal Year 2017 Program Financial Data

Administration

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 1,149,543	\$ 1,194,985	\$ 1,191,085	\$ 1,374,032	\$ 179,047	14.98%
Operating Expenses	721,019	887,806	885,000	854,952	(32,854)	-3.70%
Capital Outlay	215,675	339,360	338,000	322,800	(16,560)	-4.88%
Total Appropriation	2,086,237	2,422,151	2,414,085	2,551,784	129,633	5.35%

Employee Benefits Allocation:

Life Insurance	91		70	
Medicare	9,185		11,495	
Health Insurance	103,125		102,808	
County Retirement	254,039		228,526	
Total Employee Benefits (1)	366,439		342,899	

Total Expenditures Including Benefits \$ 2,452,676 \$ 2,756,984

Full-time Equivalent Employees 12.00 12.00 13.00 1.00

Source of Funding

Taxes	\$ 1,575,673	\$ 1,947,433	\$ 1,955,409	\$ 2,133,944	\$ 186,511	9.58%
Fees, Licenses, Permits	189,293	99,840	94,848	149,840	50,000	50.08%
Charges for Services	318,867	265,000	254,400	265,000	-	0.00%
Interest and Other	2,404	3,000	2,550	3,000	-	0.00%
Free Cash/Surplus Funds	-	106,878	106,878	-	(106,878)	-100.00%
Total Sources	\$ 2,086,237	\$ 2,422,151	\$ 2,414,085	\$ 2,551,784	\$ 129,633	5.35%

Investigative Services

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 1,687,607	\$ 1,716,800	\$ 1,712,112	\$ 1,684,463	\$ (32,337)	-1.88%
Operating Expenses	13,384	-	-	11,818	11,818	0.00%
Total Appropriation	1,700,991	1,716,800	1,712,112	1,696,281	(20,519)	-1.20%

Employee Benefits Allocation:

Life Insurance	109		79	
Medicare	17,584		11,522	
Health Insurance	101,979		107,338	
County Retirement	257,848		227,102	
Total Employee Benefits (1)	377,519		346,041	

Total Expenditures Including Benefits \$ 2,078,511 \$ 2,058,153

Full-time Equivalent Employees 18.00 18.00 18.00 0.00

Source of Funding

Taxes	\$ 1,700,991	\$ 1,716,800	\$ 1,712,112	\$ 1,696,281	\$ (20,519)	-1.20%
Total Sources	\$ 1,700,991	\$ 1,716,800	\$ 1,712,112	\$ 1,696,281	\$ (20,519)	-1.20%

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

Records

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Personnel	\$ 299,986	\$ 313,601	\$ 313,287	\$ 326,169	\$ 12,568	4.01%
Operating Expenses	10,318	51,000	50,999	51,000	-	0.00%
Total Appropriation	310,304	364,601	364,287	377,169	12,568	3.45%

Employee Benefits Allocation:

Life Insurance	48		46	
Medicare	4,000		4,383	
Health Insurance	14,952		15,867	
County Retirement	56,754		60,010	
Total Employee Benefits (1)	75,753		80,306	

Total Expenditures Including Benefits \$ 386,057 \$ 444,593

Full-time Equivalent Employees	5.00	5.00	5.00	0.00
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Source of Funding

Taxes	\$ 310,304	\$ 364,601	\$ 364,287	\$ 377,169	\$ 12,568	3.45%
Total Sources	\$ 310,304	\$ 364,601	\$ 364,287	\$ 377,169	\$ 12,568	3.45%

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

Performance Measures

Training (Police Officer and Telecommunications Specialized Training Hours)

Training Topic	# of Officers	Hours Per Officer	Frequency	Yearly Avg Hours
Armorer	4	8	Bi-Annual	16
Breath Test Operator	80	8	Tri-Annual	213
Chemical Munitions Instructor Re-cert	4	40	Bi-Annual	80
CJIS	110	4	Bi-Annual	220
Computer Forensics	2	40	Annual	80
Crisis Negotiator	5	60	Annual	300
K-9	3	196	Annual	588
SWAT In-Service	12	112	Annual	1,344
Crime Analysis	1	80	Annual	80

Workload Indicators

	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Firearms Licenses Processed	584	700	840
Taxi/Limousine Licenses Issued	113	119	125
Processed Arrest/Incident/Accident Reports	7,507	7,544	7,581
Processed Item Evidence/Property	3,271	3,287	3,303
Process sex offenders for annual registrations, etc.	215	225	236
Home sex offender verification checks	89	94	99

Field Services Bureau

Bureau Description and Mission

The Field Services -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. The patrol force consists of four patrol shifts, lock-up oversight, the marine unit, mountain bike unit, traffic unit, firearms licensing, and the canine unit. Field Services also includes the SWAT Team, the Public Information Office, Accreditation Office, Emergency Preparedness and Telecommunications. The SWAT is responsible for high-risk warrant service and the apprehension of armed felons. Emergency Preparedness is responsible for coordinating with all Town, State and Federal Agencies, Public Utilities and the American Red Cross for disaster preparedness, response and mitigation. The Public Information Office is responsible for relaying accurate and timely information and news updates to the media.

Description of Services Provided

The Patrol Force, under the command of the Deputy Chief of Field Services, is divided into four watches. Each watch is under the command of a Lieutenant. The major function of patrol is crime prevention and crime suppression. The Town of Barnstable has been geographically divided into patrol sectors, and staffing levels are assigned to a sector based on activity. There are currently six sectors to which one or more officers may be assigned. The Patrol Division has a variety of functional areas of responsibility:

1. Two K-9 officers provide overlapping shift coverage.
2. The Traffic Unit implements community enforcement programs and public education.
3. The Community Impact Unit is responsible for positive and proactively addressing issues that affect the quality of life in the Town of Barnstable such as homelessness and individuals in social distress.

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

RECENT ACCOMPLISHMENTS

- Received 60,209 calls for service.
- The Community Impact Unit completed a census of homeless individuals, which resulted in a homeless count of approximately 400 individuals living in the Town of Barnstable.
- Participated in an Underage Alcohol Enforcement Grant that included 27 Activations. Also participated in a Pedestrian and Bicycle Safety Grant that included 72 Stops of Vehicles in violation.
- During, 2015/16 via the Chronic Problem Property Ordinance, 13 properties were identified as notorious for illegal activity and complaints were issued and through the process corrections were made and all properties came into compliance.
- As of 12/31/15 – There were 25 show-cause hearings at the licensing authority including 15 at restaurants/bars and package stores. 120 Compliance Checks were performed at businesses and establishments such as Car Dealerships. The process for annual safety inspections of taxis was updated and streamlined.
- In conjunction with the CIU; Hyannis Fire Dept, Health and Building/Zoning Depts. The BIRST team commenced inspections on problem.

4. The Marine Unit is responsible for patrolling and safeguarding the waterways of the Town of Barnstable.
5. The Mountain Bike Unit is responsible for patrol coverage throughout the downtown Hyannis Area.
6. The All-Terrain Vehicle Unit is responsible for patrolling limited access areas.
7. The Field Training Officer Unit is responsible for training all new recruits upon their graduation from the police academy.
8. Crime Prevention provides citizens of the Town with the information necessary to assist them in decreasing the chances they will be the victims of a crime through such things as the Operation Identification and Neighborhood Watch Programs.



The Department uses collaborative approaches among department units

Fiscal Year 2017 Goals and Objectives for Patrol Services

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

Short Term:

1. Incorporate additional resources as follows to target specific issues: community resource officers in Hyannis during the summer months.
2. Add a narcotic detection dog to the K-9 Unit.

3. Continue ongoing Mental Health training for all patrol officers.
4. Combine the Street Crimes Unit and the Community Impact Unit to incorporate uniform policing strategies directed towards issues specific to the Main Street Hyannis area.
5. Increase traffic enforcement
6. Implement a schedule for shift-based training.
7. Create a 'downtown' sector for Hyannis in order to provide better coverage.
8. Increase use of village stations and directed patrols.

Long Term:

1. Continue to address quality of life issues especially in the areas of:
 - a. homelessness;
 - b. opiate trafficking and use; and
 - c. a continued reduction in Part I crimes

Fiscal Year 2016 Goals and Objectives for Patrol Services

1. In an effort to address the adverse effects on the Public Health & Safety, Quality of Life, and Housing issues arising from a homeless population in the Town of Barnstable, a goal for 2015 is to continue to utilize and expand the work of the Community Impact Unit that was started in May of 2014. The concern for the number of homeless persons and individuals in social distress on the streets of the downtown Hyannis area necessitated the need for the creation of a specialized unit. The Community Impact Unit, composed of a Sergeant and two patrol officers, was developed during FY14 to enhance the quality of life of residents and the business community. These officers identify homeless individuals, assess their current needs, and coordinate with other human service agencies and the courts in an effort to motivate those individuals in need to seek necessary services. The CIU has a zero tolerance for matters involving blatant public disorder. Since its inception in May, 2014 the CIU has addressed 1,757 calls for service. As of January 2015, the CIU has approximately 200 known homeless and individuals in distress that they routinely monitor on a daily basis, however, this does not include homeless persons who have not had contact with the police and yet live in a state of homelessness or distress.

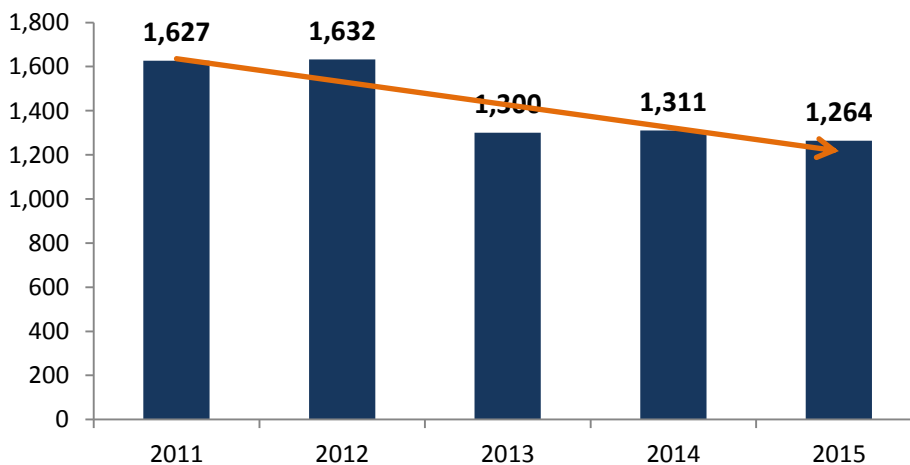
RESULTS: The Community Impact Unit (CIU) performed 931 calls for service from the period of July 1, 2015 to December 31, 2015 relative to issues arising from the homeless, drug addicted and persons in mental health crisis. Additionally, the Department served on the Community Crisis Intervention Team and coordinated efforts with various agencies such as Cape Cod Hospital, the MA Department of Mental Health, and Housing Assistance Agencies to brainstorm and implement best practices to deal with the challenging issues surrounding homelessness and drug addiction in the Town of Barnstable. Barnstable Police has collaborated with Gosnold on Cape Cod in a collaborative approach, which attempts to persuade recent victims of overdose and drug abuse into treatment. The program has been received well by addicts, who are contemplating the opportunity to receive treatment for their addiction. With the collaborative approach, more ground can be covered in a shorter period. The Community Impact Unit also received a jail diversion grant from the Massachusetts Department of Mental Health in February 2015. The funding from

this grant has helped to train officers in Mental Health First Aid and to bring on a social worker/clinician to work alongside the police officers of the department. While this position started in February 2015 as a 12-hour a week position, on July 1, 2015 the hours were increased to 19 hours a week. The clinician helps to identify the specific mental health needs of an individual in distress and to guide them to outreach services as a more positive solution than potential arrest and jail time.

2. The Department has made significant progress in goals specific to Public Health & Safety and Quality of Life in the reduction of Part I Crimes and has experienced a downward trend over the past 5 years of an overall reduction of 24%. The Department will continue to promote quality-policing practices in combination with community policing strategies that will continue to result in a continuation of this downward trend in Part I Crimes.

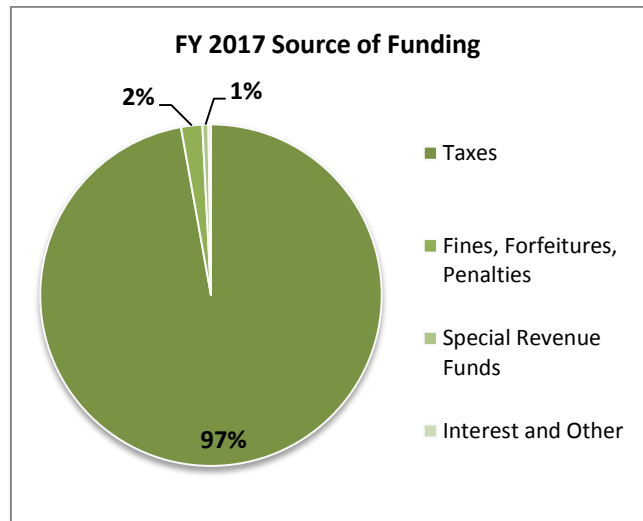
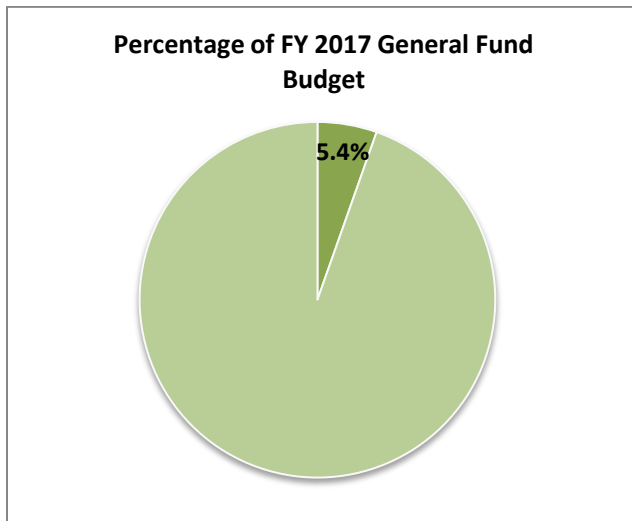
RESULTS: The Department continues to see a downward trend in Part I Crimes and subsequent progress in goals specific to Public Health & Safety and Quality of Life (please refer to the bar graph below entitled *Part I Crimes by Fiscal Year*). The Department will continue to promote quality-policing practices in combination with community policing strategies that will continue to result in a continuation of this downward trend in Part I Crimes.

Part 1 Crimes by Fiscal Year

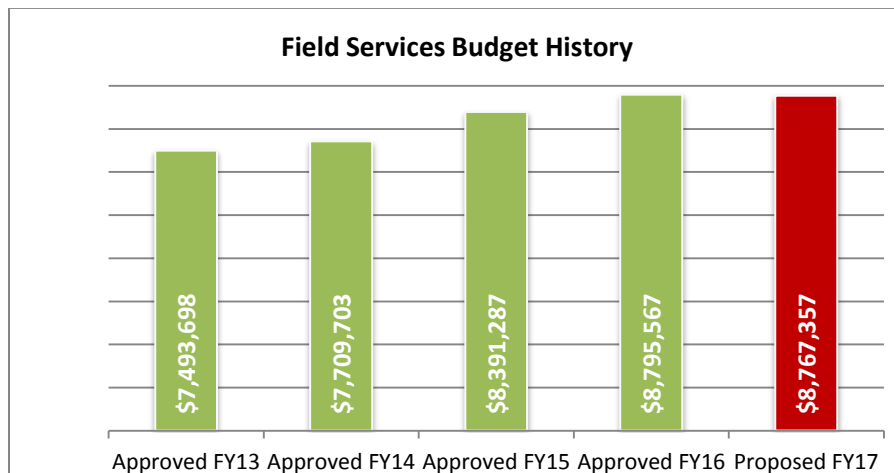


The total reported crimes have declined from 1,627 in year 2011 to 1,311 in year 2015 or 22%.

Fiscal Year 2017 Division Financial Data



The Field Services Bureau comprises 5.4% of the total General Fund budget and 97% of the funding for this operation is provided from taxes.



The Field Services budget has increased from \$7.493 million in FY13 to \$8.767 million proposed in FY17 or 17% over the five-year period. The increase is primarily due to an increase in the number of sworn officers and contractual obligations for personnel.

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Personnel	\$ 8,175,106	\$ 8,788,067	\$ 8,779,279	\$ 8,759,857	\$ (28,211)	-0.32%
Operating Expenses	113,108	7,500	7,500	7,500	-	0.00%
Total Appropriation	8,288,214	8,795,567	8,786,779	8,767,357	(28,211)	-0.32%
Employee Benefits Allocation:						
Life Insurance	455		500			
Medicare	99,168		111,352			
Health Insurance	519,722		562,310			
County Retirement	1,456,675		1,327,566			
Total Employee Benefits (1)	2,076,022		2,001,728			
Total Expenditures Including Benefits	\$ 10,364,236		\$ 10,788,507			
Full-time Equivalent Employees	95.75	97.75		96.75	-1.00	
Source of Funding						
Taxes	\$ 8,034,867	\$ 8,557,567	\$ 8,544,139	\$ 8,520,357	\$ (37,211)	-0.43%
Fines, Forfeitures, Penalties	166,448	176,000	156,640	176,000	-	0.00%
Interest and Other	36,900	12,000	36,000	21,000	9,000	75.00%
Special Revenue Funds	50,000	50,000	50,000	50,000	-	0.00%
Total Sources	\$ 8,288,214	\$ 8,795,567	\$ 8,786,779	\$ 8,767,357	\$ (28,211)	-0.32%

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

Summary of Significant Budget Changes for Bureau

The FY17 proposed budget is decreasing \$28,211 or 0.32%. Personnel costs include all contractual obligations, \$23,752 overtime, and net 1 FTE transfer into the Administration Program within the Police Department.

Performance Measures

Part I Crimes Workload Indicator

Crime Category	Actual by Fiscal Year					% Change 2014-2015
	2011	2012	2013	2014	2015	
Murder	1	0	1	0	2	100%
Rape	29	28	23	23	23	0%
Robbery	36	34	34	25	26	4%
Aggravated Assault	243	229	197	204	231	13%
*Aggravated Assault with a Firearm	30	13	2	1	2	100%
Burglary / Breaking and Entering	386	373	312	206	217	5%
Larceny	841	894	695	798	702	-12%
Motor Vehicle Theft	61	61	36	54	62	15%
Totals:	1,627	1,632	1,300	1,311	1,265	-4%

Actual by FY Totals

	2011	2012	2013	2014	2015	% Change FY 2014-2015
Calls for Service	47,819	52,599	56,520	65,915	60,209	-9%
Number of Motor Vehicle Stops	4,261	4,616	6,455	7,209	5,689	-21%
Number of Part II Crimes	1,201	1,169	1,056	938	814	-13%
Number of Arrests	1,662	2,006	1,938	1,840	1,733	-6%
Number of Criminal Summons	949	1,076	953	1,033	821	-21%
Number of Protective Custody Cases	398	490	531	583	604	4%

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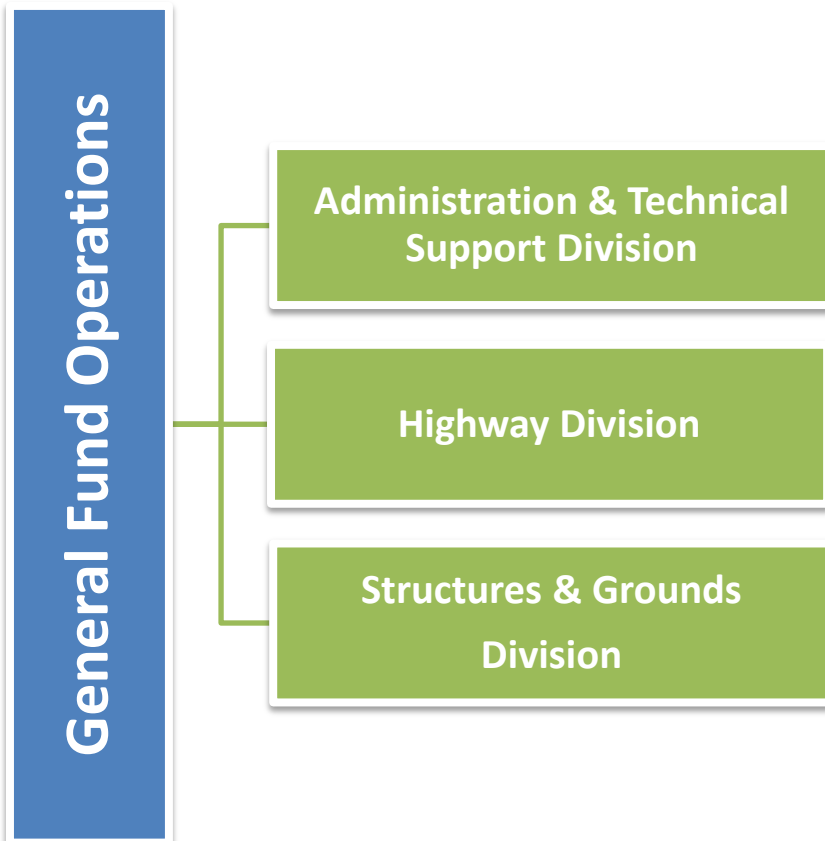
Public Works Department

Department Mission

The Mission of the Department of Public Works is to protect, preserve and improve the Town’s infrastructure and related assets in a manner that meets the current and future social and economic needs of the community; and contributes to a healthy, safe and quality environment for the Town’s citizens and its visitors. It includes the ability to provide water service to the Hyannis area, cost-effective and environmentally sound disposal of solid waste, and treatment and disposal of wastewater.

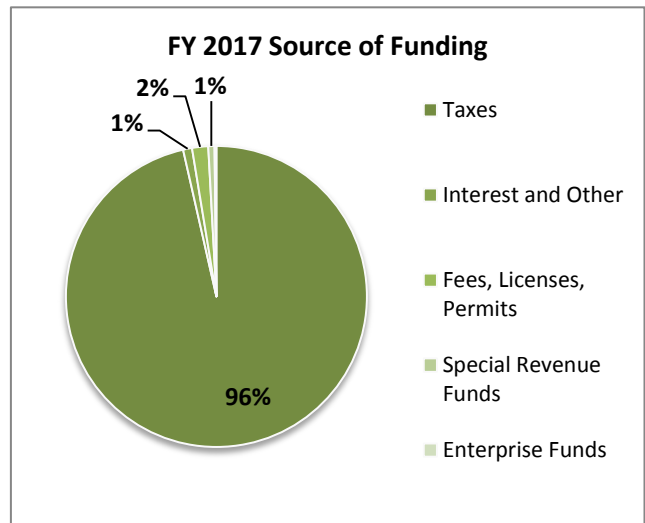
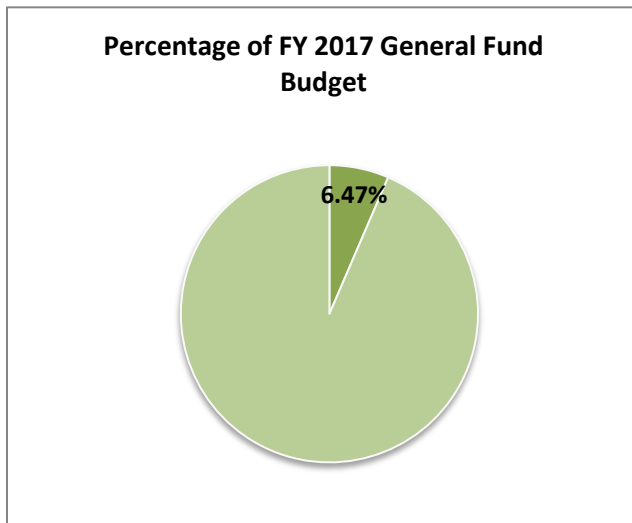
To meet the Department’s mission the department is organized into six divisions, five are operating divisions, one is a support division and three of these are funded from the General Fund while three are Enterprise Funded.

- The Administration and Technical Support Division – General Funded;
- The Highway Division – General Funded;
- The Structures and Grounds Division – General Funded;
- The Solid Waste Division – Enterprise Funded;
- The Water Pollution Control Division – Enterprise Funded; and
- The Water Supply Division – Enterprise Funded.

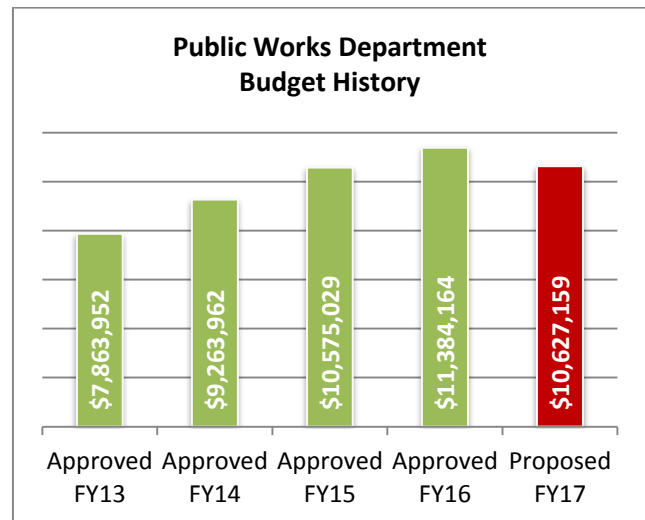
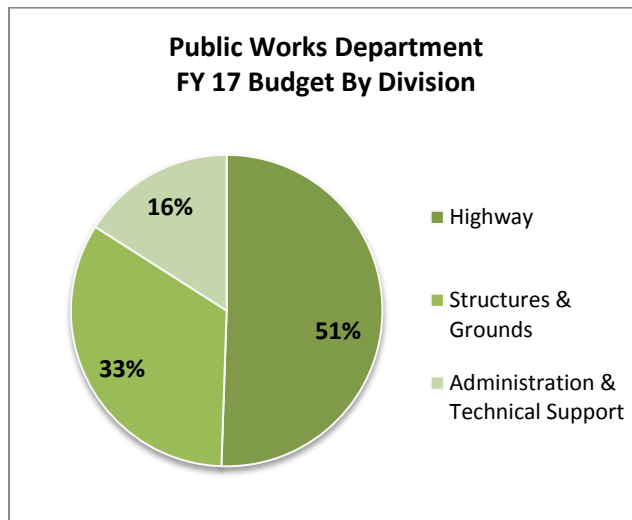


“Enhancing, Protecting, Preserving, and Maintaining the Town’s Infrastructure”

Fiscal Year 2017 Department Financial Data



The Public Works Department comprises 6.47% of the overall General Fund budget; the third largest department after the School Department and Police Department. This budget also includes any deficit spending on snow removal from the previous year. Taxes provide 96% of the funding for this operation.



The Highway Division is the largest operation within the Public Works Department General Fund operations representing 51% of the FY17 proposed budget. The budget has increased from \$7.8 million in FY13 to \$10.6 million proposed FY17 or 35.14% over the five-year period. Costs associated with snow removal account for much of the change in the budget from year-to-year. In FY 13 there were no snow removal deficits from the prior year as FY12 included a mild winter. The reduction in the budget for FY17 is due to decline in snow removal costs of \$1.1 million.

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Personnel	\$ 5,114,921	\$ 5,476,722	\$ 5,192,717	\$ 5,724,504	\$ 247,782	4.52%
Operating Expenses	4,815,889	5,291,442	4,001,850	4,266,655	(1,024,787)	-19.37%
Capital Outlay	726,493	616,000	616,000	636,000	20,000	3.25%
Total Appropriation	10,657,303	11,384,164	9,810,567	10,627,159	(757,005)	-6.65%

Employee Benefits Allocation:

Life Insurance	436		414	
Medicare	48,637		48,937	
Health Insurance	274,051		227,780	
County Retirement	789,197		839,335	
Total Employee Benefits (1)	1,112,321		1,116,465	

Total Expenditures Including Benefits \$ 11,769,624 \$ 10,927,032

Full-time Equivalent Employees 82.53 82.95 84.50 1.55

Source of Funding

Taxes	\$ 7,552,767	\$ 8,411,732	\$ 7,957,282	\$ 8,749,444	\$ 337,712	4.01%
Fees, Licenses, Permits	183,900	184,000	166,640	184,000	-	0.00%
Charges for Services	294	-	-	-	-	0.00%
Interest and Other	233,711	101,800	101,800	101,800	-	0.00%
Special Revenue Funds	63,500	63,500	63,500	70,570	7,070	11.13%
Enterprise Funds	21,345	21,345	21,345	21,345	-	0.00%
General Fund Reserves	2,601,787	2,601,787	1,500,000	1,500,000	(1,101,787)	-42.35%
Total Sources	\$ 10,657,303	\$ 11,384,164	\$ 9,810,567	\$ 10,627,159	\$ (757,005)	-6.65%

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

Summary of Significant Budget Changes

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

Additional Funding Recommended

Public Works – Administration

1. Software Licenses

\$10,000 Requested

\$10,000 Recommended

Architect and Surveyors require the use of design software packages (such as AutoCAD). It is now an industry standard. These computer programs have eliminated the need to have draftspersons, and changed how documents are stored. In addition to design programs, the DPW also now has Asset Management software and software for its GPS survey units. These systems are new technology and have license requirements as well. This request is to create a dedicated budget line item to fund these requirements.

2. Stone Park Landscaping

\$46,800 Requested

\$20,000 Recommended

This request will be used to make improvements to the recently acquired Stone Park, located at the intersection of Main Street and South Street in Hyannis. It is expected this money would allow the DPW to install an irrigation system and a walkway in the park.

Public Works – Highway

1. Two new Laborers Positions

\$79,440 Requested

\$79,440 Recommended

This request is for two new Grade 5 employees to address the growing workload within the Highway Division as it relates to roadway systems, parking facilities and drainage facilities. These positions will also serve as Bridge Operators for the West Bay Draw Bridge in Osterville during the boating season. Historically 5 seasonal bridge tenders were hired every year to operate the bridge 22 weeks of the year. Though they were reliable, they were not capable of conducting basic diagnostics/trouble-shooting and manually lowering the bridge in the event of a failure. With the new Grade 5 employees, there will be at least two employees operating the bridge that will be able to perform basic trouble shooting of bridge failures, and “manually” lower the bridge if necessary.

2. Overtime - Fleet Maintenance

\$40,000 Requested

\$20,000 Recommended

Fleet Maintenance is currently staffed with five mechanics that are responsible for all of the DPW fleet and others. The current and future repair requests are so demanding that it is necessary to work beyond the normal working hours to keep up with the demand, the current line item overtime budget is not adequate to sustain the level of service needed to maintain the fleet and infrastructure. The overtime line item is exhausted 50% by the end of the first quarter and is not enough for the remainder of the year as necessary.

3. Traffic Signals**\$10,000 Requested****\$7,000 Recommended**

Presently we have over 28 signalized intersections throughout the Town, and we are experiencing more traffic signal issues due to an aging equipment and lack of maintenance. We currently call a traffic light vendor to assist us in the repairs where as we have no qualified licensed employees to make such repairs. This has become quite costly over the last few years. If not funded Public safety is at risk.

4. Asphalt Materials**\$21,900 Requested****\$20,000 Recommended**

creating key-ways, and doing a high quality repair. This should result in a significant decrease in repeat complaint/work and a better over-all product. To do this the section is using more asphalt and are on pace to exceed their budget. This request is to provide an adequate quantity of materials to facilitate this new approach.

5. Vehicles Equipment Support Program**\$50,000 Requested****\$30,000 Recommended**

Over the last 5 years, the cost of repairing vehicles has gone up and holding on to some additional equipment for emergency response has contributed to the increase of the fleet and vehicle maintenance costs to rise. The current Budget cannot support this type of increase.

6. Catch Basin Cleaning-Roads Drainage Maintenance**\$37,700 Requested****\$20,000 Recommended**

Currently we clean approximate 1,500 basins each year by contract. The Town has more than 8,000 basins. This means basins are cleaned only once every six years. This cycle has resulted in increasing events of road flooding. It is necessary to clean these basins on a rotating maintenance schedule for them function correctly. We can no longer store the catch basin cleaning spoils at our facility and they must be disposed of at an approved DEP site this will also add to the cost of maintain these basins.

7. Operating Capital- Vehicles**\$500,000 Requested****\$500,000 Recommended**

The DPW has approximately 150 pieces of equipment, which are used to conduct its day-to-day business for the Town. These vehicles are replaced when they reach the end of their useful life with monies from the Vehicle Op-cap budget. The DPW has been working hard to create sustainable, long-term plans, for the vehicle program. The snow fighter initiative alone will save the DPW over \$750,000 over the next 5 years, and over \$1.7M by FY2031. Other savings have come from the aggressive use of Chapter 90 funds for large vehicles. In FY14 the DPW was able to purchase the new Vac Truck with Chapter 90 monies, and in FY15 we bought a new loader for the Highway Division using Chapter 90. Getting these vehicles via that program resulted in significant savings to the Town. These and other initiatives allowed the DPW to level fund this program, keeping the Vehicle Op Cap budget at \$500,000.

Public Works – Structures and Grounds**1. Contracted Services - Plumbing****\$12,500 Requested****\$12,000 Recommended**

The Structures & Grounds Division recently reclassified the Buildings Foreman position (grade 9) that historically provided licensed plumbing for the division. The division created a Technical Apprentice Position (grade 7) to assist with the HVAC and electrical workload. We are seeking to fund contracted services for plumbing through the resulting salary savings.

2. Solid Waste Disposal**\$36,000 Requested****\$36,000 Recommended**

The Structures & Grounds Division is responsible for processing payments for municipal facilities waste disposal. This includes fees for municipal facilities that use the Town's trash pickup services. Those fees have recently increased, and this request is to budget for those increases.

3. Leased Property Operating Capital**\$25,000 Requested****\$25,000 Recommended**

The Town of Barnstable is responsible for maintaining our leased properties (Cape Cod Airfield, Race Lane Farm and Conant Property) in serviceable condition under existing lease contracts. We must continue to invest in our properties if we are going to attract desirable tenants and obtain market rates. Improvements include structural repairs, roof and siding repair, window and door replacement.

4. Operating Capital Mechanical Systems**\$91,000 Requested****\$91,000 Recommended**

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

**All Hands 2015**

Administration and Technical Support Division

Division Description

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

Administration & Technical Support Division

Administration

Technical
Support

Capital Projects

Description of Services Provided

Administration Program

This Division is organized into four groups. The Administration Group leads the Department and provides management and fiscal oversight. The Engineering Group supports the operational divisions with engineering and project management expertise in all matters relating to horizontal construction (roads,

Leadership, Management and Vision

RECENT ACCOMPLISHMENTS

- 10.4 miles of asphalt surfacing was completed on Town roads, 4.8 miles of asphalt surfacing was completed on Private roads, 1.0 mile of complete, major, roadway reconstruction was completed.
- 3.9 miles of chipseal surface treatments were applied. This process applies a hot rubberized asphalt coating with fine stone chips on top of the existing roadway surface, extending the lifetime of the existing asphalt.
- 35.0 miles of roadway cracksealing was performed
- Installed 1,200 feet of new granite curb and asphalt sidewalks
- Craigville Beach house Renovations. Completed a coastal FEMA study of the building. Designed and bid the cedar roof replacement. Retained an architect for renovations to the interior of the facility. Interior renovation and septic system work to be completed for the 2016 summer season.
- Emergency Management coordination and claims regarding winter storm JUNO
- Multiple reviews of commercial site plans and subdivisions
- Construction management of Main Street Cotuit roadway and drainage rehabilitation
- Construction management of water department water main installation Scudder Ave. & Main Street, Hyannis
- Construction management of the public/private pumpout facility at Hyannis harbor
- Construction management of the sewer connection for the Structures and Grounds office facility
- Lombard Field Design: Completed the design development phase of work and now awaiting funding for the final design and construction of improvements to the ballfield, parking and walks.

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

Technical Support Program

The information support program supplies services and records to other DPW divisions, various Town boards, committees and agencies, as well as the general public. These services range from review of subdivision submittals for Planning Board and Site Plan Review, to supplying address assignments and corrections to the telephone company in support of the 911 system. Many hours are spent answering questions and responding to requests from the public for traffic control, road improvements, parcel information, and plan reproduction. Technical support on numerous issues is provided to the administrative and operating divisions of DPW, as well as other Town departments. The Division assists the Assessing Department by annually updating the Assessors maps to reflect changes in property delineations.

Capital Projects Program

The Capital Projects Program provides project and engineering management services for the capital projects. Project management of capital projects involves preliminary planning of a project through to the successful completion of the project. This entails planning, design or review of design by a consultant, permitting, bidding, construction, inspection, grant management, contract management, and all other management functions to assure the timely and cost effective completion of the capital project.

Fiscal Year 2017 Goals and Objectives

Short Term:

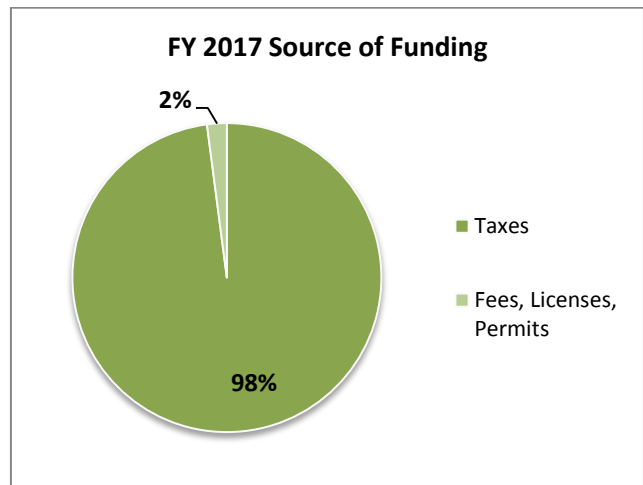
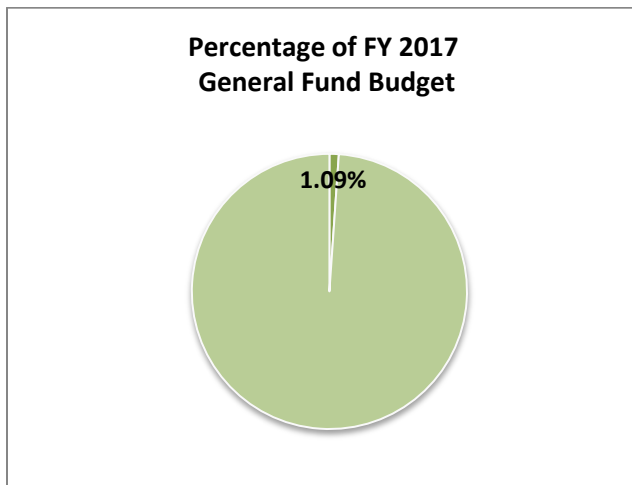
1. Staff and Implement Department Safety Program – complete DPW Safety Manual
2. Begin to address road utility projects comprehensively vs. on a utility by utility basis
3. Establish an electronic work-order system that can be accessed by reporting devices in the field
4. Complete Division Reorganization

5. Implement GPS vehicle program
6. Revise the Department Emergency Management Program

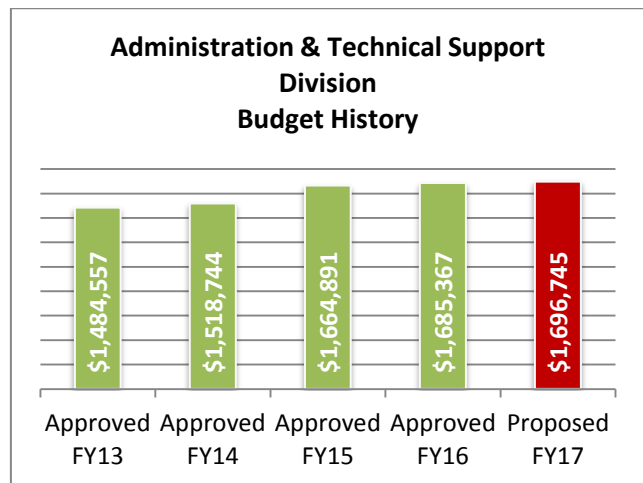
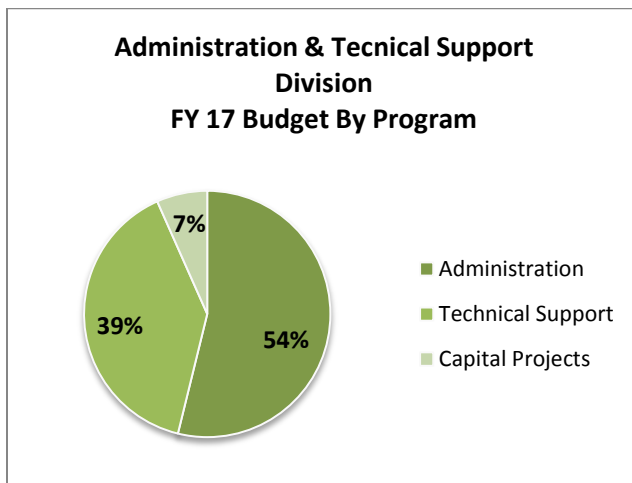
Long Term:

1. Create an electronic filing system
2. Broaden Asset Management Program to include all horizontal disciplines
3. Begin to create standardized SOP/Direction on subsurface road layout and develop utility corridors.

Fiscal Year 2017 Division Financial Data



This division comprises 1.09% of the overall General Fund budget. Taxes support 98% of the operation.



The Administration Program is the largest program area within this division representing 54% of the total FY17 proposed budget. This is mainly due to the management of all capital outlay within the Public Works Department being included in this program area. The significant budget increase in FY15 resulted from an increase in the division’s annual capital outlay for vehicle and heavy equipment replacement. From FY13 to proposed FY17 the budget has increased 14.3%.

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Personnel	\$ 825,065	\$ 1,010,331	\$ 875,857	\$ 991,709	\$ (18,622)	-1.84%
Operating Expenses	76,391	59,036	54,945	69,036	10,000	16.94%
Capital Outlay	726,493	616,000	616,000	636,000	20,000	3.25%
Total Appropriation	1,627,949	1,685,367	1,546,801	1,696,745	11,378	0.68%
Employee Benefits Allocation:						
Life Insurance	103		88			
Medicare	12,949		10,747			
Health Insurance	109,934		70,930			
County Retirement	318,961		333,776			
Total Employee Benefits (1)	441,947		415,541			
Total Expenditures Including Benefits	\$ 2,069,895		\$ 1,962,342			
Full-time Equivalent Employees	12.93	12.45		12.00	-0.45	
Source of Funding						
Taxes	\$ 1,585,116	\$ 1,650,367	\$ 1,508,301	\$ 1,661,745	\$ 11,378	0.69%
Fees, Licenses, Permits	42,390	35,000	38,500	35,000	-	0.00%
Charges for Services	294	-	-	-	-	0.00%
Interest and Other	149	-	-	-	-	0.00%
Total Sources	\$ 1,627,949	\$ 1,685,367	\$ 1,546,801	\$ 1,696,745	\$ 11,378	0.68%

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

Summary of Significant Budget Changes

The FY17 proposed budget is increasing \$11,378 or 0.7%. Personnel costs are decreasing \$18,622 due to staff turnover and include all contractual obligations. Operating expenses are increasing \$10,000 for software licenses to support engineering, architect, and surveying initiatives. Capital Outlay is increasing \$20,000 to fund the Stone Park landscape installation project. An increase in tax support will provide for the budget increase of \$11,378.

Fiscal Year 2017 Program Financial Data

Administration Program

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 211,110	\$ 220,311	\$ 213,701	\$ 234,175	\$ 13,865	6.29%
Operating Expenses	50,915	33,200	31,872	43,200	10,000	30.12%
Capital Outlay	726,493	616,000	616,000	636,000	20,000	3.25%
Total Appropriation	988,518	869,511	861,573	913,375	43,865	5.04%

Full-time Equivalent Employees	2.68	2.70		2.70	0.00
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Source of Funding

Taxes	\$ 988,175	\$ 869,511	\$ 861,573	\$ 913,375	\$ 43,865	5.04%
Charges for Services	294	-	-	-	-	0.00%
Interest and Other	49	-	-	-	-	0.00%
Total Sources	\$ 988,518	\$ 869,511	\$ 861,573	\$ 913,375	\$ 43,865	5.04%

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

Technical Support Program

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 483,709	\$ 661,252	\$ 548,839	\$ 650,194	\$ (11,058)	-1.67%
Operating Expenses	19,506	20,305	18,316	20,305	-	0.00%
Total Appropriation	503,215	681,557	567,155	670,499	(11,058)	-1.62%

Full-time Equivalent Employees	8.65	8.15		7.70	-0.45
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Source of Funding

Taxes	\$ 460,725	\$ 646,557	\$ 528,655	\$ 635,499	\$ (11,058)	-1.71%
Fees, Licenses, Permits	42,390	35,000	38,500	35,000	-	0.00%
Interest and Other	100	-	-	-	-	0.00%
Total Sources	\$ 503,215	\$ 681,557	\$ 567,155	\$ 670,499	\$ (11,058)	-1.62%

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

Capital Projects Program

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 130,246	\$ 128,769	\$ 113,317	\$ 107,340	\$ (21,429)	-16.64%
Operating Expenses	5,970	5,531	4,757	5,531	-	0.00%
Total Appropriation	136,215	134,300	118,073	112,871	(21,429)	-15.96%

Full-time Equivalent Employees	1.60	1.60		1.60	0.00
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Source of Funding

Taxes	\$ 136,215	\$ 134,300	\$ 118,073	\$ 112,871	\$ (21,429)	-15.96%
Total Sources	\$ 136,215	\$ 134,300	\$ 118,073	\$ 112,871	\$ (21,429)	-15.96%

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

Highway Division

Mission Statement

The mission of the Highway Division is to protect, maintain and improve the Town’s roadway system, parking facilities, and drainage facilities in a manner, which promotes maximum life, improves traffic flow, and enhances both pedestrian and vehicular safety. This division also provides a level of routine and emergency repairs to certain Town-owned vehicles and equipment that maximizes their life and minimizes downtime. The Highway Division is also responsible for the seasonal operation of the drawbridge in Osterville and a courier service that provides interdepartmental mail delivery. The Division strives to accomplish its mission in an environmentally responsible manner and in full cooperation with all other divisions and departments of the Town.

		
Roadway Maintenance	Equipment Support	Snow & Ice Removal

Description of Program Services Provided

The Division is organized into four Sections: the Traffic Section, the Forestry Section, the Roads Section, and the Equipment Section. The Division is responsible for 260 miles of town roads, 70 miles of town sidewalks, 4 miles of bike paths, 74 town parking lots, 4,000 drainage systems on town roads, 8,000 regulatory and non-regulatory signs on town roads and street signs on private roads, and over 48,500 feet of guardrail. It also performs emergency repairs to

Keeping the traveled ways safe

200 miles of private roads, and operates and maintains the Town's only drawbridge. The Division also maintains the DPW fleet of over 150 vehicles including trucks, automobiles, street sweepers, backhoes and everything in between. The crews are supported by a small office staff, which answers the telephone, dispatches, and deals with administrative matters and equipment procurement for the DPW.

Roadway Maintenance Program

The Roadway Maintenance Program is responsible for 250 miles of town roads, 70 miles of town sidewalks, 4 miles of bike paths, 74 town parking lots, 6 bridges and over 4,000 drainage systems on town roads. It also performs emergency repairs to 200 miles of private roads, sweeps town roads and private roads on an emergency basis, grades 91 gravel roads, removes brush and mows 144 lane miles of town road shoulders, and removes litter from 250 miles of town roads. In addition, the division maintains over 8,000 regulatory and non-regulatory signs on town roads and street signs on private roads, maintains and repairs 1,100 feet of guardrails on town roads, and provides pavement marking on town primary roads and parking lots. The Forestry section plants approximately 25 new trees per year and maintains and waters 100 trees per week during the summer months. The bridge crew operates the drawbridge and the courier moves interdepartmental mail, as well as picking up dead animals. The Roadway Maintenance program focuses on our goal of infrastructure maintenance, deals expeditiously with daily complaints, strives to complete the preparations necessary for the following year's roadway resurfacing program and, increasingly, accomplishes construction projects such as drainage improvements. During winter storms, everyone works to keep our roadways passable.



RECENT ACCOMPLISHMENTS

- Received and responded to over 2,656 unscheduled work requests from citizens,
- Cleaned over 2,629 catch basins.
- Installed 3,577.50 tons of new asphalt road patches.
- Applied liquid crack sealer to 10.32 miles of town roads
- Swept over 500 miles of roads & 47 parking lots.
- Mowed 200 miles of road shoulders and picked up litter on 231 miles.
- Maintained 39 traffic 13 school lights.
- Responded to 32 Traffic/school light malfunctions
- Repaired 81 catch basin drainage systems.
- Repainted 400 stop bars, 222 crosswalks.
- Repainted 177 miles of fog lines Town-wide.
- Repainted 178 miles of center lines Town-wide.
- Repainted 98 road markings(only, arrows and speed humps)
- Removed and installed 4.667' of new guardrail
- Opened the West Bay Draw Bridge 2,337 times for boat traffic.
- Maintained pieces of equipment over 372 times.
- Maintained 126 pieces of snow and ice equipment.
- Last winter, DPW responded to 27 snow and ice events and removed over 79.25 inches of snow accumulation. Applied 10,222 tons of road salt, 4,867 tons of road sand and 4,336 gallons of liquid de-icer)
- Provided traffic control, fencing, sweeping, signs and decorations for many parades and festivities including Fourth of July, Village Festivals, Fathers Day car show and the Pops by the Sea concert...
- Continued with rebuilding of Marsh Trail on Sandy Neck.
- Removed 32 hazardous trees town wide.
- Planted 30 new trees

Equipment Maintenance Support Program

The Equipment Maintenance Support Program maintains a 150 unit fleet of vehicles which includes trucks, automobiles, street sweepers, backhoes and everything in-between. We do this for all divisions of the DPW, as well as Marine & Environmental Affairs (including Natural Resources, Animal Control, Sandy Neck and Harbormaster programs), Weights and Measures, Recreation, and the Hyannis Youth & Community Center. The Equipment Maintenance Support Program also maintains 27 traffic signals, 13 school flashers, the Osterville drawbridge, and operates the municipal fueling depot.

Snow & Ice Removal Program

The Snow & Ice Removal Program provides for snow and ice removal from 450 miles of roads comprised of 201 miles of town roads, 49 miles of county roads, 200 miles of private roads, 54 municipal parking areas containing 46 acres, and 70 miles of town sidewalks and four miles of bike paths. The program goal is to remove a large portion of the accumulated snow and ice from its areas of responsibility as quickly as possible. The removal is intended to be of sufficient width and depth to allow the adequately prepared public to travel at reduced speeds throughout the town. The Department does not attempt to achieve bare pavement during any storm. The practice is far too expensive and the large quantities of salt required would be detrimental to the environment.

Fiscal Year 2017 Goals and Objectives

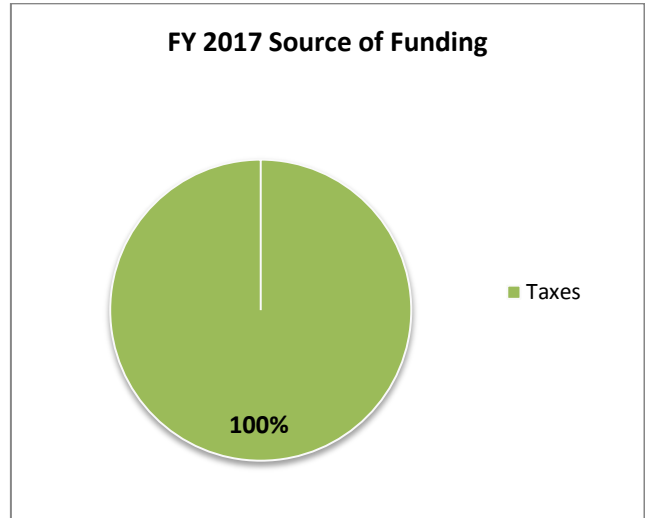
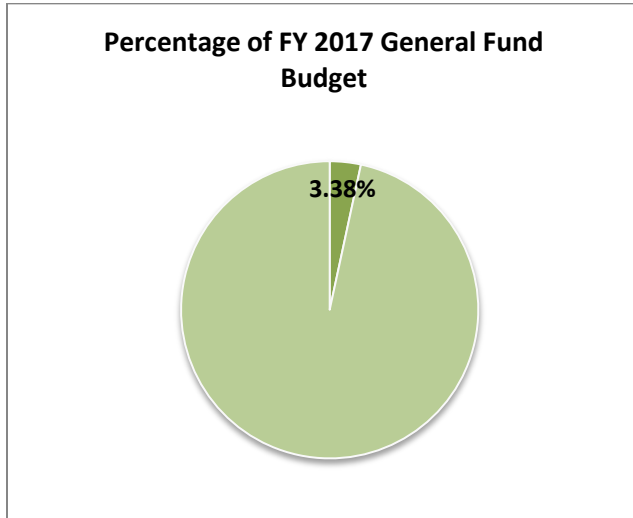
Short Term:

1. Identify four miles of roads for resurfacing/chip sealing and 15 miles for crack sealing.
2. In conjunction with DPW Administration, implement the revised strategic snow and ice policies.
3. Review and replace existing School Zone Lights with solar powered led systems.
4. Continue with the sidewalk overlay repair program and guardrail replacement town wide, contingent on funding.

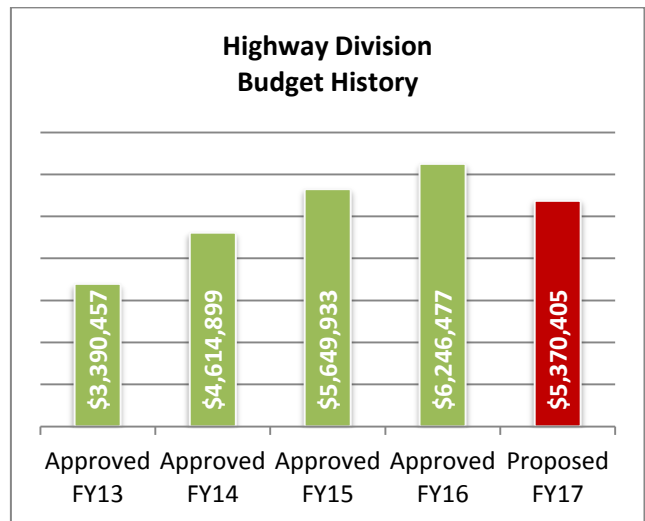
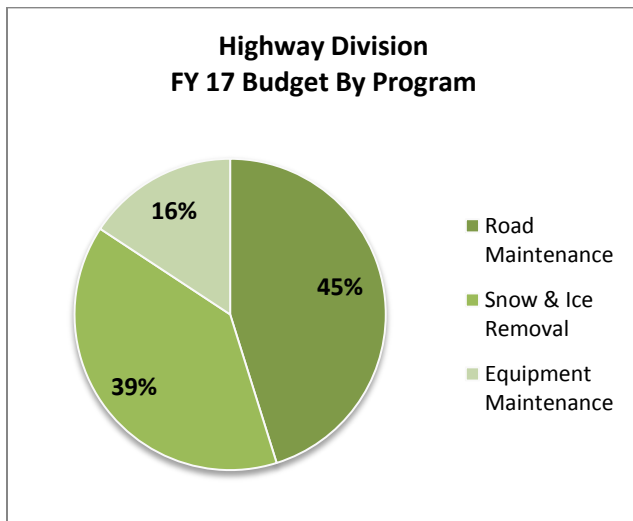
Long Term:

1. Develop staff training programs to insure that staff is knowledgeable in current technologies and efficient and safe methods related to their work environment.
2. Develop long-term plan to address maintenance or private roads.

Fiscal Year 2017 Division Financial Data



The Highway Division comprises 3.38% of the overall General Fund budget. Taxes provide 100% of the support for this operation.



Roadway maintenance is the largest program area within the Highway Division comprising 45% of the proposed FY17 budget. The Snow & Ice Program will fluctuate from year-to-year depending upon the weather. The FY16 budget included a record amount of costs for snow removal. This declined by \$1.1 million in the proposed FY17 budget. Highway’s budget has increased from \$3.4 million in FY13 to \$5.37 million proposed in FY17, or 58% over the five-year period, mostly attributable to snow removal

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Personnel	\$ 2,391,648	\$ 2,167,073	\$ 2,241,818	\$ 2,348,788	\$ 181,715	8.39%
Operating Expenses	3,673,118	4,079,404	2,807,848	3,021,617	(1,057,787)	-25.93%
Total Appropriation	6,064,766	6,246,477	5,049,666	5,370,405	(876,072)	-14.03%
Employee Benefits Allocation:						
Life Insurance	133		116			
Medicare	12,156		12,047			
Health Insurance	44,001		39,316			
County Retirement	130,415		145,500			
Total Employee Benefits (1)	186,704		196,979			
Total Expenditures Including Benefits	\$ 6,251,470		\$ 5,246,645			
Full-time Equivalent Employees	35.50	35.50		37.50	2.00	
Source of Funding						
Taxes	\$ 3,462,979	\$ 3,644,690	\$ 3,549,666	\$ 3,870,405	\$ 225,715	6.19%
General Fund Reserves	2,601,787	2,601,787	1,500,000	1,500,000	(1,101,787)	-42.35%
Total Sources	\$ 6,064,766	\$ 6,246,477	\$ 5,049,666	\$ 5,370,405	\$ (876,072)	-14.03%

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

Summary of Significant Budget Changes

The FY17 proposed budget is decreasing \$876,072 or 14.03%. This includes a \$1.1 million reduction in snow removal. Personnel costs are increasing \$181,715. This includes all contractual obligations and additional funding for 2 new full-time labors as well as \$20,000 for overtime. Operating costs are decreasing \$1,057,787 largely due to Snow & Ice deficits costs in FY16 and favorable contract savings for gasoline \$33,000. Addition funding includes traffic signals \$7,000, catch basin cleaning \$20,000, asphalt materials \$20,000, and vehicle maintenance & parts replacement \$30,000. Tax support will increase \$225,715 or 6.19% in FY17 to fund this operation.

Fiscal Year 2017 Program Financial Data

Roadway Maintenance Program

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 1,427,508	\$ 1,603,788	\$ 1,555,675	\$ 1,778,979	\$ 175,191	10.92%
Operating Expenses	524,531	606,814	485,451	646,814	40,000	6.59%
Total Appropriation	1,952,039	2,210,602	2,041,126	2,425,793	215,191	9.73%

Employee Benefits Allocation:

Life Insurance	65		55	
Medicare	5,074		4,884	
Health Insurance	26,249		20,438	
County Retirement	72,084		82,608	
Total Employee Benefits (1)	103,471		107,985	

Total Expenditures Including Benefits \$ 2,055,510 \$ 2,149,111

Full-time Equivalent Employees	28.45	29.75	31.75	2.00
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Source of Funding

Taxes	\$ 1,952,039	\$ 2,210,602	\$ 2,041,126	\$ 2,425,793	\$ 215,191	9.73%
Total Sources	\$ 1,952,039	\$ 2,210,602	\$ 2,041,126	\$ 2,425,793	\$ 215,191	9.73%

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

Equipment Maintenance Support Program

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 433,060	\$ 483,285	\$ 434,957	\$ 489,809	\$ 6,524	1.35%
Operating Expenses	477,880	350,803	473,584	354,803	4,000	1.14%
Total Appropriation	910,940	834,088	908,541	844,612	10,524	1.26%

Employee Benefits Allocation:

Life Insurance	68		61	
Medicare	7,082		7,163	
Health Insurance	17,752		18,878	
County Retirement	58,331		62,891	
Total Employee Benefits (1)	83,233		88,993	

Total Expenditures Including Benefits \$ 994,173 \$ 997,534

Full-time Equivalent Employees	7.05	5.75	5.75	0.00
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Source of Funding

Taxes	\$ 910,940	\$ 834,088	\$ 908,541	\$ 844,612	\$ 10,524	1.26%
Total Sources	\$ 910,940	\$ 834,088	\$ 908,541	\$ 844,612	\$ 10,524	1.26%

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

Snow & Ice Removal Program

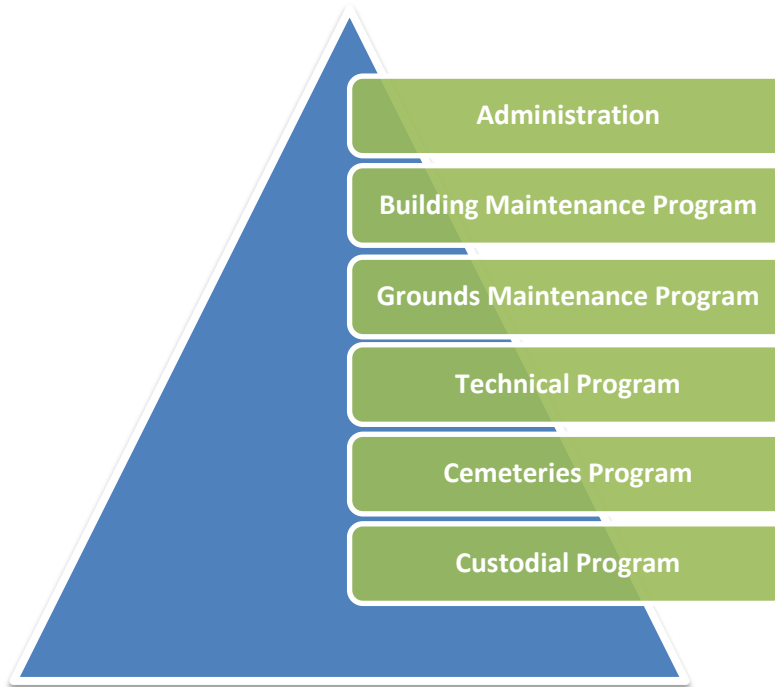
Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 531,080	\$ 80,000	\$ 251,187	\$ 80,000	\$ -	0.00%
Operating Expenses	2,670,707	3,121,787	1,848,813	2,020,000	(1,101,787)	-35.29%
Total Appropriation	3,201,787	3,201,787	2,100,000	2,100,000	(1,101,787)	-34.41%
Source of Funding						
Taxes	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ -	0.00%
General Fund Reserves	2,601,787	2,601,787	1,500,000	1,500,000	(1,101,787)	-42.35%
Total Sources	\$ 3,201,787	\$ 3,201,787	\$ 2,100,000	\$ 2,100,000	\$ (1,101,787)	-34.41%

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

Structures & Grounds Division

Mission Statement

The mission of the Structures & Grounds Division is to protect, enhance and maintain the Town's buildings, parks, cemeteries, marinas, recreational and community facilities and resources. We strive to accomplish this in a manner that maximizes safety, life, utility and enhances the Town's unique environmental and aesthetic qualities. Our goal is to construct, renovate and maintain our facilities in the most responsive, and cost effective manner without diminishing the quality we seek to implement. We place high priority on energy efficiency and conservation, the possibility of energy generation and the use of renewable energy in all projects if possible.



Description of Program Services Provided

Administration Program

This program has the responsibility for the management of the Division's overall operations and personnel. This team is responsible for the preparation and administration of the Division's operating and capital project budgets, the processing of invoices for payment, personnel, procurement, utility usage,

Preserving Infrastructure Assets

RECENT ACCOMPLISHMENTS

- Completed 82 phone service and hardware relocation work orders.
- Completed 98 HVAC related service calls and equipment upgrade work orders.
- Completed 278 building maintenance and repair work orders and provided painting services.
- Completed 187 electrical related service and repair work orders.
- Completed 78 plumbing related service work orders.
- Completed 172 custodial related service work orders.
- Completed 52 locksmith related service work orders.
- Completed 533 grounds related landscape improvement projects.
- Completed Phase One of MEA interior renovations including additional office space with new flooring, ceiling finishes, lighting, insulation, A/C and heating. Replaced and relocated obsolete generator with a refurbished 100KW diesel generator.
- Designed, permitted and constructed handicap access ramp for Loop Beach in Cotuit.
- Installed railing system for improved beach access at Joshua's Pond.
- Completed renovation work at the Pearl Street Pottery Shed including new siding, windows, trim and exterior painting.
- Completed exterior renovations at the West Barnstable Community Building including handicap ramp upgrades, replacement of basement door and exterior painting.
- Expanded pilot program for solar compactor trash containers to include three new locations, Cotuit Town Dock, Katie's Ice Cream, and JFK Museum

telecommunications and implementing/monitoring energy conservation measures.

Grounds Maintenance Program

The Grounds Maintenance Program provides maintenance, beautification, and improvements for 52 acres of municipal grounds. This includes 12 parks, 49 traffic islands, 29 memorial islands, 21 facilities grounds, 3 playgrounds, 6 ball fields, 4 tennis courts, 43 ways to water, and 17 beaches. It includes administration of the Town's Adopt-A-Spot program for 47 locations, support to the Conservation Division with conservation land maintenance, support to the Recreation Division with beach raking and building maintenance and support to the Engineering Division with landscaping tasks on specific projects. It also provides support for the division's marina and building maintenance programs and assists the Highway Division with snow and ice control. This program also includes tree care, planting, flowerbeds maintenance, and management of a 20'X48' greenhouse.

Building Maintenance Program

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

Custodial Program

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

floor care, dusting, restroom cleaning and sanitation, trash removal, recycling, and all associated cleaning activities. The custodial staff is also responsible for purchasing, inventory and distribution of all cleaning supplies in support of municipal facilities and recreational programs at fourteen beach buildings. Additional services include building security, safety inspections, meeting set-up, special events support, interior painting, walkway de-icing, and preventive maintenance tasks.

Technical Program

The Technical Program team consists of a licensed electrician and HVAC technician who are responsible for the electrical, heating, air conditioning and ventilating systems throughout the Town. They respond to problem calls, troubleshoot, repair and maintenance, and install equipment throughout our facilities. This team is very concerned with safety, energy efficiency and comfort levels. This program gives support to the Information Technology Division through their data network wiring capabilities. They also provide support to the Highway Division to help light up the Village Green, Bismore Park, and the Airport Rotary with a colorful Christmas display of lights.

Cemeteries Program

The Cemeteries Program provides maintenance, beautification, and improvements for 81 acres of municipal cemetery grounds. This program includes full responsibility for the operation, maintenance and care of fourteen town cemeteries, office building and maintenance garage. The section provides preventive maintenance and repair of all grounds and interment services equipment. It provides scheduling, coordination and supervision of funeral services and interment excavation services for approximately 225 burials annually; installation of burial vaults, monument foundations, and marker setting. Maintains accurate records systems data base, cemetery lot mapping, and lot sales support; restores ancient headstones as time and resources permit, and expansion of raw land for future lot development. Additionally, it provides support to the Highway Division with snow & ice control.



Mosswood Cemetery Office

Fiscal Year 2017 Goals and Objectives

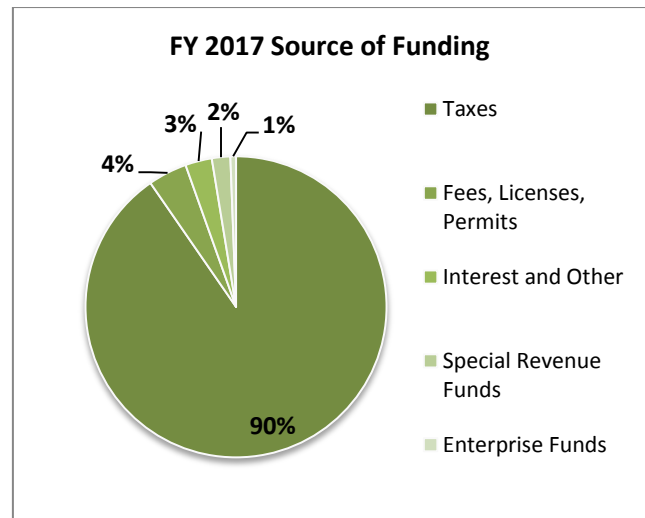
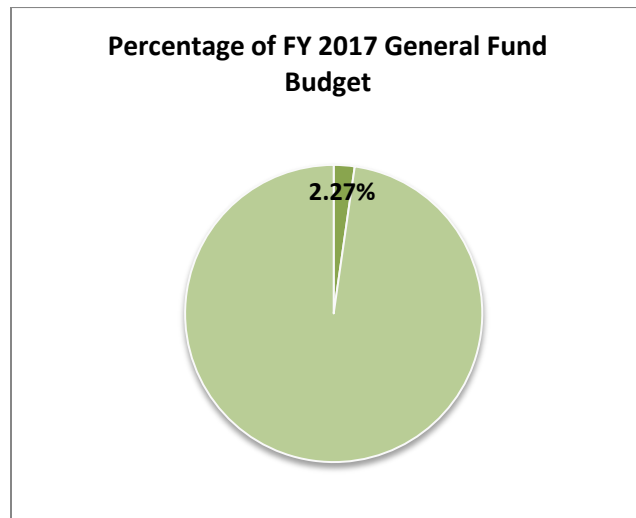
Short Term:

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

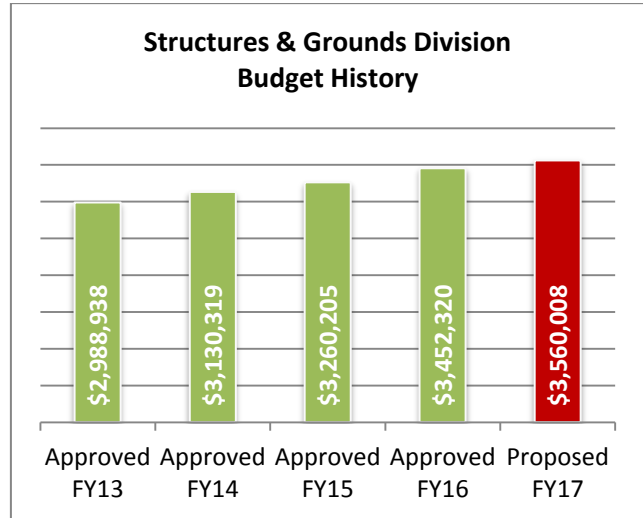
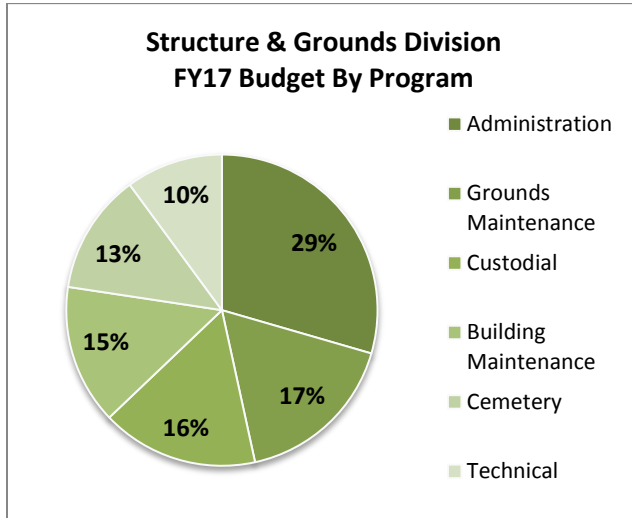
Long Term:

1. Continue to investigate feasibility and associated cost savings by broadening the use of solar trash compactors throughout town.
2. Develop and promote a facilities energy use policy for all Town Departments. Continue to bring forward energy conservation and generation measures throughout our municipal facilities.
3. Continue to establish a preventive maintenance program for all municipal facilities under management. This program will place an emphasis on reducing mechanical failures by providing scheduled preventive maintenance procedures. This effort will allow the division to stock common replacement parts, identify major repairs, insure reliability of our systems and reduce maintenance and operating costs.

Fiscal Year 2017 Division Financial Data



The Structures & Grounds comprises 2.27% of the overall General Fund budget. Taxes provide 90% of the support for this operation.



Administration is the largest program area within the Structures & Grounds Division comprising 29% of the proposed FY17 budget. This program includes all the utility budgets. The division’s budget has increased from \$2.9 million in FY13 to \$3.56 million proposed in FY17, or 19.11% over the five-year period.

Expenditure Category	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY 16 - 17	Percent Change
Personnel	\$ 1,898,208	\$ 2,299,318	\$ 2,075,042	\$ 2,384,006	\$ 84,689	3.68%
Operating Expenses	1,066,380	1,153,002	1,139,057	1,176,002	23,000	1.99%
Total Appropriation	2,964,588	3,452,320	3,214,099	3,560,008	107,689	3.12%

Employee Benefits Allocation:

Life Insurance	200	209
Medicare	23,533	26,143
Health Insurance	120,116	117,534
County Retirement	339,821	360,059
Total Employee Benefits (1)	483,670	503,946

Total Expenditures Including Benefits \$ 3,448,258 \$ 3,718,044

Full-time Equivalent Employees	34.10	35.00	35.00	0.00
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Source of Funding

Source of Funding	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY 16 - 17	Percent Change
Taxes	\$ 2,504,672	\$ 3,116,675	\$ 2,899,314	\$ 3,217,293	\$ 100,619	3.23%
Fees, Licenses, Permits	141,510	149,000	128,140	149,000	-	0.00%
Interest and Other	233,561	101,800	101,800	101,800	-	0.00%
Special Revenue Funds	63,500	63,500	63,500	70,570	7,070	11.13%
Enterprise Funds	21,345	21,345	21,345	21,345	-	0.00%
Total Sources	\$ 2,964,588	\$ 3,452,320	\$ 3,214,099	\$ 3,560,008	\$ 107,689	3.12%

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

Summary of Significant Budget Changes for Division

The FY17 proposed budget is increasing \$107,689 or 3.12%. Personnel costs are increasing \$84,689. This includes all contractual obligations. Operating costs are increasing \$23,000. There is a request for \$12,000 in building maintenance, \$36,000 for Solid Waste Disposal, which is mitigated by \$20,000 in utility savings.

Tax support for this division is increasing \$100,619 or 3.23%. Special Revenue Funds are increasing \$7,070 from embarkation fee and parking meter receipts.

Fiscal Year 2017 Program Financial Data

Grounds Maintenance Program

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Personnel	\$ 350,679	\$ 459,903	\$ 432,309	\$ 516,024	\$ 56,121	12.20%
Operating Expenses	81,805	97,433	100,000	92,433	(5,000)	-5.13%
Total Appropriation	432,484	557,336	532,309	608,457	51,121	9.17%
Employee Benefits Allocation:						
Life Insurance	45		48			
Medicare	5,020		6,538			
Health Insurance	6,282		9,463			
County Retirement	40,916		53,992			
Total Employee Benefits (1)	52,262		70,041			
Total Expenditures Including Benefits	\$ 484,747		\$ 602,350			
Full-time Equivalent Employees	5.00	7.00		7.00	0.00	
Source of Funding						
Taxes	\$ 347,639	\$ 472,491	\$ 447,464	\$ 516,542	\$ 44,051	9.32%
Special Revenue Funds	63,500	63,500	63,500	70,570	7,070	11.13%
Enterprise Funds	21,345	21,345	21,345	21,345	-	0.00%
Total Sources	\$ 432,484	\$ 557,336	\$ 532,309	\$ 608,457	\$ 51,121	9.17%

Building Maintenance Program

<u>Expenditure Category</u>	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 279,080	\$ 407,866	\$ 334,450	\$ 414,844	\$ 6,978	1.71%
Operating Expenses	98,763	101,700	101,000	101,700	-	0.00%
Total Appropriation	377,843	509,566	435,450	516,544	6,978	1.37%

Employee Benefits Allocation:

Life Insurance	31		25	
Medicare	3,103		3,842	
Health Insurance	21,154		20,864	
County Retirement	72,252		55,178	
Total Employee Benefits (1)	96,539		79,909	

Total Expenditures Including Benefits \$ 474,382 \$ 515,359

Full-time Equivalent Employees 5.00 7.00 7.00 0.00

Source of Funding

Taxes	\$ 377,649	\$ 509,566	\$ 435,450	\$ 516,544	\$ 6,978	1.37%
Interest and Other	195	-	-	-	-	0.00%
Total Sources	\$ 377,843	\$ 509,566	\$ 435,450	\$ 516,544	\$ 6,978	1.37%

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

Technical Program

<u>Expenditure Category</u>	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 177,525	\$ 196,215	\$ 160,896	\$ 240,837	\$ 44,622	22.74%
Operating Expenses	65,737	106,195	92,390	118,195	12,000	11.30%
Total Appropriation	243,262	302,410	253,286	359,032	56,622	18.72%

Employee Benefits Allocation:

Life Insurance	15		19	
Medicare	2,401		2,222	
Health Insurance	13,753		12,192	
County Retirement	45,625		37,889	
Total Employee Benefits (1)	61,794		52,322	

Total Expenditures Including Benefits \$ 305,056 \$ 305,608

Full-time Equivalent Employees 4.00 3.00 3.00 0.00

Source of Funding

Taxes	\$ 243,262	\$ 302,410	\$ 253,286	\$ 359,032	\$ 56,622	18.72%
Total Sources	\$ 243,262	\$ 302,410	\$ 253,286	\$ 359,032	\$ 56,622	18.72%

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

Cemeteries Program

<u>Expenditure Category</u>	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 426,956	\$ 481,675	\$ 423,874	\$ 395,932	\$ (85,743)	-17.80%
Operating Expenses	54,689	49,923	42,460	49,923	-	0.00%
Total Appropriation	481,646	531,598	466,334	445,855	(85,743)	-16.13%

Employee Benefits Allocation:

Life Insurance	33		38	
Medicare	5,754		5,506	
Health Insurance	28,311		27,555	
County Retirement	79,224		82,980	
Total Employee Benefits (1)	113,322		116,079	

Total Expenditures Including Benefits \$ **594,968** \$ **582,413**

Full-time Equivalent Employees **8.00** **6.00** **6.00** **0.00**

Source of Funding

Taxes	\$ 340,136	\$ 382,598	\$ 338,194	\$ 296,855	\$ (85,743)	-22.41%
Fees, Licenses, Permits	141,510	149,000	128,140	149,000	-	0.00%
Total Sources	\$ 481,646	\$ 531,598	\$ 466,334	\$ 445,855	\$ (85,743)	-16.13%

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

Administration Program

<u>Expenditure Category</u>	Actual FY 2015	Approved FY 2016	Projected FY 2016	Proposed FY 2017	Change FY16 - 17	Percent Change
Personnel	\$ 279,062	\$ 301,067	\$ 289,024	\$ 317,101	\$ 16,035	5.33%
Operating Expenses	663,001	716,701	710,000	732,701	16,000	2.23%
Total Appropriation	942,063	1,017,768	999,024	1,049,802	32,035	3.15%

Employee Benefits Allocation:

Life Insurance	12		15	
Medicare	3,429		3,708	
Health Insurance	36,595		33,392	
County Retirement	54,744		57,390	
Total Employee Benefits (1)	94,780		94,506	

Total Expenditures Including Benefits \$ **1,036,844** \$ **1,093,530**

Full-time Equivalent Employees **5.10** **4.00** **4.00** **0.00**

Source of Funding

Taxes	\$ 708,697	\$ 915,968	\$ 897,224	\$ 948,002	\$ 32,035	3.50%
Interest and Other	233,367	101,800	101,800	101,800	-	0.00%
Total Sources	\$ 942,063	\$ 1,017,768	\$ 999,024	\$ 1,049,802	\$ 32,035	3.15%

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

Custodial Program

<u>Expenditure Category</u>	<u>Actual FY 2015</u>	<u>Approved FY 2016</u>	<u>Projected FY 2016</u>	<u>Proposed FY 2017</u>	<u>Change FY16 - 17</u>	<u>Percent Change</u>
Personnel	\$ 384,906	\$ 452,592	\$ 434,488	\$ 499,268	\$ 46,676	10.31%
Operating Expenses	102,384	81,050	93,208	81,050	-	0.00%
Total Appropriation	487,289	533,642	527,696	580,318	46,676	8.75%
Employee Benefits Allocation:						
Life Insurance	65		64			
Medicare	3,825		4,327			
Health Insurance	14,022		14,068			
County Retirement	47,061		72,630			
Total Employee Benefits (1)	64,973		91,089			
Total Expenditures Including Benefits	\$ 552,262		\$ 618,785			
Full-time Equivalent Employees	7.00	8.00		8.00	0.00	
Source of Funding						
Taxes	\$ 487,289	\$ 533,642	\$ 527,696	\$ 580,318	\$ 46,676	8.75%
Total Sources	\$ 487,289	\$ 533,642	\$ 527,696	\$ 580,318	\$ 46,676	8.75%

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

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