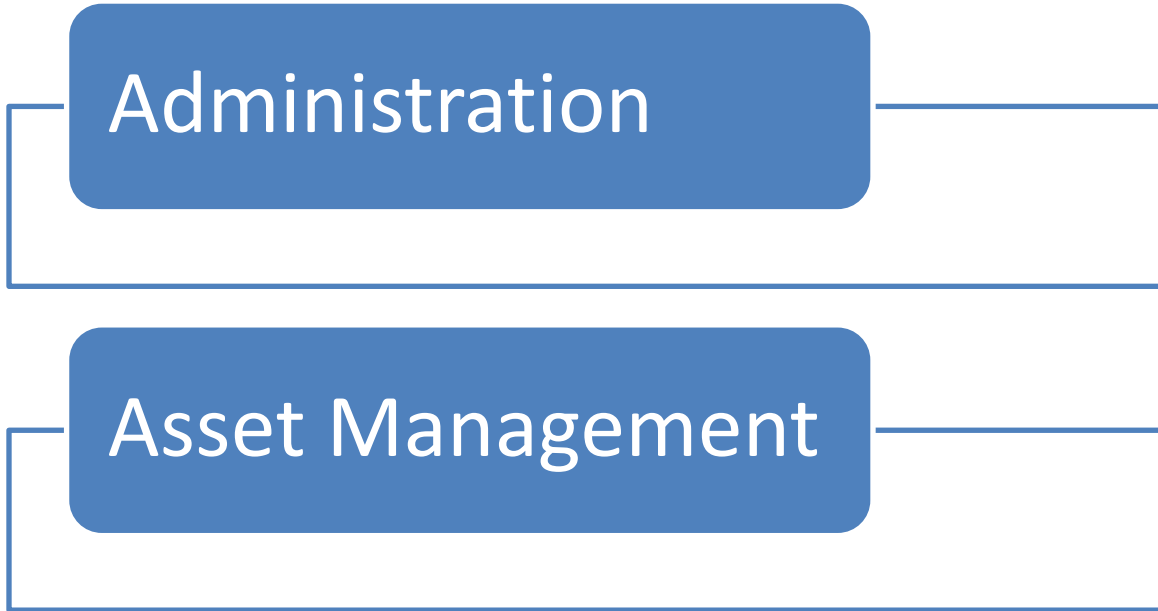


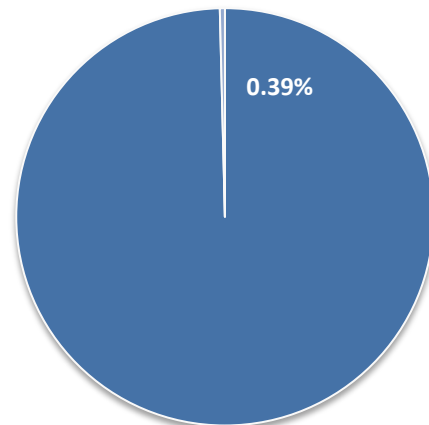
Town Manager



Purpose Statement

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

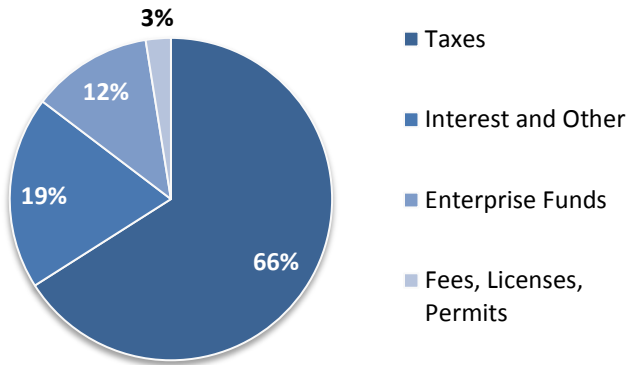
Percentage of FY19 General Fund Budget



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

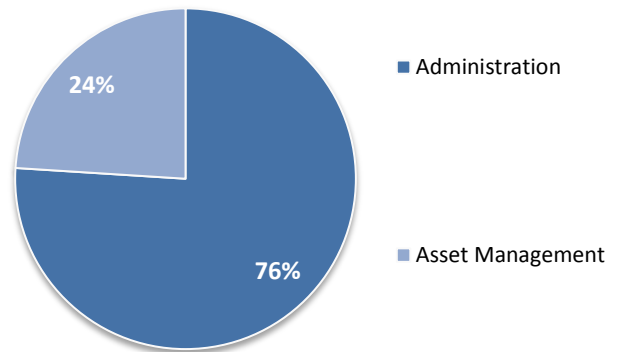
Town Manager Financial Summary

FY19 Source of Funding



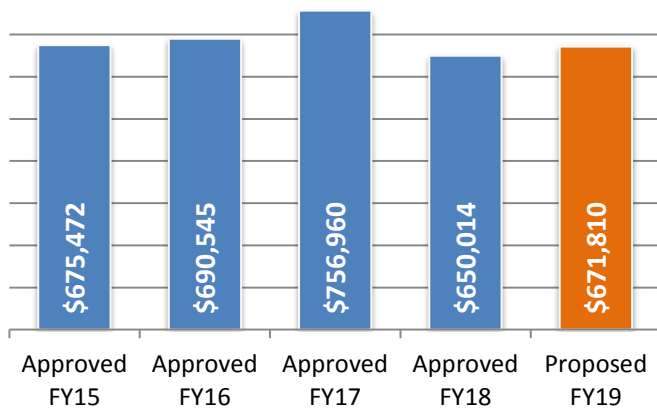
Taxes support 66% of the budget, 19% is from interest and other, 12% from Enterprise Fund support, and the remaining balance of 3% from fees, licenses and permits issued.

FY19 Budget By Division



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

Town Manager Budget History



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

FISCAL YEAR 2019 BUDGET

TOWN MANAGER

GENERAL FUND

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

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

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

\$ 44
8,380
30,076
99,484
\$ 137,984
\$ 784,984

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

Summary of Significant Budget Changes

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

Full-time Equivalent Employees

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

Administration

Purpose Statement

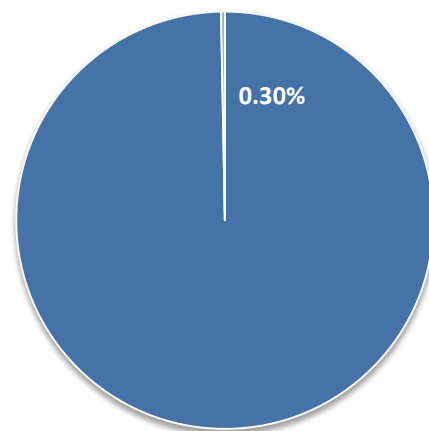
Administration is responsible for administering policies and programs approved by the Town Council. With the assistance of the Finance Department, the office also drafts the annual budget and ensures the budget policies and spending plans of the Council are followed through.



Recent Accomplishments

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

Percentage of FY19 General Fund Budget



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

Additional Recent Accomplishments Objectives

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

Fiscal Year 2019 Goals and Objectives

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

Description of Services Provided

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

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

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



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

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

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

Employee Benefits Allocation:		
Life Insurance	\$ 24	\$ 25
Medicare	4,234	5,924
Health Insurance	27,790	19,853
County Retirement	62,341	66,767
Total Employee Benefits (1)	\$ 94,389	\$ 92,569
Total Expenditures Including Benefits	\$ 513,881	\$ 585,569

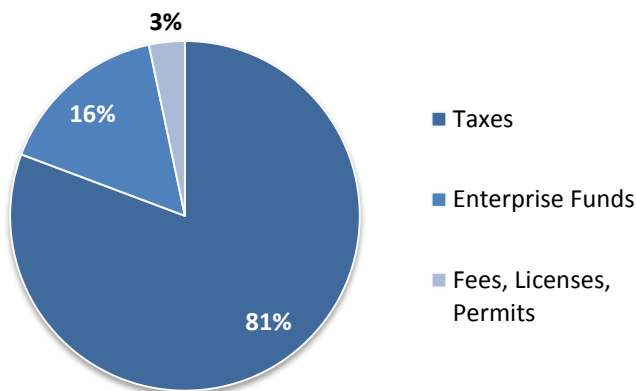
(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only

Summary of Significant Budget Changes

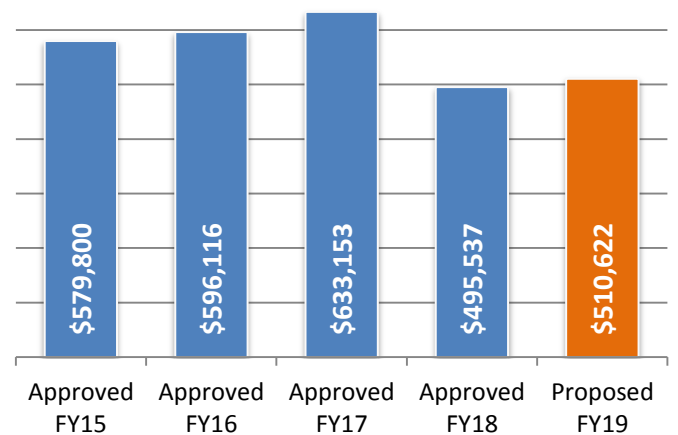
The Town Manager's administration FY19 proposed budget is increasing by \$15,085 or 3.04% over FY18 budget due to contractual obligations.

Administration Financial Summary

FY19 Source of Funding



Administration Budget History



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

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

Asset Management

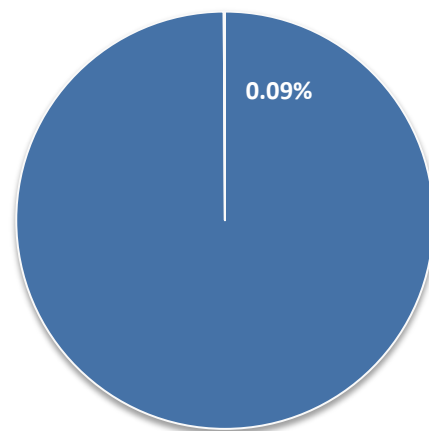
Purpose Statement

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

Recent Accomplishments

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

Percentage of FY19 General Fund Budget



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

Additional Recent Accomplishments Objectives

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

Fiscal Year 2019 Goals and Objectives

1. Establish a new revolving fund under Chapter 44, section 53E ½ for the proceeds from the sale of Town owned property. This requires Town Council approval via change to our revolving fund ordinance under Article III, Chapter 86 of our ordinances. We hope to do this as part of the annual operating budget approval process.
2. Continue to marshal the Town's assets into a comprehensive data base that allows quick and ready access by all Town personnel of key property related documents on a map and parcel identified basis.
3. Develop a complete acquisition history consisting of deeds, Town meeting and Town Council authorization documents, and other relevant documents for every municipal property currently owned by the Town. How the land was acquired, and the source of funding many times influences the programmatic uses of the land, and without this information consolidated into a master file, it can hinder the ability of the Town to react to opportunities and can limit the uses.
4. During FY19, identify the resources needed to manage property in conjunction with the Department of Public Works so that each property has the management and maintenance needs to support its relative use.
5. Identify, research and prepare an additional block of tax possession property for potential disposal through a sealed bid or auction process.

Description of Services Provided

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

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

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

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

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

Summary of Significant Budget Changes

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