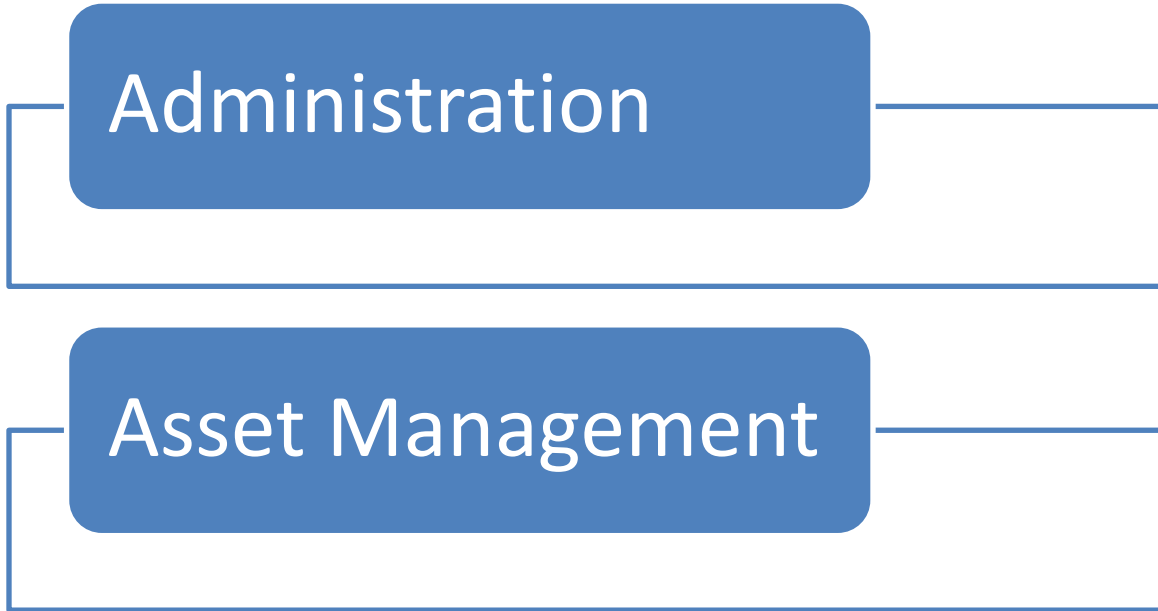


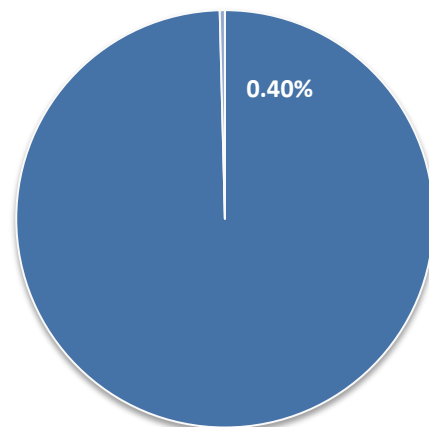
Town Manager



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.

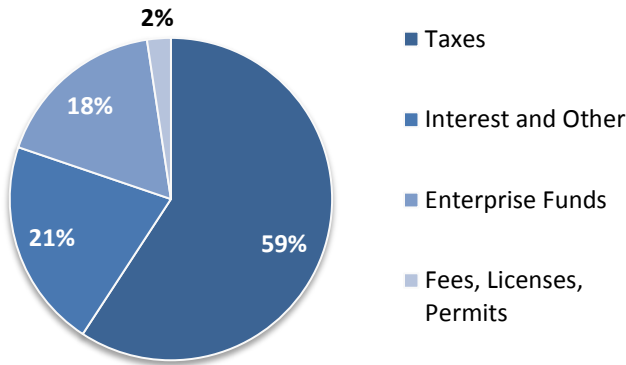
Percentage of FY20 General Fund Budget



The Town Manager budget represents 0.40% of the overall General Fund budget.

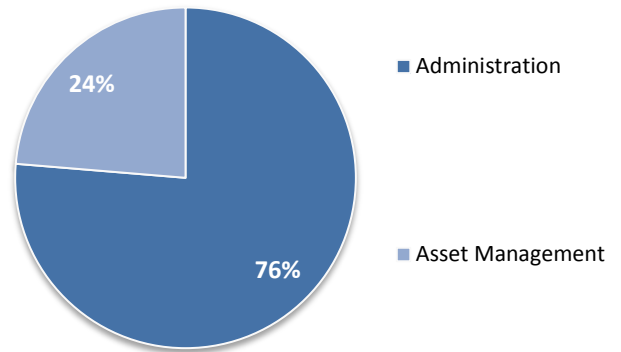
Town Manager Financial Summary

FY20 Source of Funding



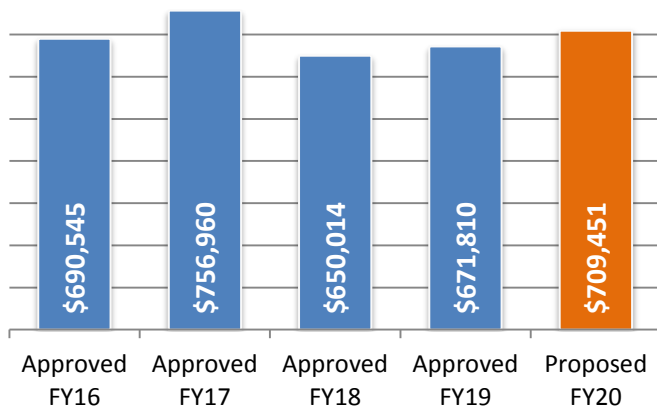
Taxes support 59% of the budget, 21% is from interest and other (lease payments), 18% from Enterprise Fund support, and the remaining balance of 2% from fees, licenses and permits issued.

FY20 Town Manager Budget By Program Area



The Town Manager’s Department is comprised of two program areas with Administration representing 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 2020 BUDGET

TOWN MANAGER

GENERAL FUND

Town Manager	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 400,130	\$ 443,344	\$ 415,681	\$ 420,080	\$ (23,264)	-5.25%
Fees, Licenses, Permits	18,468	16,900	17,916	16,900	-	0.00%
Interest and Other	176,553	130,000	155,211	149,000	19,000	14.62%
Enterprise Funds	59,809	81,566	81,566	123,471	41,905	51.38%
Total Sources	\$ 654,960	\$ 671,810	\$ 670,374	\$ 709,451	\$ 37,641	5.60%
Expenditure Category						
Personnel	\$ 569,723	\$ 571,810	\$ 570,500	\$ 584,451	\$ 12,641	2.21%
Operating Expenses	85,237	100,000	99,874	125,000	25,000	25.00%
Total Appropriation	\$ 654,960	\$ 671,810	\$ 670,374	\$ 709,451	\$ 37,641	5.60%

Employee Benefits Allocation:		
Life Insurance	\$ 42	\$ 36
Medicare	7,774	7,934
Health Insurance	28,358	23,815
County Retirement	111,159	123,356
Total Employee Benefits (1)	\$ 147,333	\$ 155,142
Total Expenditures Including Benefits	\$ 802,293	\$ 825,516

(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 proposed budget is increasing by \$37,641 or 5.60%. Personnel costs increases include contractual obligations and an additional \$25,000 in operating expenses is provided for professional services.

Full-time Equivalent Employees

Job Title	FY 2018	FY 2019	FY 2020	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	-
Full-time Equivalent Employees	5.50	5.50	5.50	-

Administration Program

Purpose Statement

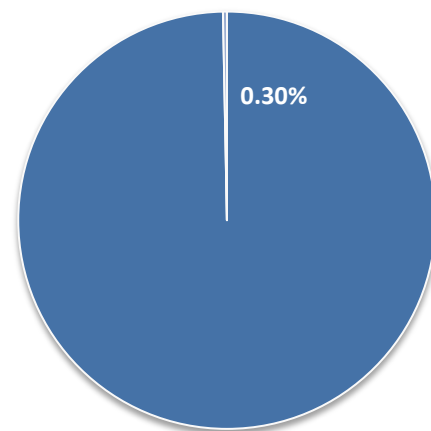
Administration is responsible for administering policies and programs approved by the Town Council. With the assistance of the Finance Department, the office also drafts the annual budget and ensures the budget policies and spending plans of the Council are followed through.



Recent Accomplishments

- Prepared the FY 2020 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. Significantly reduced the number of permit types issued by the Building Department and strived to reduce regulation at every customer touch point.
- Capitalized on an opportunity presented by the Vineyard Wind offshore wind project; successfully negotiating a significant host agreement for the Town of Barnstable.
- Expanded youth programs throughout our community, leveraging Town-owned assets such as our golf courses and the Hyannis Youth and Community Center.
- Completed a comprehensive field study on all recreation fields located in Barnstable. Adjusted the FY20 Operational Budget in an effort to address needs in the most cost effective manner

Percentage of FY20 General Fund Budget



The Town Manager’s administration budget represents 0.30% of the overall General Fund budget.

Additional Recent Accomplishments Objectives

- Expanded the Community Service Officer program at the Barnstable Police Department in support of a safe and welcoming environment.
- Improved our economic development programs, including the creation of an economic development task force, to support growth while maintaining the quality of life that is essential to our community.
- Began implementing the recently completed long-range plan for dredging; secured funding, including a state grant, and completed the first phase of the Cotuit Cut dredging project.
- Maintained the quality and quantity of water in the Hyannis water system so that our residents, business, and visitors continued to be served by a high quality, cost effective service.

Fiscal Year 2020 Goals and Objectives

1. Update the Town of Barnstable's Comprehensive Plan while partnering with our civic and village associations in an effort to best respond to each villages' needs while keeping in mind our community's common goals.
2. Continue to provide leadership role in developing regional solutions with neighboring municipalities. Complete a Joint Powers Agreement with the 4 Upper Cape Towns for future use of Joint Base Cape Cod Waste Water Treatment and effluent discharge facilities.
3. 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 and reallocate resources as needed to address priorities and ensure the effective management of municipal assets.
4. 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.
5. Recommend modifications and improvements to our zoning bylaws in an effort to modernize, organize, and support healthy and appropriate growth.
6. Continue to maintain the quality and quantity of water in the Hyannis water system so that our residents, business, and visitors are served by a high quality, cost effective service. Particularly challenging with anticipated emerging contaminates regulation on the horizon.
7. Continue to inventory assets, evaluate the assets in respect to programs and services, and develop a plan for long-term asset management.
8. Continue comprehensive long-term planning for water supply treatment and 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 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 367,188	\$ 412,156	\$ 384,155	\$ 392,037	\$ (20,119)	-4.88%
Fees, Licenses, Permits	18,468	16,900	17,916	16,900	-	0.00%
Interest and Other	29,319	-	10,024	9,000	9,000	0.00%
Enterprise Funds	59,809	81,566	81,566	123,471	41,905	51.38%
Total Sources	\$ 474,783	\$ 510,622	\$ 493,661	\$ 541,408	\$ 30,786	6.03%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 393,668	\$ 410,622	\$ 410,000	\$ 416,408	\$ 5,786	1.41%
Operating Expenses	81,115	100,000	83,661	125,000	25,000	25.00%
Total Appropriation	\$ 474,783	\$ 510,622	\$ 493,661	\$ 541,408	\$ 30,786	6.03%

Employee Benefits Allocation:	
Life Insurance	\$ 24
Medicare	5,397
Health Insurance	19,082
County Retirement	80,347
Total Employee Benefits (1)	\$ 104,850
Total Expenditures Including Benefits	\$ 579,633

\$ 24
5,633
19,764
86,641
\$ 112,063
\$ 605,724

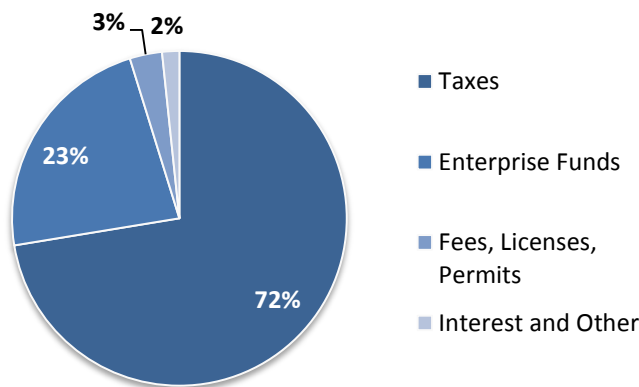
(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

The Town Manager's Administration Program proposed budget is increasing by \$30,786 or 6.03% due to contractual obligations and \$25,000 for professional services.

Administration Financial Summary

FY20 Source of Funding



Administration Budget History



Taxes support 72% of the budget, 23% is from enterprise fund support, with the remaining 5% from fees, licenses, permits, and other sources.

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 Program

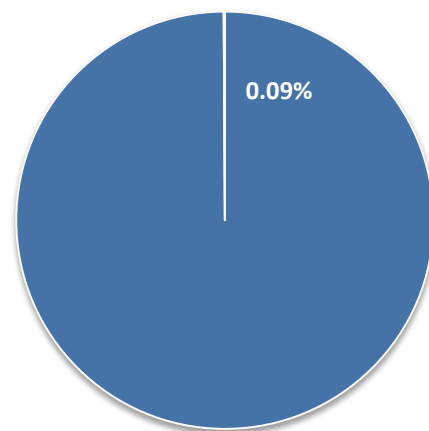
Purpose Statement

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 in developing 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 FY20 General Fund Budget



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

Additional Recent Accomplishments Objectives

- Established a working group to analyze opportunities for the reuse of 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 Plan 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 repurposes the building or leases it out in the future for reasons 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 the Town Green, Aselton 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 2020 Goals and Objectives

1. With the resources obtained by the sale of tax possession assets in the established revolving fund under Chapter 44, section 53E ½ for the proceeds from the sale of Town owned property., plans will be developed to leverage this available funding to support legal and professional appraisal work on other Town properties. The availability of this funding is meant to support the preparation and research needed to reuse, redirect, or dispose of other municipal properties held by the Town.
2. Continue to marshal the town's assets into a comprehensive database that allows quick and ready access by all town personnel of key property related documents on a map and parcel identified basis.
3. Continue to develop a complete acquisition history consisting of deeds, Town Meeting and Town Council authorization documents, and other relevant documents for every municipal property currently owned by the town. How the land was acquired and the source of funding will many times influence the programmatic uses of the land, and without this information consolidated into a master file, it can hinder the ability of the town to react to opportunities and can limit the uses.
4. During FY20, continue to identify and review the resources needed to manage property in conjunction with the Department of Public Works so that each property has the management and maintenance needs to support its relative use.
5. Identify, research and prepare an additional block of tax possession property for potential disposal through a sealed bid or auction process.
6. Identify, research and prepare, in conjunction with the Planning and Development office, potential properties to be considered for use in developing affordable housing lots.

Description of Services Provided

As part of the FY19 Reorganization plan, a new Asset Management Program was 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 continue to build on the efforts formerly completed through the Finance Department under the Director of Property and Risk Management. The primary immediate focus has been land management from an administrative viewpoint. Specific work has included the examination of easements and temporary use license for public land, sidewalks, town green and roadway layouts. Future work will continue to include multi-departmental projects, coordinating the use of town assets with outside land management agencies, and the strategic purchase and disposal of certain assets that are identified as no longer necessary and are surplus to Town needs. This includes hard assets like equipment and buildings as well as real property or land. The careful selection of insurance 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 2018	FY 2019	FY 2019	FY 2020	FY19 - 20	Change
Taxes	\$ 32,943	\$ 31,188	\$ 31,526	\$ 28,043	\$ (3,145)	-10.08%
Interest and Other	147,234	130,000	145,187	140,000	10,000	7.69%
Total Sources	\$ 180,177	\$ 161,188	\$ 176,713	\$ 168,043	\$ 6,855	4.25%
Expenditure Category						
Personnel	\$ 176,055	\$ 161,188	\$ 160,500	\$ 168,043	\$ 6,855	4.25%
Operating Expenses	4,122	-	16,213	-	-	0.00%
Total Appropriation	\$ 180,177	\$ 161,188	\$ 176,713	\$ 168,043	\$ 6,855	4.25%
Employee Benefits Allocation:						
Life Insurance	\$ 18		\$ 12			
Medicare	2,377		2,301			
Health Insurance	9,276		4,051			
County Retirement	30,813		36,714			
Total Employee Benefits (1)	\$ 42,483		\$ 43,079			
Total Expenditures Including Benefits	\$ 222,660		\$ 219,792			

(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 proposed budget is increasing by \$6,855 or 4.25%. All cost increases are due to contractual obligations.