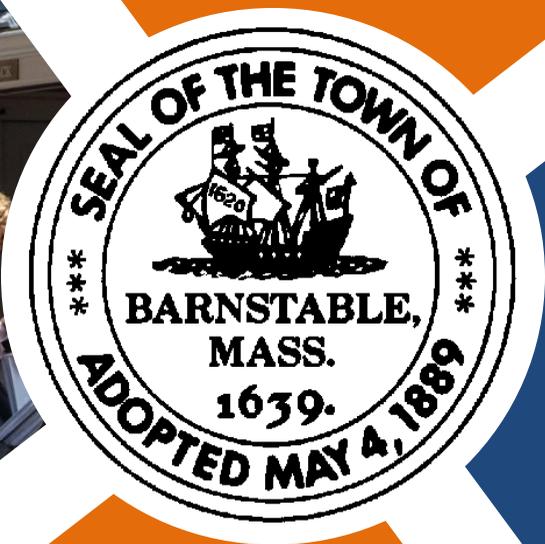
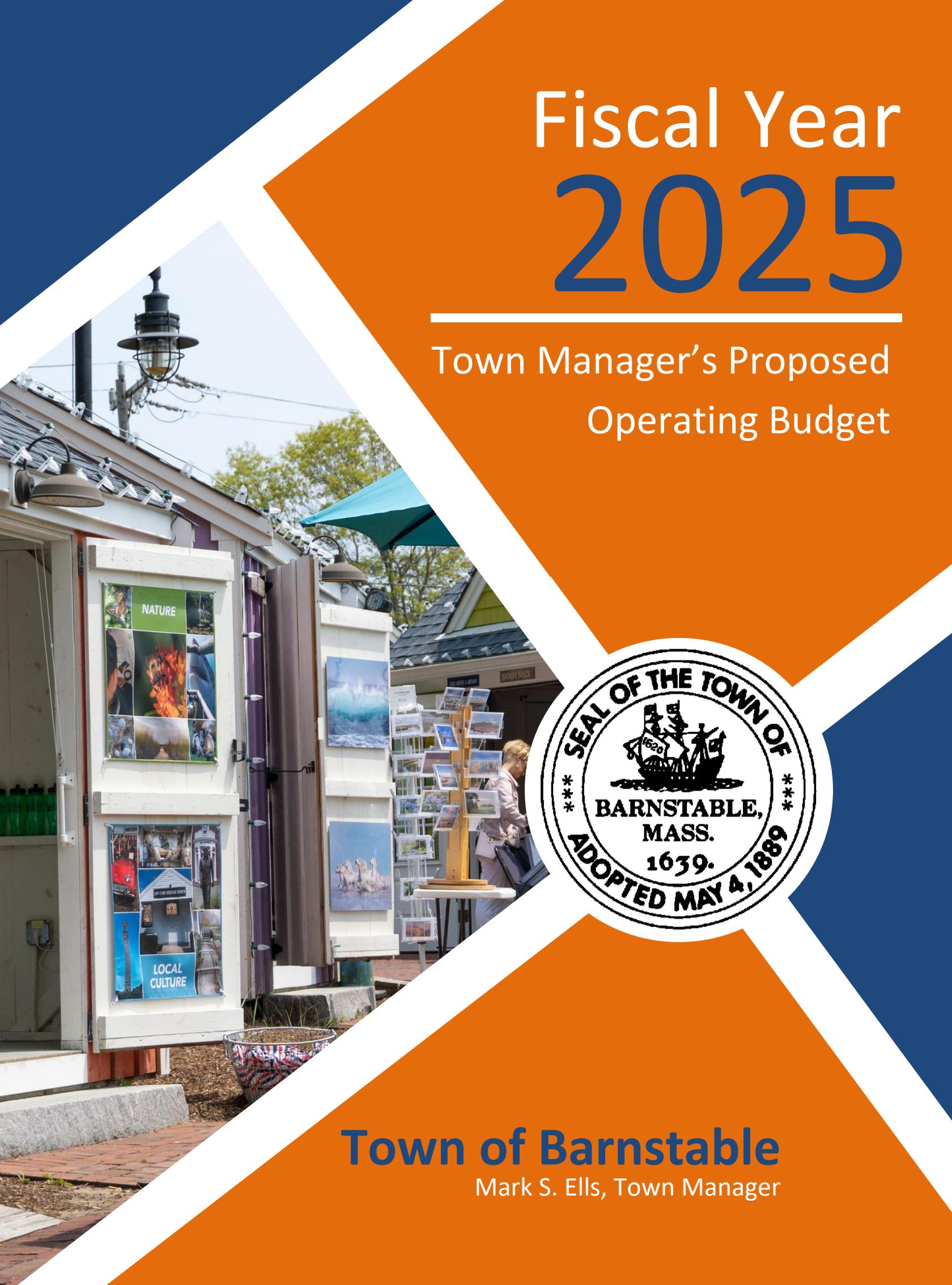


# Fiscal Year 2025

Town Manager's Proposed  
Operating Budget



**Town of Barnstable**  
Mark S. Ells, Town Manager





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Barnstable  
Massachusetts**

For the Fiscal Year Beginning

**July 01, 2022**

*Christopher P. Morill*

Executive Director

*The Government Finance Officers Association of the United States and Canada (GFOA) has presented a Distinguished Budget Award to the Town of Barnstable for the fiscal year beginning July 1, 2022. The award is the highest form of recognition in governmental budgeting. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This is the twentieth consecutive year that the Town of Barnstable has been presented with this prestigious award.*

*The criterion on which the award for fiscal year 2023 was based is that which has been used as a guide in preparing the budget for fiscal year 2025. Therefore, it is my belief that the Capital and Operating budgets presented for fiscal year 2025 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 Gareth Markwell, Deputy Finance Director, are to be congratulated for their parts in this and the previous awards.*

Mark S. Ells  
Town Manager

# FISCAL YEAR 2025 OPERATING BUDGET

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# GUIDE TO THE BUDGET

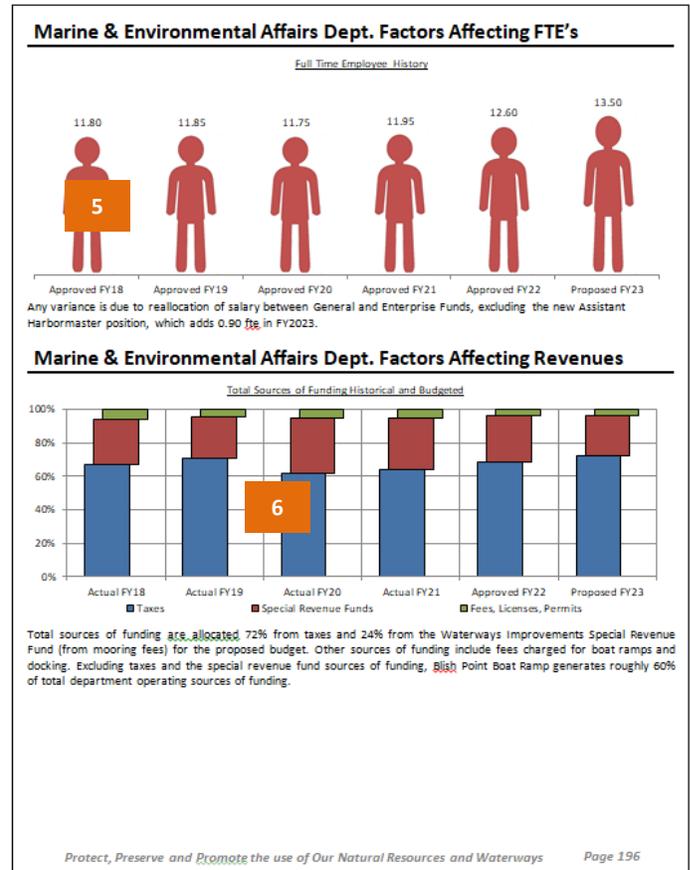
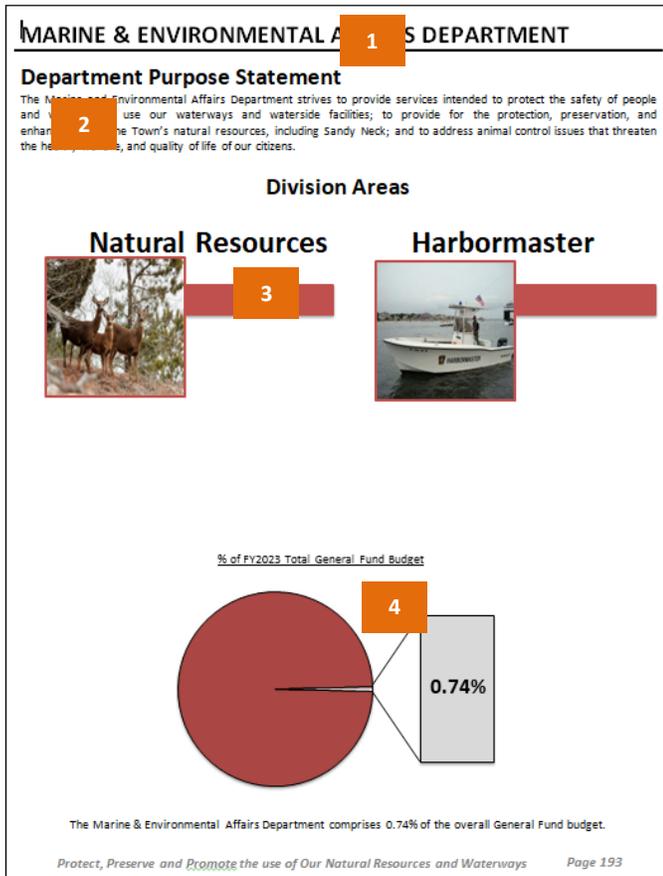
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The FY 2025 budget document is organized into the following nine sections:

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



# Department Summaries– General Fund Guide

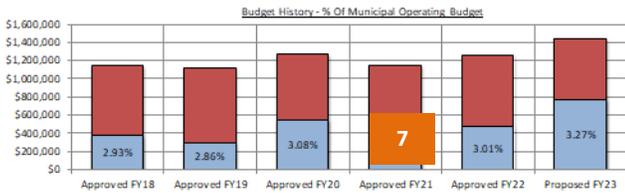


- 1 Department or Division Title
- 2 Each department/division includes a purpose statement, which helps establish the operations goals and objectives.
- 3 This is a list of all divisions/programs operating within the department/division. A department can be segmented into divisions, which are then segmented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

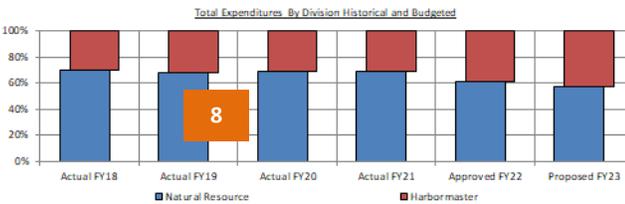
- 5 Department/Divisions full-time employee (FTE's) history count.
- 6 This compares resources as a percentage of total funding for the department/division based on actuals, approved budget, and proposed budget.

# Department Summaries– General Fund Guide (Continued)

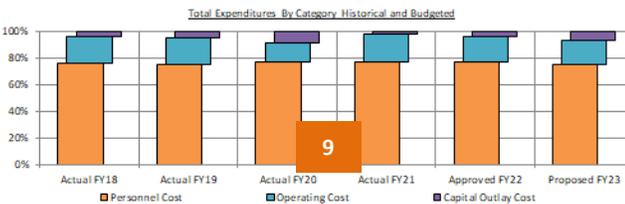
## Marine & Environmental Affairs Dept. Factors Affecting Expenses



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



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



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

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

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

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

This financial table displays the following:

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

## Marine & Environmental Affairs Department Services Provided

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

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

## Marine & Environmental Affairs Department Budget Comparison

Marine & Environ. Affairs Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$720,681	\$775,354	\$865,300	\$1,130,300	\$175,933	20.33%
Fees, Licenses, Permits	63,107	61,855	48,000	60,000	2,000	4.17%
Interest and Other	634	9,002	-	-	-	0.00%
Special Revenue Funds	348,000	348,000	348,000	348,000	-	0.00%
<b>Total Sources of Funding</b>	<b>\$1,132,423</b>	<b>\$1,194,211</b>	<b>\$1,261,370</b>	<b>\$1,439,303</b>	<b>\$177,933</b>	<b>14.11%</b>
<b>Expenditure Category</b>						
Personnel	\$868,943	\$911,777	\$966,890	\$1,079,388	\$112,498	11.64%
Operating Expenses	241,961	233,619	245,665	250,615	14,250	5.80%
Capital Outlay	21,519	48,815	48,815	100	\$1,185	104.86%
<b>Total Appropriation</b>	<b>\$1,132,423</b>	<b>\$1,194,211</b>	<b>\$1,261,370</b>	<b>\$1,330,003</b>	<b>\$177,933</b>	<b>14.11%</b>

## Summary of Budget Changes

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

## Marine & Environmental Affairs Department Budget Reconciliation

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

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

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

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

# Department Summaries– General Fund Guide (Continued)

## Natural Resources Division Goals and Objectives

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

### Short-Term:

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



Scudder Lane-Opening Day for Oysters

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

### Long-Term:

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



Marston Mills Herring Run

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

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

## Natural Resources Division Services Provided

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

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

## Natural Resources Division Recent Accomplishments

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



New Osprey Pole, Centerville River

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

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

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

# Department Summaries– General Fund Guide (Continued)

## Natural Resources Division Program Services Provided

### Natural Resources Program

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



Staff planting quahogs

- Boat patrols to oversee all shellfish related activity throughout the town including but not limited to the following: aquaculture grants operations, commercial and recreational public shellfisheries.

- Monitor for endangered and threatened species (such as piping plovers, marine mammals, sea turtles and diamond-backed terrapins) on Barnstable beaches.

### Fish and Game

- Oversee and enforce freshwater fin fishing, shellfish, and lobster activities town-wide and assist the State Environmental Police with regulatory inspections and investigations.

- Enforce regulation compliance of all hunting seasons and areas, which includes migratory bird hunting as well as stocking pheasants in West Barnstable Conservation Area and Sandy Neck Beach Park.

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

### Land Management

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

### Patrol

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

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

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

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

**16** This section includes program description and financial summary.

## Marine & Environmental Affairs Department Workload Indicators

### Shellfish Program

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

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

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

### Water Ways Program

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

### Mooring Program

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

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

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

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

# Department Summaries–Enterprise Fund Guide

**1** COMMUNITY SERVICES DEPARTMENT

**2** Department Purpose Statement

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

**3** Enterprise Funds



**3**

**Olde Barnstable Fairgrounds & Hyannis Golf Courses**



**3**

**Hyannis Youth & Community Center**

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

**4** GOLF COURSE ENTERPRISE

**5** Department Purpose Statement

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



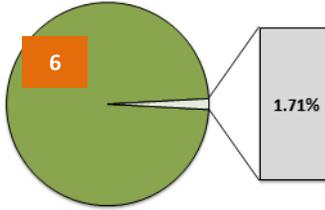
Hyannis Golf Course



Olde Barnstable Fairgrounds Golf Course



% of FY2023 All Appropriated Funds



**6**

1.71%

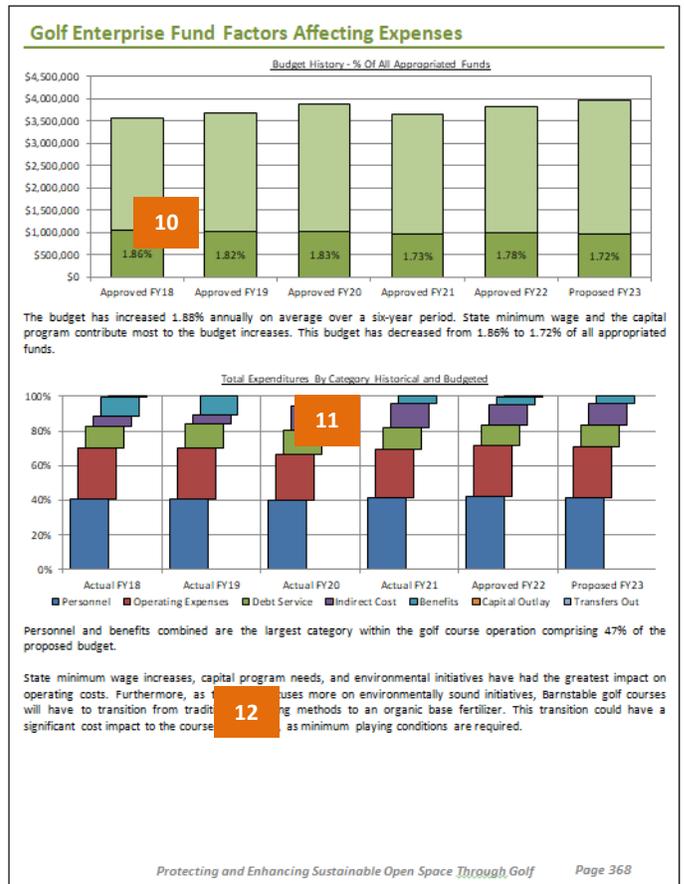
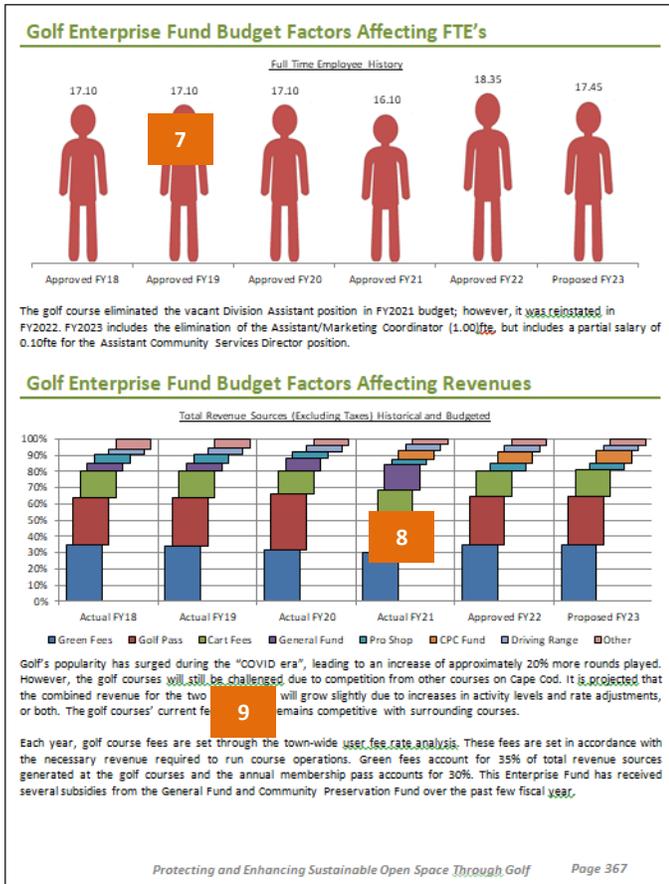
Golf Course Enterprise Fund comprises 1.71% of all appropriated funds.

Protecting and Enhancing Sustainable Open Space Through Golf Page 360

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

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

# Department Summaries—Enterprise Fund Guide (Continued)



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

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

# Department Summaries—Enterprise Fund Guide (Continued)

## Golf Enterprise Fund Budget Comparison

Golf Course Enterprise Fund						
	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2021	FY 2022	FY 2022	FY 2023	FY22 - 23	
Taxes (General Fund Support)	\$822,917	\$0	\$0	\$0	\$0	0.00%
Charges for Services	3,979,899	13	3,423,861	3,505,661	81,800	2.39%
Interest and Other	12,285		10,000	10,000	-	0.00%
Special Revenue Funds	289,600		286,500	288,200	1,700	0.59%
<b>Total Operating Sources</b>	<b>\$5,104,701</b>	<b>\$3,860,319</b>	<b>\$3,720,361</b>	<b>\$3,803,861</b>	<b>\$83,500</b>	<b>2.24%</b>
Borrowing Authorizations	\$-	\$-	\$545,179	\$-	(\$545,179)	-100.00%
<b>Total Capital Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$545,179</b>	<b>\$0</b>	<b>(\$545,179)</b>	<b>-100.00%</b>
<b>Total Source of Funding</b>	<b>\$5,104,701</b>	<b>\$3,860,319</b>	<b>\$4,265,540</b>	<b>\$3,803,861</b>	<b>(\$461,679)</b>	<b>-10.82%</b>
<b>Direct Operating Expenses</b>						
Personnel	\$1,452,366	\$1,561,123	\$1,607,412	\$1,650,544	\$43,132	2.68%
Benefits	156,712	118,892	171,167	167,589	(3,578)	-2.09%
Operating Expenses	979,268	1,070,997	1,119,135	1,147,490	28,355	2.53%
Capital Outlay	-	25	30,000	-	(30,000)	-100.00%
Debt Service	441,588	441	440,668	503,875	63,207	14.34%
<b>Total Direct Operating Expenses</b>	<b>\$3,029,934</b>	<b>\$3,211,362</b>	<b>\$3,682,382</b>	<b>\$3,469,498</b>	<b>(\$212,884)</b>	<b>-5.78%</b>
<b>Indirect Operating Costs</b>						
General Fund Staff	\$154,793	\$128,105	\$128,105	\$156,708	\$28,603	22.33%
Pensions	276,346	262,707	262,707	268,845	6,138	2.34%
Audit & Software Costs	22,832	22,787	22,787	25,558	2,771	12.16%
Employee Casualty, Liability, Health	20,089	22,225	22,225	24,815	2,590	11.65%
Workers' Compensation Insurance	1,004	5,354	5,354	7,667	2,313	43.20%
Retirees Health Insurance	2,178	2,223	2,223	2,247	24	1.08%
<b>Total Indirect Operating Expenses</b>	<b>\$477,242</b>	<b>\$443,401</b>	<b>\$443,401</b>	<b>\$485,840</b>	<b>\$42,439</b>	<b>9.57%</b>
<b>Total Operating Expenses</b>	<b>\$3,507,176</b>	<b>\$3,663,081</b>	<b>\$3,811,784</b>	<b>\$3,955,338</b>	<b>\$143,555</b>	<b>3.77%</b>
Capital Improvement Program	\$50,558	\$-	\$545,179	\$-	(\$545,179)	-100.00%
<b>Total Capital Expenses</b>	<b>\$50,558</b>	<b>\$0</b>	<b>\$545,179</b>	<b>\$0</b>	<b>(\$545,179)</b>	<b>-100.00%</b>
<b>Total Expenses</b>	<b>\$3,557,734</b>	<b>\$3,663,081</b>	<b>\$4,356,963</b>	<b>\$3,955,338</b>	<b>(\$401,624)</b>	<b>-9.22%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$1,546,967</b>	<b>\$197,238</b>	<b>\$1,583,557</b>	<b>\$1,844,523</b>	<b>\$260,966</b>	<b>16.48%</b>
Beginning Certified Free Cash	\$446,400		\$1,901,944			
FY22 Projected Excess (Deficiency)			\$197,238			
End-of-Year Certified Free Cash	\$1,893,367		\$1,901,944	\$1,844,523		

### Summary of Budget Changes

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

## Golf Enterprise Fund Budget Reconciliation

Job Title	FY 2021	FY 2022	FY 2023	Change
Admin Assist./Marketing Coordinator	1.00	1.00	-	(1.00)
Assistant Dir. of Community Services	-	-	0.10	0.10
Assistant Golf Course Supervisor	2.00	2.00	2.00	-
Budget/Financial Manager	-	0.25	0.25	-
Director of Community Services	0.10	0.10	0.10	-
Director of Golf Maintenance	1.00	1.00	1.00	-
Director of Golf Operations	1.00	1.00	1.00	-
Financial Supervisor	1.00	1.00	1.00	-
Golf Course Facility Technician	2.00	2.00	2.00	-
Golf Head Professional	2.00	2.00	2.00	-
Golf Superintendent	-	1.00	1.00	-
Laborer/Greens Person	2.00	2.00	2.00	-
Principal Dept./Asst. Assistant	2.00	3.00	3.00	-
Working Foreman Irrigation Technician	2.00	2.00	2.00	-
Full-time Equivalent Employees	15.10	18.35	17.45	(0.90)

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

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

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

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

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

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

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

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

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# HISTORY, DEMOGRAPHICS AND STATISTICS

## A Brief History

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

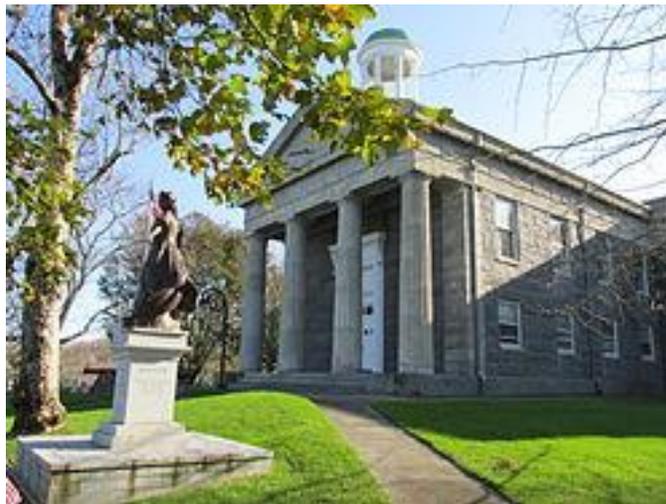
Peaceful dealings with the indigenous people began as early as the first land purchases. West Barnstable was obtained from the Native American Serunk and Barnstable from Nepoyetum in the first ten years; the Hyannis and Hyannis Port area from Yanno and Cotuit from Paupmumuck in the first twenty-five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

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

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

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

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



**Barnstable County Courthouse**

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

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

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

## General Profile of the Community



**Barnstable John F. Kennedy Memorial**

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

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

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

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

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

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

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

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

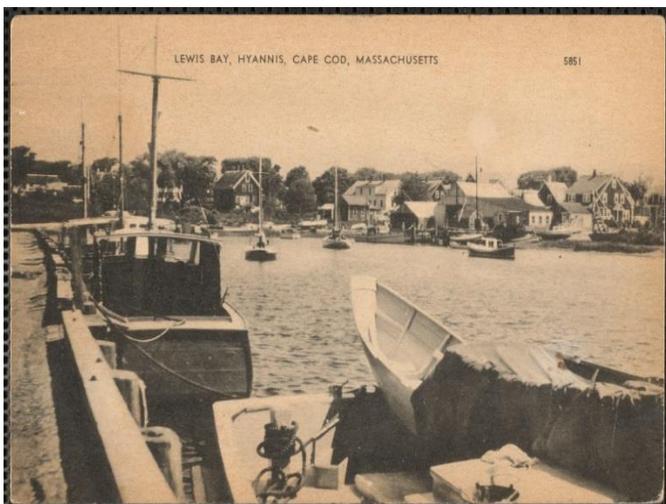


**West Barnstable – 1717 Meeting House**

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

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

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



**Digital Common Wealth Collections - Lewis Bay Harbor**

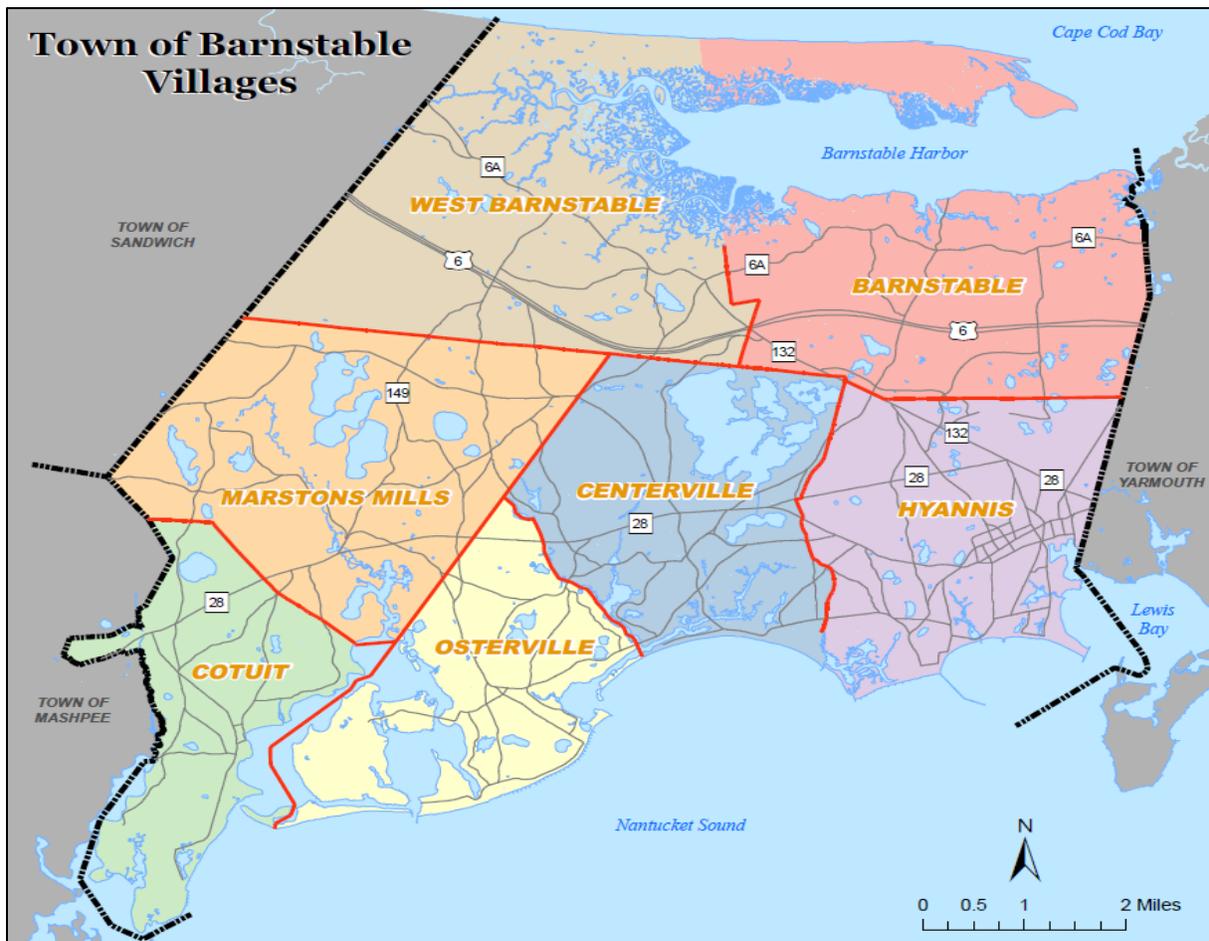
In the village of Hyannis, the Hyannis Fire District provides fire protection and EMS, while the Town delivers water service. In the village of West Barnstable, the West Barnstable Fire District provides fire protection and EMS, while private on-site wells provide water access. The aforementioned districts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



**Village Green – Town Hall**

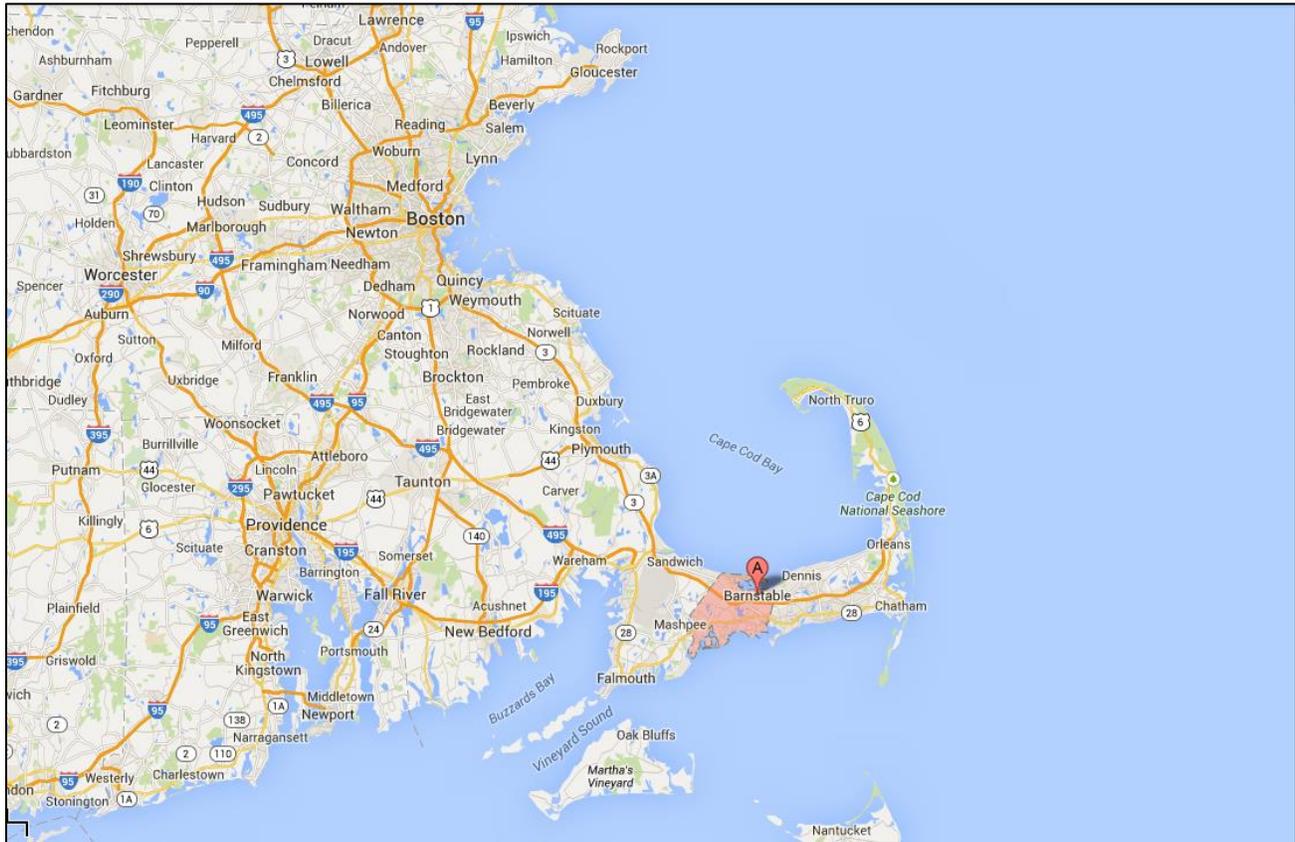
Seven independent libraries provide library services for town residents. The libraries include Centerville Public Library, Cotuit Library, Hyannis Public Library, Marstons Mills Public Library, Osterville Village Library, Sturgis Library, and Whelden Memorial Library. The Town of Barnstable has traditionally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

### The Town of Barnstable’s Seven Villages



# Geographic Location

## Regional Reference



## National Reference



# About The Town of Barnstable – Information at a Glance

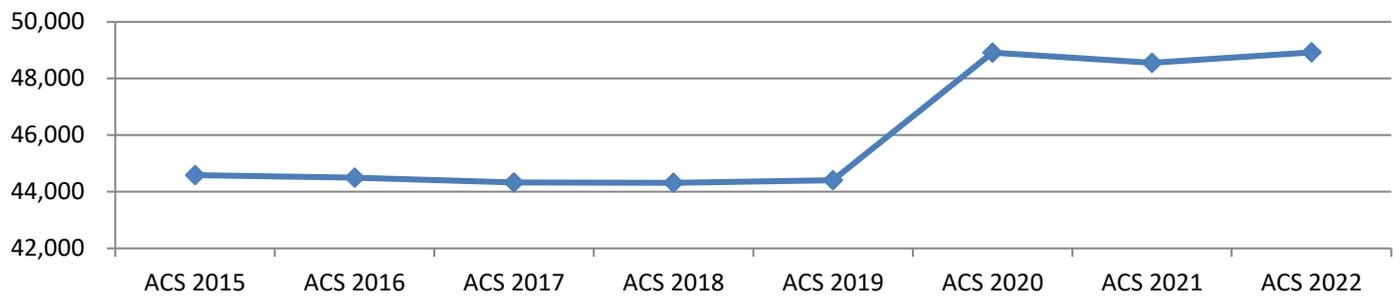
## General Information

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

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

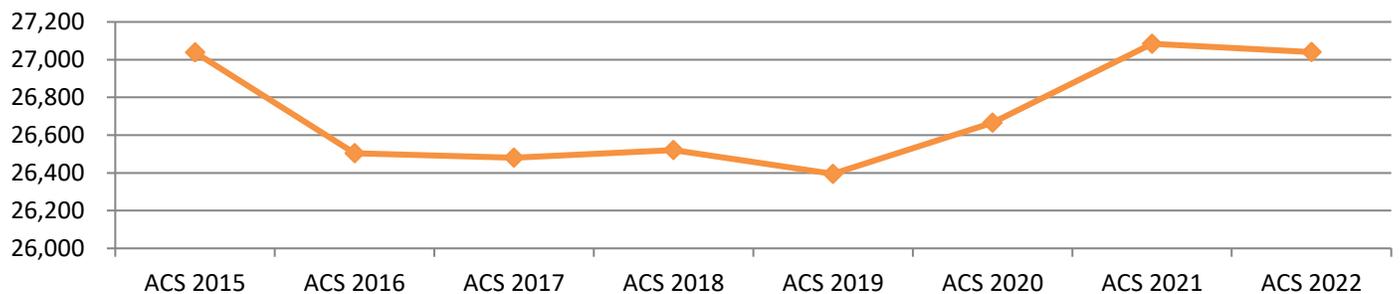
<https://www.census.gov/programs-surveys/acs>

Year Round Residents



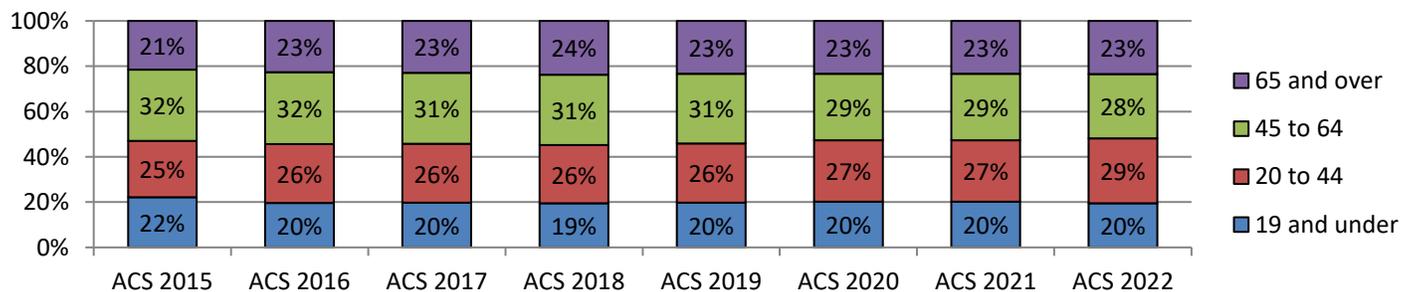
A year-round resident means those persons who are legally domiciled and who, in addition, physically reside in their fixed and permanent homes continuously, except for brief and occasional absences, for 12 months of the year.

Total Housing Units



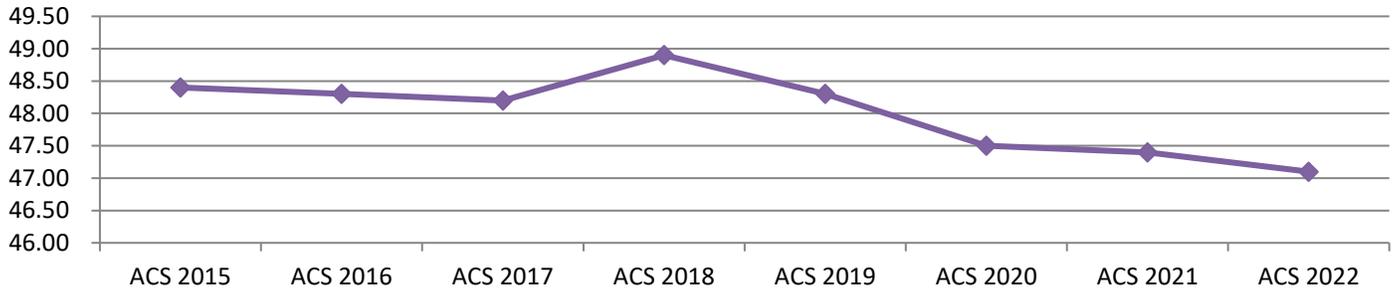
A household consists of all the people who occupy a housing unit. A house, an apartment or other group of rooms, or a single room, is regarded as a housing unit when it is occupied or intended for occupancy as separate living quarters.

Population Distribution By Age



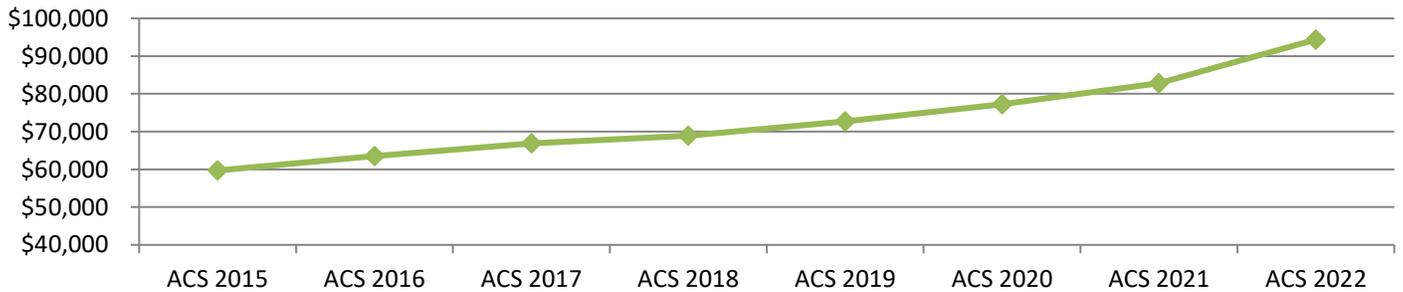
Age distribution is a quantitative description of how a certain population group is divided according to how old they are.

### Median Age (In Years)



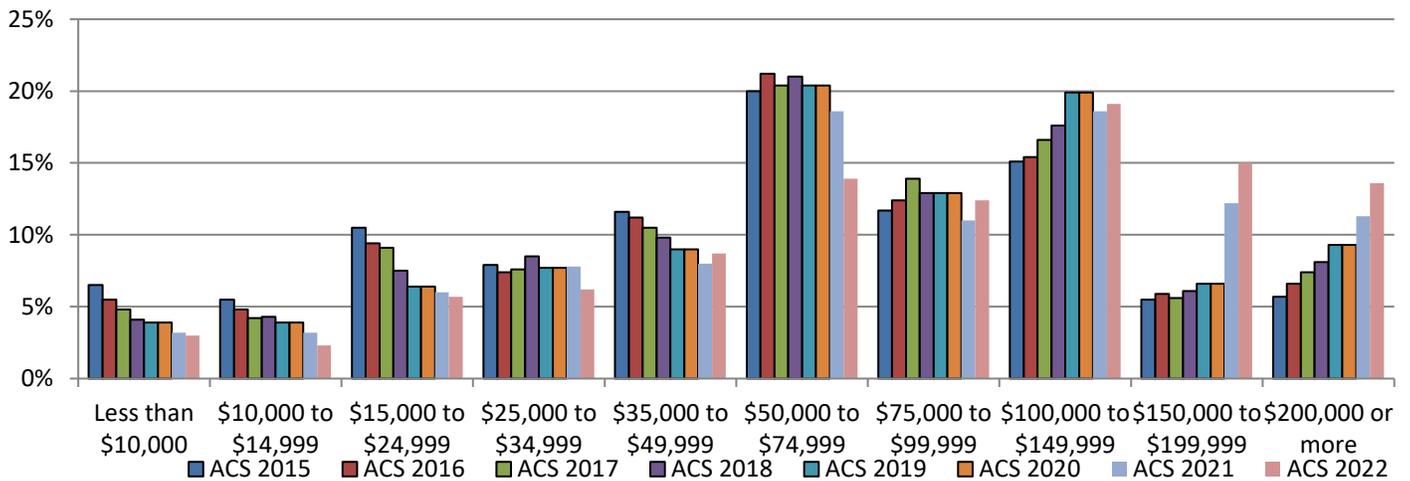
Median age is the age that divides a population into two numerically equally sized groups; that is, half the people are younger than this age and half are older. It is a single index that summarizes the age distribution of a population.

### Median Household Income



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

### Households Income Distribution



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

## Education and Culture

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Public Schools	6 Elementary Schools, 1 Middle School and 1 High School
Public School Enrollment	4,817 students for 2023-24 school year 4,838 students for 2022-23 school year 4,751 students for 2021-22 school year 4,713 students for 2020-21 school year 5,041 students for 2019-20 school year 5,124 students for 2018-19 school year 5,177 students for 2017-18 school year
Higher Education	Cape Cod Community College - 2 and 4 year degree programs; masters programs offered by major colleges through satellite locations on Cape Cod.
Libraries	Seven - one in each village
Community Centers (4)	Centerville, Hyannis, Osterville, West Barnstable

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

## Public Recreation

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

## Property Information

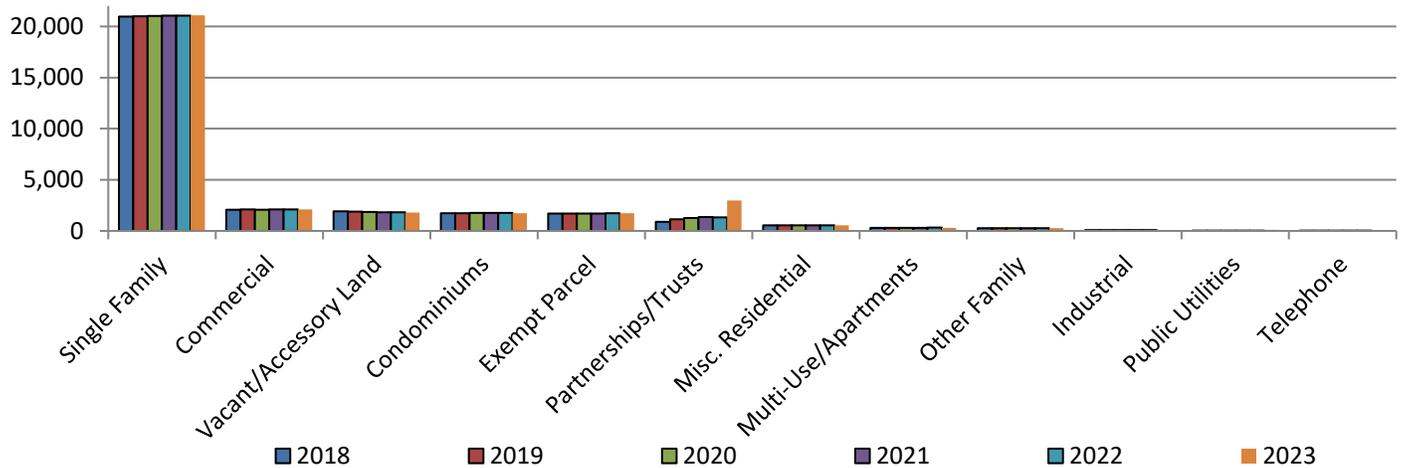
Number of Residential Parcels 25,699 (Per FY 2023 Tax Rate Recapitulation)

Median Home Values (FY 2023)	Barnstable Fire District	\$ 748,600
	Centerville, Osterville, Marstons Mills Fire Dist.	\$ 542,400
	Cotuit Fire District	\$ 644,150
	Hyannis Fire District	\$ 425,900
	West Barnstable Fire District	\$ 640,500
	Town wide	\$ 538,100

Total Assessed Value of Real & Personal Property \$ 24,524,518,817 (FY 2024 Tax Rate Recapitulation)

Assessed Value Per Capita \$ 501,298 (48,922 ASC 2022 Population)

Massachusetts Data Bank Parcel Count



[https://dls.gateway.dor.state.ma.us/reports/rdPage.aspx?rdReport=PropertyTaxInformation.LA4.Parcel\\_counts\\_vals](https://dls.gateway.dor.state.ma.us/reports/rdPage.aspx?rdReport=PropertyTaxInformation.LA4.Parcel_counts_vals)

## Top 10 Taxpayers in FY 2024 Tax Classification

Owner's Name	Property Type	Total Assessment	% of Assessed Valuation
Eversource	Utility	\$ 195,568,020	0.80
Mayflower Cape Cod LLC	Shopping Center	157,394,200	0.64
National Grid	Utility	80,015,170	0.33
Vineyard Wind LLC	Utility	60,315,270	0.25
Festival of Hyannis LLC	Shopping Center	48,445,300	0.20
GS Barnstable Landowner LLC	Apartments	44,212,500	0.18
BV Southwind LLC	Shopping Center	41,695,300	0.17
Oyster Harbors Club, Inc.	Golf Club	35,748,100	0.15
Capetown Plaza LLC S	Shopping Center	35,487,600	0.14
Indian Point Family Partnership	Residential	32,011,900	0.13
Top Ten Total Assessed Valuation		<b>\$730,893,360</b>	<b>2.98%</b>
Town of Barnstable Total Assessed Valuation		<b>\$ 24,524,518,817</b>	

## 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
2023	3383	\$159,285,089	256	\$136,449,389	3,478	\$295,734,478
2022	3220	\$160,903,449	250	\$95,614,392	3,470	\$256,517,841
2021	3,522	\$174,557,587	172	\$51,753,980	3,694	\$226,311,568
2020	3,087	\$117,733,105	380	\$49,441,469	3,467	\$167,174,573
2019	3,317	\$113,712,420	643	\$49,164,764	3,960	\$162,877,184
2018	3,245	\$89,863,077	686	\$59,561,264	3,931	\$149,424,341
2017	2,971	\$93,030,339	930	\$87,933,917	3,901	\$180,964,256
2016	3,692	\$174,703,004	330	\$39,049,739	4,022	\$213,752,743
2015	3,198	\$117,400,272	371	\$67,914,360	3,569	\$185,314,632
2014	3,050	\$94,524,822	311	\$24,241,847	3,361	\$118,766,669
2013	2,887	\$94,864,323	304	\$61,306,100	3,191	\$156,170,423

## Employment

[https://www.bls.gov/regions/new-england/news-release/occupationalemploymentandwages\\_barnstable.htm](https://www.bls.gov/regions/new-england/news-release/occupationalemploymentandwages_barnstable.htm)

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

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

## Unemployment

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

Calendar Year	Town of Barnstable			Barnstable County Unemployment Rate	Massachusetts Unemployment Rate
	Labor Force	Employment	Unemployment Rate		
2022	23,871	22,827	4.40%	4.70%	3.80%
2021	24,087	22,528	6.50%	6.70%	5.50%
2020	23,212	20,832	10.30%	10.10%	10.20%
2019	24,438	23,497	3.90%	4.10%	4.00%
2018	24,487	23,482	4.10%	3.10%	4.40%
2017	23,944	22,871	4.50%	6.78%	4.80%
2016	23,626	22,493	4.80%	4.20%	5.10%
2015	23,620	22,277	5.70%	6.30%	6.10%
2014	23,671	22,165	6.40%	7.10%	7.20%
2013	22,987	21,242	7.60%	8.10%	8.30%
2012	23,131	21,320	7.80%	8.20%	8.50%
2011	23,372	21,443	8.30%	9.00%	9.00%
2010	23,667	21,567	8.90%	9.90%	9.60%
2009	26,518	24,462	7.75%	8.40%	8.10%
2008	26,385	24,972	5.36%	6.00%	5.50%
2007	26,516	25,366	4.34%	4.90%	4.60%

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

## Top Barnstable Employers

<https://lmi.dua.eol.mass.gov/LMI/LargestEmployersArea/LEAResult?A=04&GA=000001>

Name	Product/Function
<b>1,000-4,999 Employees</b>	
Cape Cod Healthcare Inc	Hospital
Town of Barnstable	Municipal Government
<b>500-999 Employees</b>	
Cape Cod Community College	Education
Cape Air/Nantucket Airline	Airline
<b>250-499 Employees</b>	
Barnstable County	County Government
Dialogic Inc	Telecommunications
<b>100-249 Employees</b>	
Best Buy	Retail - Electronics
Cape Abilities	Residential Services
Cape Cod Academy	Education
Cape Cod Hospital Rehab Svc	Healthcare
Cape Cod Potato Chips	Wholesale Trade
Cape Codder Resort & Spa	Accommodation
Regency Rehab-Health Care	Healthcare
Coastal Affiliates MHC	Management
Coastal Medical Transport Svc	Healthcare
Doubletree By Hilton Hotel	Accommodation
Home Depot	Retail-Building Supplies
Housing Assistance Corp	Social Assistance

Name	Product/Function
<b>100-249 Employees</b>	
Hyannis Pavilion	Healthcare
Ira Toyota of Hyannis	Retail - Automobile
Keller Williams Realty	Real Estate - Agent
Kohl's	Retail - Department Store
Macy's	Retail - Department Store
Olive Garden	Restaurant
Relief Home Health Svc Inc	Healthcare - Home
Resort-Conference Ctr at Hyannis	Accommodation
Sam Diego's	Restaurant
Savant Systems Inc	Manufacturing
Schoolbrains	Information - Software
Sencorpwhite Inc	Manufacturing
Shaw's Supermarket	Retail - Grocery
Shaw's Supermarket	Retail - Grocery
Shepley Showcase	Retail - Building Supplies
Shepley Wood Products	Wholesale Trade
Spanky's Clam Shack-Seaside	Restaurant
St Vincent De Paul Society	Retail - Used Merchandise
Target	Retail - Department Store
VNA of Cape Cod	Healthcare - Home
Whole Foods Market	Retail - Grocery

Source: Massachusetts Department of Economic Research

## Municipal Airport

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

## Special Characteristics

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

### Town Road Inventory

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

## Other Information

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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

	FY 2018		FY 2019		FY 2020		FY 2021		FY 2022		FY 2023		FY 2024	
Town Tax Rate	\$8.71	76%	\$8.61	74%	\$8.51	74%	\$8.26	75%	\$7.85	73%	\$7.07	74%	\$6.65	73%
Hyannis FD	\$2.69	24%	\$3.08	26%	\$2.96	26%	\$2.81	25%	\$2.93	27%	\$2.50	26%	\$2.40	27%
<b>Total</b>	<b>\$11.40</b>	<b>100%</b>	<b>\$11.69</b>	<b>100%</b>	<b>\$11.47</b>	<b>100%</b>	<b>\$11.07</b>	<b>100%</b>	<b>\$10.78</b>	<b>100%</b>	<b>\$9.57</b>	<b>100%</b>	<b>\$9.05</b>	<b>100%</b>
Town Tax Rate	\$8.71	75%	\$8.61	76%	\$8.51	75%	\$8.26	76%	\$7.85	76%	\$7.07	79%	\$6.65	76%
Barnstable FD	\$2.97	25%	\$2.72	24%	\$2.89	25%	\$2.61	24%	\$2.52	24%	\$1.91	21%	\$2.11	24%
<b>Total</b>	<b>\$11.68</b>	<b>100%</b>	<b>\$11.33</b>	<b>100%</b>	<b>\$11.40</b>	<b>100%</b>	<b>\$10.87</b>	<b>100%</b>	<b>\$10.37</b>	<b>100%</b>	<b>\$8.98</b>	<b>100%</b>	<b>\$8.76</b>	<b>100%</b>
Town Tax Rate	\$8.71	79%	\$8.61	78%	\$8.51	78%	\$8.26	81%	\$7.85	82%	\$7.07	84%	\$6.65	84%
Cotuit FD	\$2.27	21%	\$2.38	22%	\$2.34	22%	\$1.94	19%	\$1.70	18%	\$1.30	16%	\$1.23	16%
<b>Total</b>	<b>\$10.98</b>	<b>100%</b>	<b>\$10.99</b>	<b>100%</b>	<b>\$10.85</b>	<b>100%</b>	<b>\$10.20</b>	<b>100%</b>	<b>\$9.55</b>	<b>100%</b>	<b>\$8.37</b>	<b>100%</b>	<b>\$7.88</b>	<b>100%</b>
Town Tax Rate	\$8.71	76%	\$8.61	76%	\$8.51	76%	\$8.26	76%	\$7.85	76%	\$7.07	78%	\$6.65	78%
W. Barn. FD	\$2.78	24%	\$2.78	24%	\$2.75	24%	\$2.62	24%	\$2.47	24%	\$2.04	22%	\$1.93	22%
<b>Total</b>	<b>\$11.49</b>	<b>100%</b>	<b>\$11.39</b>	<b>100%</b>	<b>\$11.26</b>	<b>100%</b>	<b>\$10.88</b>	<b>100%</b>	<b>\$10.32</b>	<b>100%</b>	<b>\$9.11</b>	<b>100%</b>	<b>\$8.58</b>	<b>100%</b>
Town Tax Rate	\$8.71	84%	\$8.61	83%	\$8.51	84%	\$8.26	86%	\$7.85	89%	\$7.07	85%	\$6.65	85%
COMM FD	\$1.61	16%	\$1.78	17%	\$1.59	16%	\$1.39	14%	\$1.00	11%	\$1.27	15%	\$1.16	15%
<b>Total</b>	<b>\$10.32</b>	<b>100%</b>	<b>\$10.39</b>	<b>100%</b>	<b>\$10.10</b>	<b>100%</b>	<b>\$9.65</b>	<b>100%</b>	<b>\$8.85</b>	<b>100%</b>	<b>\$8.34</b>	<b>100%</b>	<b>\$7.81</b>	<b>100%</b>
Town Tax Rate	\$8.71	78%	\$8.61	77%	\$8.51	77%	\$8.26	78%	\$7.85	79%	\$7.07	80%	\$6.65	79%
Average FD Rate	\$2.46	22%	\$2.55	23%	\$2.51	23%	\$2.27	22%	\$2.12	21%	\$1.80	20%	\$1.77	21%
<b>Average Total</b>	<b>\$11.17</b>	<b>100%</b>	<b>\$11.16</b>	<b>100%</b>	<b>\$11.02</b>	<b>100%</b>	<b>\$10.53</b>	<b>100%</b>	<b>\$9.97</b>	<b>100%</b>	<b>\$8.87</b>	<b>100%</b>	<b>\$8.42</b>	<b>100%</b>

The above table lists the residential tax rates for the Town as well as the five fire districts. The Town tax rate is without a residential exemption added. The Town tax represents about 79% of the total town tax bill for FY2024 using the average for all five-fire districts. The fire district tax bills share ranges from a low of 15% for the COMM District to a high of 27% for the Hyannis Fire District.

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

## District Tax Levy Growth

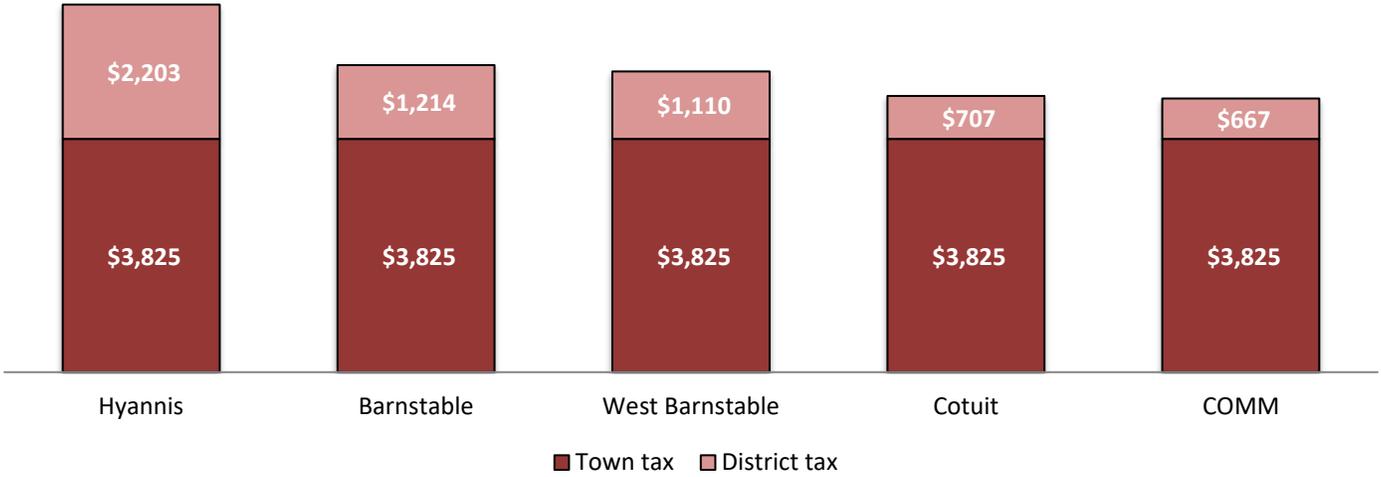
The following table illustrates the tax levies between the Town and districts for the past four years and their relative percentage of the total for all tax levies.

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

	FY 2021		FY 2022		FY 2023		FY 2024		Growth in Levy FY21 to FY24	
	\$		\$		\$		\$		\$	
<b>Town</b>	<b>132,058,458</b>	<b>79.8%</b>	<b>136,243,968</b>	<b>80.6%</b>	<b>140,669,929</b>	<b>78.5%</b>	<b>145,242,793</b>	<b>78.1%</b>	<b>13,184,335</b>	<b>10.0%</b>
Hyannis FD	13,152,520	7.9%	14,792,584	8.8%	15,052,950	8.4%	15,512,435	8.3%	2,359,915	17.9%
Barnstable FD	3,988,692	2.4%	4,151,923	2.5%	4,004,157	2.2%	5,033,872	2.7%	1,045,180	26.2%
Cotuit FD	3,141,567	1.9%	3,023,113	1.8%	2,948,022	1.6%	3,143,852	1.7%	2,285	0.1%
W. Barnstable FD	1,785,851	1.1%	1,833,492	1.1%	1,901,060	1.1%	2,018,358	1.1%	232,507	13.0%
COMM FD	11,426,329	6.9%	9,004,691	5.3%	14,527,242	8.1%	14,972,356	8.1%	3,546,027	31.0%
<b>Total FD</b>	<b>33,494,959</b>	<b>20.2%</b>	<b>32,805,804</b>	<b>19.4%</b>	<b>38,433,431</b>	<b>21.5%</b>	<b>40,680,873</b>	<b>21.9%</b>	<b>7,185,914</b>	<b>21.5%</b>
<b>Grand total</b>	<b>165,553,417</b>	<b>100.0%</b>	<b>169,049,772</b>	<b>100.0%</b>	<b>179,103,360</b>	<b>100.0%</b>	<b>185,923,666</b>	<b>100.0%</b>	<b>20,370,249</b>	<b>12.3%</b>

The Town's tax levy has increased \$13.2 million over the four-year period of FY2021 to FY2024 or 10.0%. The fire districts' tax levies have collectively increased \$7.2 million over the same period or 21.5%. Combined, the tax levies have grown \$20.3 million or 12.3% over this four-year period.

## Median FY2024 Residential Tax Bill By District



The chart illustrates the FY2024 combined residential Town and fire district tax bill on a property value of \$575,200 (the Town’s median residential assessed value) for each district with no residential exemption included. Residents living in the Hyannis Fire District have the largest tax bill and residents in the COMM Fire District have the smallest

# **GOVERNMENTAL STRUCTURE**

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## **Council-Manager Form of Government**

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

Exclusive of the School Department and Airport, there are seven departments as follows; Administrative Services including the elected office of Town Clerk; Community Services; Planning and Development; Police; Public Works; Inspectional Services; and Marine & Environmental Services.

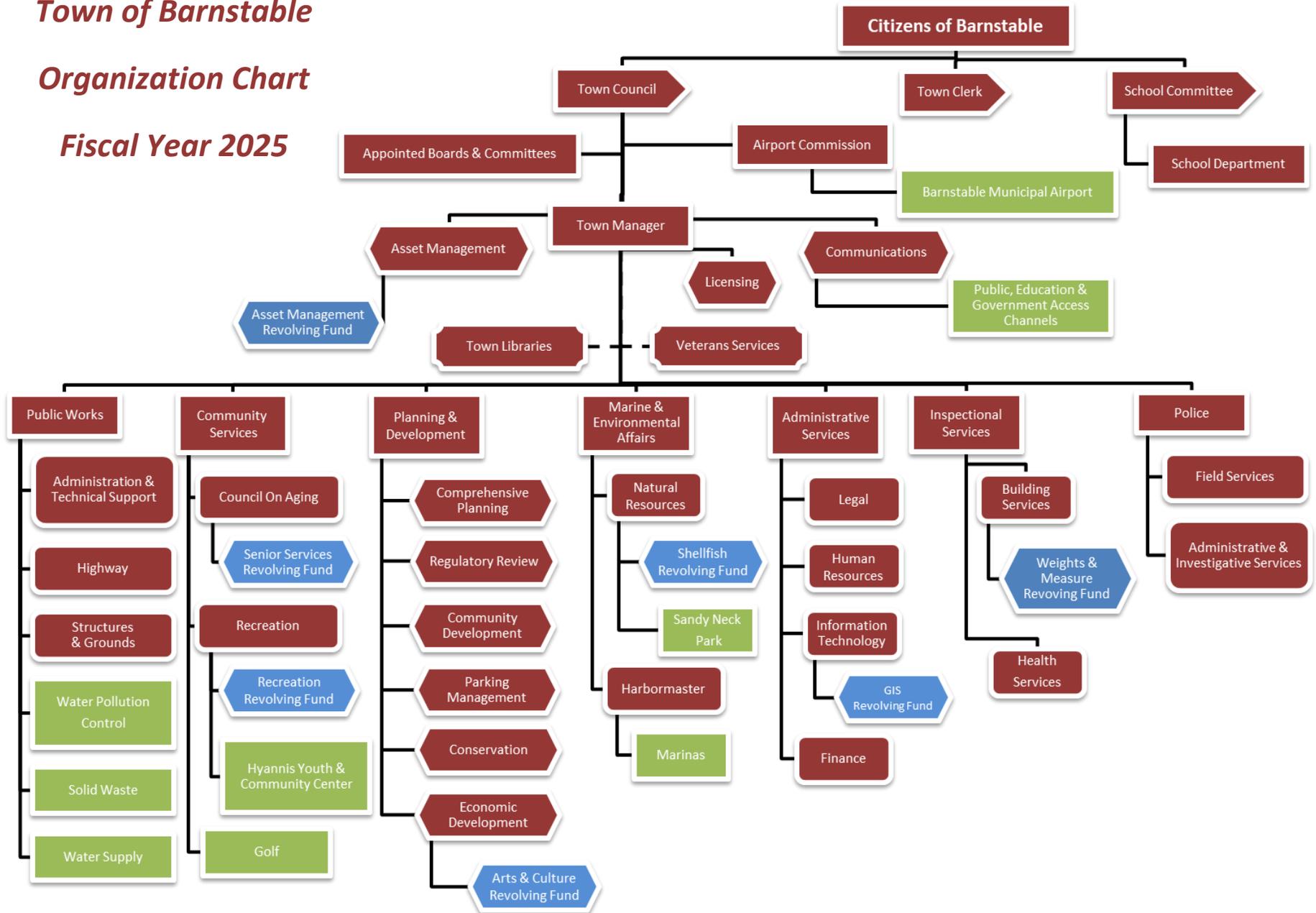
An elected School Committee consisting of five persons, and a Superintendent appointed by the School Committee governs the School Department. A seven member Airport Commission appointed by the Town Council governs Barnstable's Cape Cod Gateway Airport. An Airport Manager, appointed by the Airport Commission,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

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

# Town of Barnstable

## Organization Chart

### Fiscal Year 2025



# TOWN COUNCIL



**Precinct: 1**  
**Gordon Starr**  
Term: 2027  
Phone: 774-368-0923  
starrbarnstable@gmail.com

**Precinct: 4**  
**Craig A. Tamash**  
Vice President  
Term: 2025  
Phone: (508) 827-1774  
Centervillepct4@gmail.com

**Precinct: 7**  
**Seth W. Burdick**  
Term: 2027  
Phone: (774) 228-0308  
Seth.Burdick@town.barnstable.ma.us



**Precinct: 10**  
**Matthew P. Levesque**  
Term: 2025  
Phone: 508-771-8499  
matthewlevesque02648@gmail.com

**Precinct: 13**  
**Felicia R. Penn**  
President  
Term: 2027  
Phone: (508) 225-9504  
feliciaprecinct13@gmail.com



**Precinct: 8**  
**Jeffrey Mendes**  
Term: 2025  
Phone: 508-862-4138  
Jeffreymendes8@gmail.com



**Precinct: 11**  
**Kristine Clark**  
Term: 2027  
Phone: 508-428-8754  
Precinct11clark@gmail.com

**Precinct: 2**  
**Kristin E. Terkelsen**  
Term: 2025  
Phone: (508) 225-9407  
terkfor2@gmail.com

**Precinct: 5**  
**John R. Crow**  
Term: 2027  
Phone: (774) 327-8196  
Johncrowprecinct5@gmail.com



**Precinct: 3**  
**Betty Ludtke**  
Term: 2027  
Phone: 774-810-2360  
Precinct3ludtke@gmail.com



**Precinct: 6**  
**Paul C. Neary**  
Term: 2025  
Phone: 508-775-1303  
NearyPrecinct6@gmail.com

**Precinct: 9**  
**Charles R. Bloom**  
Term: 2027  
Phone: (774) 822-0077  
charliebloom02601@icloud.com



**Precinct: 12**  
**Paula K. Schnepf**  
Term: 2025  
Phone: 508-733-3475  
paulabarnstable@gmail.com

# **OTHER ELECTED & APPOINTED OFFICIALS**

## **BARNSTABLE SCHOOL COMMITTEE**

Kathy Bent	Chair
Mike Judge	Vice Chair
Peter Goode	Member
Andrew King	Member
Jennifer Cullum	Member

## **AIRPORT COMMISSION**

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

## **TOWN CLERK**

Ann M. Quirk	Certified Municipal Clerk (CMC)
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## **TOWN ADMINISTRATION**

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

## **SCHOOL ADMINISTRATION**

Sara Ahearn	Superintendent of Schools
Kristen Harmon	Assistant Superintendent of Schools
Mary Beth Shea	Director of Student Services
Catherine Zinni	Director of Special Education, Pre K to Grade 5
Eric Bruinooge	Director of Special Education, Grades 6 to 12
Jane Moynihan	School Attorney

# Department Contact Information

General Information 508-862-4956

Airport 508-775-2020

Airport – Maintenance 508-778-7772

Assessing 508-862-4022

Building – Main Line 508-862-4038

Building – Fire Inspector (Rotating Fire Departments)  
508-862-4097

Building – Wire Inspector 508-862-4089

Building – Chief Zoning Enforcement Officer 508-  
862-4027

Communications 508-862-4015

Community Preservation 508-862-4743

Community Services 508-862-4768

Conservation 508-862-4093

Council on Aging Division 508-862-4750

Department of Public Works (DPW) Administration &  
Technical Support 508-790-6400

DPW – Highway Division 508-790-6330

DPW – Solid Waste Division 508-420-2258

DPW – Structures & Grounds Division 508-790-6320

DPW – Technical (Construction Project Inspector)  
508-790-6244

DPW – Water Pollution Control Division 508-790-  
6335

DPW – Water Supply Division 508-778-9617

Disability Commission 508-862-4694

Finance Department 508-862-4654

Golf – Hyannis Golf Course 508-362-2606

Golf – Olde Barnstable Fairgrounds Golf Course 508-  
420-1141

Health Division 508-862-4644

Human Resources 508-862-4694

Hyannis Youth & Community Center 508-790-6345

Information Technology Division 508-862-4624

Legal Division 508-862-4620

Licensing 508-862-4674

Marine & Environmental Affairs Department 508-790-  
6275

Planning & Development – Parking 508-862-4673

Planning & Development 508-862-4678

Police Department 508-775-0387

Procurement Division 508-862-4741

Recreation Division 508-790-6345

School Department - Superintendent's Office 508-  
862-4953

School Maintenance – 508-790-6490

Tax Collector 508-862-4054

Town Clerk 508-862-4044

Town Council 508-862-4738

Town Manager's Office 508-862-4610

Town Manager's Office – Director Risk & Asset  
Management 508-862-4652

Treasury 508-862-4653

Veteran's Services 508-778-8740

Veteran's Services (outside of Barnstable) 888-778-  
8701

Weights & Measures 508.862.4671

# TOWN COUNCIL STRATEGIC PLAN

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## **MISSION STATEMENT**

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

## ***Guiding Principles***

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

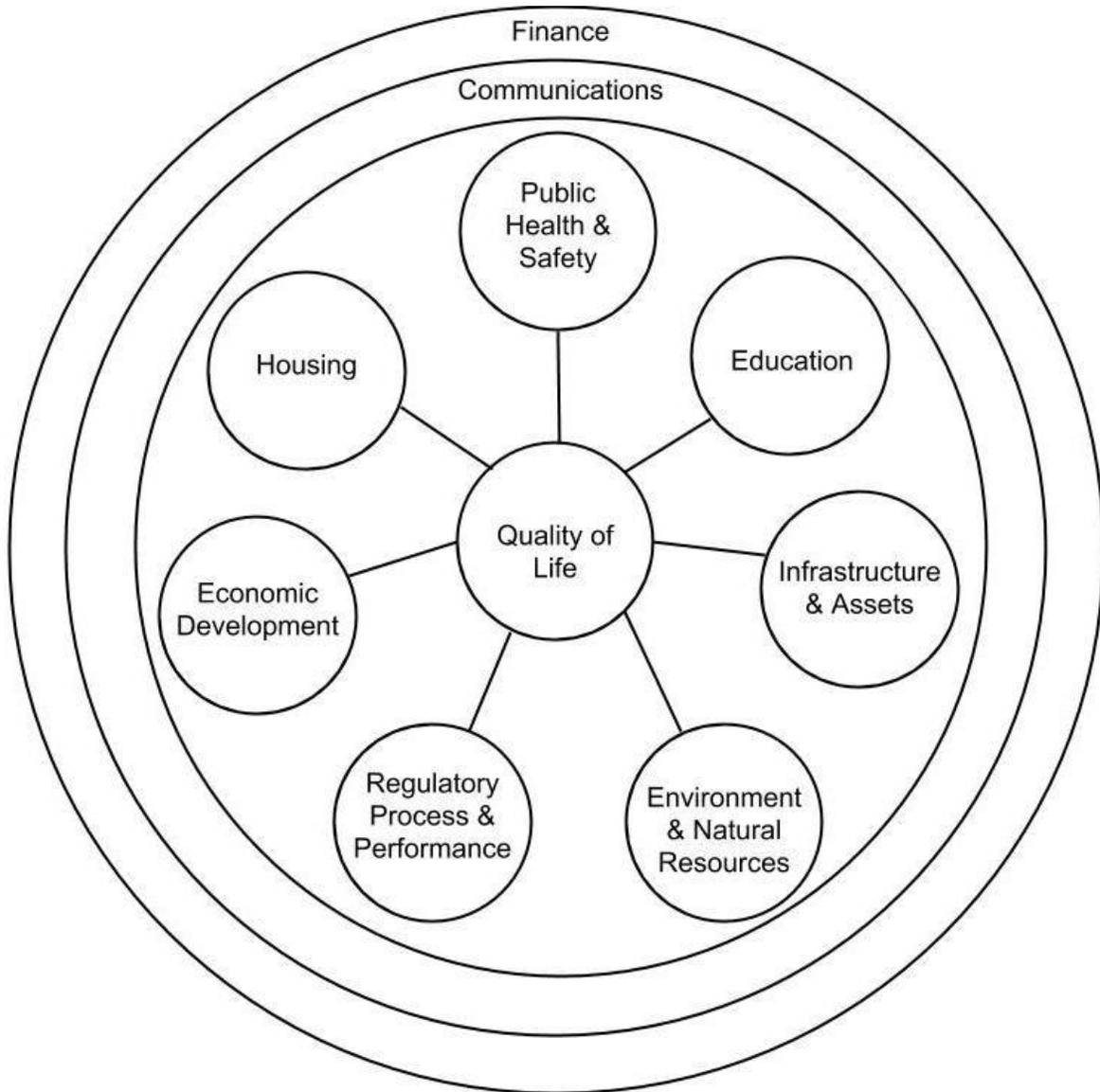
We believe in our oath of office:

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

We also believe in:

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

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



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

## Finance

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**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, with an eye towards sustainability.

**Strategies:**

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

### Sept. 2020 Town Council Guidance on Finance

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

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

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

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

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

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

## Communications

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

**Strategies:**

- Provide regular opportunities for Town Council members to receive briefings or updates on Town initiatives and other important topics from the Town Manager and department heads.
- Use the council liaison system to improve communication between Town committees and commissions.
- Utilize existing communication boards and partner media outlets to make public service announcements. Work with community groups to disseminate information to their members. Develop tactics to effectively solicit public input and promote active engagement.
- Communicate Town information to non-English speaking community members.
- Utilize the Town website, social media, Town newsletter, Citizen's Leadership Academy, Channel 1075 (municipal television station), local school department, nonprofits and agencies, and local newspaper and radio stations as outlets to communicate with the public. Specifically:
  - Encourage all boards and commissions to record their proceedings so they can be viewed on Channel 18.
  - Develop tactics to effectively solicit public input and feedback and promote active engagement.

### Sept. 2020 Town Council Guidance on Communications

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

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

## Diversity, Equity, and Inclusion

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**Goal:** Protect the Town's quality of life and unique character, engage our citizens, and enact policies that respond to and anticipate the needs of our community, which is diverse in culture, gender, gender identification, race, ethnic background, religious beliefs, and national origin.

**Strategies:**

- Provide a staff that best meets the needs of the Town, which is diverse.
- Promote programs and services reflect the value of the Town's diversity.
- Guarantee equal employment opportunity in the recruitment, application, selection, compensation, retention, transfer, promotion, benefits, work assignment and career progression process without discrimination for reasons of race, ethnic background, sex, gender, age, religious beliefs, national origin, sexual orientation, gender identity or marital status.
- Research, develop, recommend, and execute strategies to foster diversity goals.
- Review current DEI practices and policies to assess effectiveness.

## **Economic Development**

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

**Strategies:**

- Ensure that infrastructure in support of economic growth is consistent with emerging environmental concerns.
- Identify and encourage redevelopment of underutilized and/or blighted properties.
- Work with public and private schools in Barnstable and community college to help promote job policies of community, including job training.
- Town Manager to work proactively to retain and/or expand existing businesses and to attract new ones using innovative approaches, such as:
  - Provide economic incentives that increase business diversity in Barnstable and promote desirable economic activity, such as clean industries and smart growth.
  - Create marketing specifically to attract desirable new businesses to Barnstable.
  - Create or deepen connections between local educational institutions and businesses.

### **Sept. 2020 Town Council Guidance on Economic Development**

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

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

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

## **Environmental and Natural Resources**

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

**Strategies:**

- Implement the comprehensive dredge plan.
- Pursue strategies to reduce greenhouse gas emissions.
- Improve accessibility to natural resources for our diverse community.
- Investigate innovative, cost-effective techniques for invasive species control.
- Investigate innovative techniques and legislative options to address beach erosion and otherwise prepare for and adapt to extreme weather events.
- Support programs that emphasize environmental protection while ensuring economic development as articulated in the Regional Policy Plan.
- Raise awareness of conservation areas and Town-owned open space, establish management and maintenance plans for conservation areas and Town-owned open space.
- Investigate the acquisition of property by the Town in coordination with the Town's Open Space Policies.
- Work in conjunction with federal, state, regional, and local agencies to protect critical environmental areas, including fragile coastlines, marine embayment areas, and all water bodies vulnerable to nitrogen loading.

## **Regulatory Process and Performance**

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

**Strategies:**

- Continue to evaluate the permitting process, including policies, rules and regulations, personnel, customer/citizen experience, and affect economic growth. Identify necessary changes.
- Evaluate staff training methods, to ensure necessary steps to achieve a high level of customer service and streamlined process for all applicants.
- Maintain adequate staff to enforce regulations and agreements.

## **Public Health and Safety**

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

**Strategies:**

- Support collaborative action to protect and expand our drinking water supply, including (but not limited to) ongoing monitoring for existing and emerging contaminants.

- Coordinate water resources management planning in our community inclusive of all water districts.
- Develop and implement a substance use prevention plan in collaboration with key stakeholders.
- Focus on:
  - Prevention through educating youth in schools, working with YMCA Young Achievers, and leveraging recreation programs.
  - Collaboration among community stakeholders working on substance use from a range of perspectives.
  - Establishing appropriate oversight and support for programs and entities in Barnstable that offer treatment.
- Support village-based and community-oriented public safety agencies and joint programs that police/school/youth/seniors/disabled/homeless and other vulnerable populations' programs.

## **Housing**

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

### **Strategies:**

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

## **Town Infrastructure & Assets**

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

### **Strategies:**

- Facilitate comprehensive infrastructure improvement planning for municipal roads, buildings, facilities, sewers, transportation systems, communication systems, information infrastructure, water and wastewater systems, historical properties, and other capital assets, with an eye toward permit- ready and shovel-ready projects.
- Continue to implement the Towns approved Comprehensive Wastewater Management Plan and create opportunities to encourage council public input.
- Support the exploration of traditional and non-traditional methods for comprehensive water management and

monitoring of implementation efforts.

- Continue to inventory and evaluate the status of Town assets and dispose of or acquire assets as appropriate.
- Evaluate options for effective and economic development of renewable energy resources, energy conservation programs, and solid waste and recycling programs.

### **Sept. 2020 Town Council Guidance on Town Infrastructure & Assets**

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

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

## **Education**

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

### **Strategies:**

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

# FISCAL YEAR 2025 BUDGET MESSAGE

## Municipal Fiscal Management



To the Honorable Members of the Town Council and residents of the Town of Barnstable:

I am pleased to present the proposed Operating and Capital Budgets for the Town of Barnstable for the Fiscal Year 2025. The Fiscal Year 2025 Operating Budget and Capital Improvement Program focuses on essential services and projects to responsibly provide efficient and effective services for our residents. These budgets align the Town Council's Strategic Plan goals with the programs and services proposed for the next fiscal year. The Town Council's Strategic Plan emphasizes the importance of maintaining and improving our community's quality of life, by focusing in the key areas of public health and safety, education, infrastructure and assets, environment and natural resources, regulatory process and performance, economic development, and housing. Maintaining strong financial management and communications programs to support these areas are critical. These principles are at the core of every budget decision we make.

Due to our proactive financial management and strong local revenue performance, we find ourselves in a position that maintains our current service levels and the opportunity to strategically enhance them in several priority areas consistent with the Town Council's Strategic Plan and School Committee's Vision. Our total reoccurring General Fund resources are increasing \$10 million. This includes a property tax levy increase of \$5 million and other local revenue growth of \$5 million. State aid is essentially level funded.

Over the past few years, we have experienced several retirements and resignations, and the task of filling open positions has become more and more challenging. We often hear from prospective candidates and individuals who leave our employment that our salaries and employee benefits are not competitive. This budget addresses these two issues as new collective bargaining agreements make us more competitive with an increase in salaries and employee benefits. Most notably, this budget includes an increase in the town's share of health insurance premium costs from 50% to 70%. Attracting and maintaining a talented workforce ensures that we can provide the quality services our community deserves and expects.

### A Strong Financial Foundation

Financial accountability remains at the core of our budgeting strategy. This budget provides a financial plan for meeting the operational needs of the Town without relying on the use of reserves to fund on-going costs. In addition, the Town's reserve levels have never been stronger, and their strategic use is targeted towards one-time expenses, fee mitigation for the Enterprise Fund operations, maintain service levels previously funded with grants in the School Department and enhancing our overall compensation package to maintain and attract excellence in our workforce. This budget also adheres to the Town Council's budget policy to limit the increase in property taxes to the limitation under Proposition 2½ with no property tax overrides. The Town's current operating reserve balances grew by \$15 million at the beginning of Fiscal Year 2024 (July 1, 2023); totaling over \$72 million, and are comprised of the following:

Certified Free Cash	July 1, 2021	July 1, 2022	July 1, 2023
General Fund	\$ 24,427,135	\$ 26,769,227	\$ 32,722,432
Airport Enterprise Fund	6,240,318	8,878,844	13,256,059
Golf Enterprise Fund	1,901,994	2,326,507	2,042,172
HYCC Enterprise Fund	663,490	555,568	706,568
Marinas Enterprise Fund	1,134,781	1,310,183	1,472,442
PEG Enterprise Fund	2,883,500	3,135,874	3,416,610
Sandy Neck Enterprise Fund	929,558	1,126,363	1,280,728

Solid Waste Enterprise Fund	1,481,144	1,737,618	1,904,664
Water Pollution Control Enterprise Fund	9,870,222	9,572,060	11,259,454
Water Supply Enterprise Fund	1,292,886	2,162,363	4,352,767
<b>Total Operating Reserves</b>	<b>\$ 50,824,978</b>	<b>\$ 57,574,382</b>	<b>\$ 72,413,896</b>

In addition, the Town has created other stabilization reserves to address the Capital Program, unfunded pension and other post-employment benefit liabilities and the Comprehensive Wastewater Management Program. The unreserved balances in these reserves are as follows:

<b>Other Reserves</b>	<b>July 1, 2021</b>	<b>July 1, 2022</b>	<b>July 1, 2023</b>
Capital Trust Fund	\$ 16,768,288	\$ 14,176,862	\$ 13,352,605
Pension Trust Fund	1,794,192	1,623,812	1,484,862
Other Post-Employment Benefits Trust Fund	7,564,920	7,805,499	9,294,828
Sewer Construction/ Private Way Maint. & Improv. Fund	19,596,419	18,347,064	16,183,049
Comprehensive Water and Wastewater Management Fund	1,554,108	2,981,732	4,941,524
Water Stabilization Fund	\$ 0	640,486	1,507,509
<b>Total Other Reserves</b>	<b>\$ 47,277,927</b>	<b>\$ 45,575,455</b>	<b>\$ 46,764,377</b>

The new Water Stabilization Fund is funded from payments under a Host Community Agreement (HCA) with Vineyard Wind (VW). The agreement calls for \$16 million in host community payments over the life of the 25-year agreement for the rights to bring VW's transmission lines on-shore in Barnstable from their off-shore wind farm. The first payment of \$640,000 was received in June 2022 and another \$1,494,124 was received in 2023. We expect a third payment in excess of \$1 million in June 2024. Annual payments under the HCA will equal the difference between \$1.534 million and the annual property tax bill for VW. \$1 million from this fund is used to balance the FY25 Water Supply Enterprise Fund budget to keep a proposed rate increase to 5%. Without this contribution, a rate increases of around 15% would be needed.

Maintaining strong reserve levels and using conservative revenue estimates have proven to be effective strategies for the Town in preserving its financial integrity. Conservative revenue estimates have allowed the Town not only to restore reserves used to pay expenses, but also expand our Capital Improvement Program. It also places the Town in a more advantageous position to react to economic downturns. We have minimized the use of reserves to pay for reoccurring operating expenses in recent years creating more stability in the delivery of services even during the public health emergency from 2020 to the present date. Our reserve levels will allow us to continue current service levels for a few years while we work towards migrating their cost into the budget without the use of reserves. Less than 3% of the General Fund budget is funded from reserves and conservative revenue estimates will likely result in the generation of surplus in FY25 to replace what is used.

The Town of Barnstable is committed to maintaining its well-established financial integrity. Our AAA bond rating along with the GFOA's budget and financial reporting awards are indicative of this commitment. We have received our twenty-three (23) consecutive Distinguished Budget Presentation Award for the operating budget document and the Certificate of Achievement for Excellence in Financial Reporting for twenty-two (22) years in a row for our Annual Comprehensive Financial Report. This demonstrates a high level of commitment to quality reporting and providing comprehensive financial information on behalf of the efforts of our finance team. Strong financial management practices are imbedded in the Town's Charter and Administrative Code including, but not limited to, a reserve policy, annual five-year financial forecast, and five-year capital improvement planning as well as close monitoring of monthly budget reports. The additions of our Open Budget website, [www.budget.townofbarnstable.us](http://www.budget.townofbarnstable.us), and Investor Relations website, [www.barnstableinvestorrelations.com](http://www.barnstableinvestorrelations.com) allow interested parties to familiarize themselves with our financial operations.

Each year, I depend on our department heads, their staff, citizens, and the members of the Comprehensive Financial Advisory Committee (CFAC) for their expertise in evaluating our processes used for developing a capital and operating budget as well as proposed projects and services. CFAC's reviews help produce a better product and we thank them for the many hours spent on reviewing and commenting on the Capital Improvement Plan and Operating Budget. For the past seven years, CFAC has produced a Financial Overview Report, which gives the reader concise information as to how

the Town operates by condensing the 500 plus page budget book down to several concise pages of information. This is a very useful guide and I appreciate the work of CFAC. The committee intends to produce an updated version for FY 2025 upon passage of the budget.

## **Fiscal Year 2025 Proposed Capital Program**

Several factors were taken into consideration when determining which projects to recommend for funding in Fiscal Year 2025. In addition to the scoring by the senior staff, funding considerations are directed towards projects that had received previous funding, and therefore, are ready for the next stage of development; projects that would contribute to the economic development of the Town; projects that would preserve important infrastructure components of the Town; projects that improve high usage assets; projects that have outside funding available to offset the costs or can be covered by user fees; and projects that have an important public safety component associated with them.

A total of 59 projects are recommended costing \$242 million. The General Fund consists of 38 projects totaling \$23 million, the Enterprise Funds total \$50 million and consist of 18 projects, and the Comprehensive Wastewater Management Plan's (CWMP) 3 projects total \$169 million. Funding for the Enterprise Funds' program consists of using \$3 million of Enterprise Fund reserves, \$5 million in expected grants and \$42 million in new borrowing authorizations. It is anticipated that the Federal Aviation Administration Airport Improvement Program and the Massachusetts Department of Transportation, Aeronautics Division will fund much of the airport's capital. The bonds issued for the Enterprise Fund projects are expected to be paid back with Enterprise Fund revenues.

Funding for the General Fund portion of the program consists of \$11 million in General Fund and other reserves and \$13 million in new borrowing authorizations. Lastly, we are recommending \$169 million for new CWMP projects with funding consisting of \$1 million in reserves, \$168 million in new borrowing authorizations. The borrowing authorized is listed on the State Revolving Loan Program's eligible borrowing list and will be eligible for their low interest financing program and a 25% subsidy from the Cape Cod & Islands Water Protection Fund.

## **Fiscal Year 2025 Proposed Operating Budgets**

The proposed Fiscal Year 2025 operating budgets continue to provide the highest quality services possible within our budget constraints and deliver additional commitments in the areas of public education, public health and safety, infrastructure and assets, and environment and natural resources. This is possible as General Fund revenue is projected to grow by almost \$10 million as detailed in the table below.

### **General Fund Revenue:**

<b>Funding Category</b>	<b>Budget FY 2024</b>	<b>Budget FY 2025</b>	<b>Change FY24 - 25</b>	<b>Percent Change</b>
Tax Levy	\$ 145,205,501	\$ 150,454,000	\$ 5,248,499	3.61%
Reserved for Abatements and Exemptions	(1,270,547)	(1,436,038)	(165,491)	13.03%
<b>Property Taxes Available for Operations</b>	<b>\$ 143,934,954</b>	<b>\$ 149,017,962</b>	<b>\$ 5,083,008</b>	<b>3.53%</b>
<b>Other Taxes:</b>				
Motor Vehicle Excise Tax	\$ 8,000,000	\$ 8,557,000	\$ 557,000	6.96%
Boat Excise Tax	130,000	120,000	(10,000)	-7.69%
Motel/Hotel Excise Tax	2,100,000	2,150,000	50,000	2.38%
Payments in Lieu of Tax	32,000	37,000	5,000	15.63%
<b>Total Other Taxes</b>	<b>\$ 10,262,000</b>	<b>\$ 10,864,000</b>	<b>\$ 602,000</b>	<b>5.87%</b>
<b>Other Resources:</b>				
Intergovernmental	\$ 29,563,149	\$ 29,775,032	\$ 211,883	0.72%
Fines & Penalties	1,230,000	1,625,000	395,000	32.11%
Fees, Licenses, Permits	3,062,550	3,917,600	855,050	27.92%
Charges For Services	2,230,000	2,586,500	356,500	15.99%

Interest and Other	1,600,000	4,215,171	2,615,171	163.45%
Special Revenue Funds	772,140	828,150	56,010	7.25%
Enterprise Funds	3,367,264	3,729,155	361,891	10.75%
Trust Funds	200,000	190,000	(10,000)	-5.00%
Reserves	773,769	6,233,088	5,459,319	705.55%
<b>Total Other Resources</b>	<b>\$ 42,798,872</b>	<b>\$ 53,099,696</b>	<b>\$ 10,300,824</b>	<b>24.07%</b>
<b>Total General Fund Resources</b>	<b>\$ 196,995,826</b>	<b>\$ 212,981,658</b>	<b>\$ 15,985,832</b>	<b>8.11%</b>

Approximately one-third of the growth in General Fund revenue is derived from property taxes. The tax levy includes an increase of the prior year's base of 2.5% in accordance with Proposition 2½ and an estimated \$1,000,000 in new property tax growth from new development. The amount of property taxes set aside for abatements and exemptions is being increased by \$165,491, leaving \$5,083,008 to fund operations. Using the Governor's budget proposal, State aid is slightly up by \$211,883. Chapter 70 Aid for education includes the 4<sup>th</sup> year of the implementation of the Student Opportunity Act (SOA); however, a lower inflation number was used to determine the funding for this aid resulting in very little growth for most cities and towns.

Other local receipts are collectively increasing \$4.8 million as a history of strong revenue growth; especially in motor vehicle excise taxes, have proven to be reoccurring. Additionally, permitting revenue remains strong and interest rates on cash deposits have more the quadrupled resulting in significant investment earnings growth. Transfers from other funds include an increase in Enterprise Fund chargebacks for General Fund support and an increase in the transfer from the Waterways Improvement Special Revenue Fund to offset some additional spending requests included in the proposed Marine and Environmental Affairs Department's operating budget.

General Fund reserves used to balance the operating budget total \$6,233,088, or \$5.5 million more than what was used in Fiscal Year 2024. Due to conservative revenue estimates and the challenge filling vacant positions is estimated that the town will generate this much or more in surplus when Fiscal Year 2024 is closed.

**General Fund Fixed Costs Budget:**

The proposed Fiscal Year 2025 budget provides for fully funding our fixed costs requirements including employee benefits, state and county assessments and assessments for regional and Commonwealth Charter Schools and other miscellaneous fixed costs. Funding for our seven village libraries is proposed to increase \$121,742 (5.8%).

The largest area of this budget is for employee benefits. This includes pension costs, health insurance for active and retired employees, life insurance and Medicare. The Town has negotiated a change in the health insurance contribution, increasing it from 50% of premium costs to 70%. This is consistently pointed to by hiring managers, employees, and prospective candidates for employment, as a recruiting and retention issue. Health insurance increases account for \$4 million of the \$4.2 million increase in employee benefits, and includes an 8% increase in premium costs, a 20% increase in the Town's contribution rate and an estimate for migration as more employees are expected to sign up for this benefit.

This area of the budget also includes the Town's General Fund contribution for the capital program which is comprised of debt service and a transfer to the Capital Trust Fund. Funding for the capital program is increasing \$1,128,017 (7.5%). The increase includes a base increase of 2.5% over the prior year funding plus an additional \$750,000 from the estimated new property tax. The Town's capital program needs continue to rise, and this additional investment will allow for more project funding in the future. This strategy is expected to be repeated for the next 3 years and will provide the funding necessary to fully implement our CWMP projects for Fiscal Years 2025 and 2026 totaling \$217 million as well as an estimated \$100 million for other General Fund capital over the next 5 years.

We have also included in this area of the budget a provision of \$225,000 for a snow and ice removal deficit. This is the one area of our operation that the Commonwealth allows cities and towns to deficit spend. We have budgeted \$975,000 in the Public Works Department for this service. We have exceeded this amount in Fiscal Year 2024 and the over-

spending is included in this area of the budget as it must be raised in the subsequent year.

Fixed Costs Category	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Transfer to Capital Trust Fund	\$ 7,870,803	\$ 8,999,199	\$ 1,128,396	14.3%
Debt Service	7,249,889	7,249,510	(379)	0.0%
Employee Benefits	29,787,341	34,032,891	4,245,550	14.3%
School Assessments	12,674,875	13,398,358	723,483	5.7%
State and County Assessments	2,965,625	3,077,714	112,095	3.8%
Transfers to Enterprise Funds	1,436,994	1,436,994	-	0.0%
Property, Casualty & Liability Insurance	2,600,000	2,700,000	100,000	3.9%
Library Grants	2,106,908	2,228,650	121,742	5.8%
Other Miscellaneous Fixed costs	611,285	614,000	2,715	0.4%
Provision for Snow & Ice Removal Deficit	-	225,000	225,000	100.0%
<b>Total Appropriated Expenditures</b>	<b>\$ 67,303,720</b>	<b>\$ 73,962,316</b>	<b>\$ 6,658,596</b>	<b>9.9%</b>

### General Fund Operations Budget:

The budgets outlined below are designed to keep us financially sound; our community safe; support public education and the implementation of the Student Opportunity Act; improve our ability to hire and retain a quality workforce, promote economic development, protect our environment, and water quality; maintain our existing facilities and infrastructure, and improve the quality of life for all Barnstable residents.

Department	Approved FY 2024	Proposed FY 2025	Change FY24 – 25	Percent Change
School Department	\$ 82,761,867	\$ 89,375,780	\$ 6,613,913	8.0%
Police Department	17,206,174	18,709,328	1,503,154	8.7%
Public Works Department	11,142,056	11,384,511	242,455	2.2%
Administrative Services Department	7,944,092	8,205,658	261,566	3.3%
Community Services Department	2,590,647	2,887,734	297,087	11.5%
Marine & Environmental Affairs Department	1,459,889	1,638,527	178,638	12.2%
Inspectional Services Department	2,461,095	2,584,392	123,297	5.0%
Planning & Development Department	2,329,425	2,394,019	64,594	2.8%
Town Manager Department	1,535,533	1,575,299	39,766	2.6%
Town Council Department	261,328	264,092	2,764	1.1%
<b>Total Appropriated Expenditures</b>	<b>\$ 129,692,106</b>	<b>\$ 139,019,340</b>	<b>\$ 9,327,234</b>	<b>7.2%</b>

### Proposed School Department Budget

Public school budgeting is regulated and controlled by legislation, state regulations, and local School Committee requirements. The Town Council Strategic Plan seeks to support the provision of quality education in partnership with the School Committee and state and federal governments. The Barnstable Public School system's FY 2025 proposed budget from General Fund resources is \$89.4 million, which represents an increase of 8%.

The recommended operating budget reflects an investment in our schools in accordance with the Student Opportunity Act, legislation passed in 2019, establishing new foundation budget rates in benefits and fixed charges, guidance and psychological services, special education, English learners, and economically disadvantaged students. The foundation budget is the minimum spending target, determined by the state, necessary to provide an adequate education for all students. Since FY 2021 (the first year of the six-year phased implementation of the SOA), Barnstable's foundation budget has increased from \$65.8 million to \$88.8 million, for an average of 8.7% per year. In Fiscal Years 2023 and 2024 we saw significant increase in Chapter 70 aid to offset some of this, but the proposed Fiscal Year 2025 state budget includes very little additional aid.

Major cost drivers in the budget include salaries and wages as negotiated in contracts and collective bargaining agreements. Additionally, the budget accounts for inflationary pressures and an increased reliance on contracted

services, due to staffing shortages in critical areas. The School Department is expecting a 10.6% increase in operating costs and contracted services, including special education and transportation. To help offset increased expenditures due to inflationary pressures, a modest increase in transportation and athletic fees is proposed. Transportation fees have not been increased since FY 18.

The remainder of the recommended budgetary increase reflects the priorities of principals and directors in order to provide services to students and include the following investments:

- Retain ESSER funded positions such as English as a second language teachers, social workers and counselors, paraprofessionals, interventionists, special education and classroom teachers;
- Additional educators to support students with more intensive special needs;
- Modest additions to the specialist educators FTEs at elementary schools (art, science, music);
- Addition of 2 instructors for new Coast Guard Junior Officer Reserve Training Corps program at BHS;
- English as a second language educators for expanding population of students at BHS;
- Continuation of stipends for our successful Community Mentor program;
- Increased funding for state mandates such as summer services and translations and the level service of current operations – student and staff devices for teaching and learning;
- Continuation of funding after school transportation to support thriving extra-curriculars;
- Increased contracted services and custodial staffing;
- Funding to support the development and strengthening of curriculum and instruction District-wide.

Several offsets are provided in order to present a balanced budget including:

- Reimbursement from the Coast Guard for 50% of funding;
- Modest user fee increases;
- Reallocation of professional development funds;
- Reduction in supplies and other expenses;
- Reallocation of staff positions based on enrollment and vacancies.

In accordance with the Town Charter, the School Department budget, as adopted by the School Committee, is included in the Town Manager’s proposed budget. The Fiscal Year 2025 budget adopted incorporates the amount of revenue allocated to the School Department in accordance with the revenue sharing agreement entered by the Town Manager and School Superintendent.

### **Proposed Municipal Operation Budgets**

The overall Municipal Operating Budget is increasing \$2,713,321, or 5.8%, above the Fiscal Year 2024 budget amount. The budget included funding for all recently settled collective bargaining agreements as well as additional funds for high priority areas.

The Police Department budget increase includes funding for 2 additional sworn officers that are partially offset by a COPS Hiring grant the Town was awarded in Fiscal Year 2024. Once the grant expires, funding for these positions will be provided through the General Fund to ensure their on-going inclusion in future budgets. Additional funding is also provided for officer training (\$125,000), contracted IT services and software licenses (\$112,207), and \$920,537 in capital outlay to provide the department with new Tasers, body cameras, a technology hardware refresh, and funds to replace older vehicles. The additional funding will provide our police force with modern training in addition to the mandatory minimum, and the necessary tools and personnel to perform their responsibilities and keep our workforce and community safe.

The Public Works Department budget includes additional funding for utility increases. Funding for the replacement of vehicles and equipment is maintained at \$650,000 and \$150,000 for mechanical and building improvements. These investments will allow us to maintain our level of services, make our community safer and provide our residents and visitors with facilities as they enjoy our beach areas during the offseason. We have also included a reduction in the budget of \$300,000 for anticipated vacancy savings. The department continues to struggle finding candidates to fill vacancies. The department has experienced vacancy savings of \$600,000 to \$1 million over the past 3 years.

The Administrative Services Department proposed budget includes a new position in the Town Clerk’s office to assist with elections and managing the Town’s Public Records Request system. These two functions have experienced enormous activity level increases. The request for public records has grown every year and early and mail-in voting have significantly impacted the elections process and the staff needed to adhere to Federal and State election laws. Additional funding is also provided for the increased costs in support and licensing fees for a myriad of software applications utilized across all departments and annual financial audit and OPEB calculation fees. Finally, another \$105,000 is provided for an on-going hardware technology refresh.

The Community Services Department General Fund budget includes a new Financial Supervisor position that is offset by the elimination of the Youth and Family Outreach Coordinator. The coordinator position has been vacant for over a year. Additional funding is also included for part-time transportation staff at the Adult Community Center and seasonal staff used for the Summer Leisure Program. We are also building into the base budget funding for an outside contract to provide a beach gate security program that has been proven to be successful in Fiscal Year 2024.

In the Marine and Environmental Affairs Department General Fund budget additional funding is provided for supplies and operating expenses as our waterways have experienced growing activity levels over the past few years. This will allow our staff to have the necessary supplies and equipment needed to support these activities. An increase in water-related revenue will provide the funding. We also continue with our investment of funding to replace one program vehicle per year. The budget also includes funding for a new Marina Supervisor position that is mostly paid for by the Marina Enterprise Fund with a small allocation of the cost to the General Fund budget.

The Inspectional Services Department budget includes additional funding necessary to cover all costs associated with the new collective bargaining agreements. There is a reduction in funding for credit card processing fees as these have historically been less than originally anticipated when our permitting program went on-line.

The Planning and Development Department includes the reduction of one part-time administrative position that has been vacant for several months and is no longer needed. The continued funding for the management of invasive aquatic plants (Fanwort and Hydrilla) in our freshwater ponds and lakes are included. This will allow our residents and visitors to continue enjoying swimming, fishing, and boating in these areas.

The Town Manager’s Department budget includes the elimination of two positions: the Deputy Director of Asset Management and a Translation Specialist. Funding for the Deputy Director position is redirected to the Property Manager position which is now included in the General Fund. With the elimination of the Translation Specialist position funding was added to the budget for contracted translation services instead. The budget also includes funding for uniforms and safety equipment for field staff in this operation.

### **Enterprise Funds Operating Budgets**

Fund	Approved FY 2024	Proposed FY 2025	Change FY24 – 25	Percent Change
Airport Enterprise	\$ 11,974,435	\$ 12,839,593	\$ 865,158	7.2%
Golf Enterprise	4,208,092	4,439,459	231,367	5.5%
HYCC Enterprise	3,993,570	4,306,188	312,618	7.8%
Marina Enterprise	804,997	879,909	74,912	9.3%
PEG Enterprise	958,290	994,590	36,300	3.8%
Sandy Neck Enterprise	1,221,738	1,264,894	43,156	3.5%
Solid Waste Enterprise	4,143,822	4,430,351	286,529	6.9%
Water Pollution Control Enterprise	8,714,703	11,591,615	2,876,912	33.0%
Water Supply Enterprise	8,559,700	9,300,596	740,896	8.7%
<b>Total Enterprise Funds</b>	<b>\$ 44,579,347</b>	<b>\$ 50,047,188</b>	<b>\$ 5,467,848</b>	<b>12.3%</b>

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

The Airport operating budget includes increases for collective bargaining agreements, utilities, charges for General Fund support, and the cost to acquire jet fuel. These are the two main factors for the increase. This operation is self-supporting as user charges cover all proposed operating and capital expenses. No reserves are used to balance the proposed operating budget.

The Golf operating budget includes increases for collective bargaining agreements, fertilizers, building maintenance, utilities, and charges for General Fund support. Activity at the operation continues to be strong and this operation requires no General Fund support. \$290,960 will be provided from the Community Preservation Fund for funding the Hyannis Golf Course acquisition debt and \$219,299 of reserves are used to balance the budget. The golf operations are projected to generate a surplus of more than \$100,000 in FY 2024, which will replace some of the reserves used to balance the Fiscal Year 2025 budget. The available reserves are just over \$2 million currently.

The Hyannis Youth & Community Center budget includes increases for collective bargaining agreements, utilities, and a new loan payment for facility improvements. This operation receives a General Fund subsidy in the amount of \$2,867,669; \$110,140 more than the FY 2024 amount. The rest of the budget increase is provided from a growth in revenue by the enterprise fund operation. Enterprise fund reserves of \$479,170 will be used to balance the budget.

The Marina Enterprise Fund budget includes increases for collective bargaining agreements, supplies, and General Fund support. \$25,181 of reserves are used to balance this operating budget and \$30,000 of General Fund support is provided to offset the cost in this operation for staffing, utility and maintenance expenses associated with the Bismore Comfort Station.

The Public, Education, and Government (PEG) Access Channel Enterprise Fund budget includes additional funding for all collective bargaining agreements and an increase in General Fund support costs. This budget includes funding for the Government Channel and School Chanel. This operation receives no General Fund support, and no reserves are being utilized to balance the FY 2025 proposed operating budget.

The Sandy Neck Enterprise Fund budget includes additional funding for overtime, an increase in General Fund support costs, cell phones, uniforms, and equipment. A total of \$109,314 in surplus funds will be used to balance the budget and the operation is projected to generate this amount in Fiscal Year 2024 to replenish their reserve fund. No General Fund support is provided.

The Solid Waste Enterprise Fund Budget includes additional funds for new labor contracts, disposal costs, utilities, General Fund support, and credit card processing fees. \$100,000 of surplus will be used to balance the Fiscal Year 2025 operating budget. A proposed rate increase of \$15 in the residential transfer station sticker fee is recommended to reduce the reliance on reserves to balance the operating budget. The operation receives no General Fund support, but a town-wide hazardous material recycling program is offered at this location which is budgeted within the General Fund.

The Water Pollution Control Enterprise Fund budget includes additional funding for new loans issued to construct sewer line expansions and plant improvements. Additional funding is also provided for staffing required to implement the Comprehensive Wastewater Management Plan (CWMP). Starting in Fiscal Year 2024, this included a budget for operating the Water Pollution Control Facilities (WPCF) and the operating budget for the sewer expansion program; or (CWMP). The CWMP costs are increasing a combined \$2,413,037 in Fiscal Year 2025. The budget is increasing mainly due to the issuance of construction loans in Fiscal 2024 that begin to get paid back in Fiscal 2025. Additional funding is provided for operating the WPCF including sludge disposal and a new loan for plant improvements. A proposed 7% increase in sewer rates will cover the cost increases for the WPCF operation. No surplus funds will be used to balance the operating budget. General Fund support of \$4,250,000 is provided, via the Capital Trust Fund, to offset the costs of

the CWMP expenses as well as \$1,216,389 from the Sewer Construction and Private Way Maintenance and Improvement Special Revenue Fund.

The Water Supply budget includes additional funding for new loans issued for water system improvements as well as the contractual cost increase for the management contract with Veolia. A proposed 5% increase in water rates will cover the cost increases for this operation. \$1 million of funding from a Stabilization Fund is provided to mitigate the rate increase. No General Fund support is provided for this operation and no surplus is used to balance the budget.

### **In Conclusion**

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Through prudent planning, we anticipate delivering an enhanced level of service to our community that does not depend on depleting the Town's reserves. In Fiscal Year 2025, we have again maintained our fiscal stability, spent within our means, and are prudently planning for what lies ahead. Our tasks remain balancing the needs in our community, setting realistic priorities, and providing a climate for a quality of life that addresses Barnstable's needs and is built on respect and opportunity for all. This budget seeks to increase the quality of life of our residents by providing additional funding to address high priority areas within the Town Council's strategic plan.

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# BUDGET PROCESS

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## Overview

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



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



The capital budget is included as a separate document in the town's budget process in accordance with Section 6-5 of the Town's Charter. This document is required to be submitted to the Town Council at least 30 days prior to the submission of the operating budget.

The School Superintendent oversees the capital budget preparation for the School Department and, as a rule, assigns an individual to participate on the review committee for all town and school requests.

## **December/January/February**

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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**

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

## **April**

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

## **May/June**

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

## **Basis of Budgeting**

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

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

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

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

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

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

## Definition of a Balanced Budget

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

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

	Estimated Current Year Receipts	Transfer From Reserves	Transfer From General Fund	Stabilization Trust Funds	Special Revenue Funds	Closed Projects	Borrowing Authorizations	Total Receipts	Total Appropriations
General Fund	\$ 205,730,420	\$ 6,233,087	\$ -	\$ 190,000	\$ 828,150	\$ -	\$ -	\$ 212,981,657	\$ 212,981,657
Capital Improvements Program	-	6,809,723	-	2,850,000	1,093,000	-	12,024,159	22,776,882	22,776,882
<b>Enterprise Funds:</b>									
Airport Enterprise Fund	12,839,593	1,631,620	-	-	-	-	-	16,971,993	16,971,993
Golf Enterprise Fund	4,220,160	219,299	-	-	-	-	2,950,000	7,389,459	7,389,459
HYCC Enterprise Fund	959,350	479,169	1,992,053	1,460,675	-	-	-	4,891,247	4,891,247
Marina Enterprise Fund	786,929	25,180	30,000	37,800	-	-	-	879,909	879,909
PEG Enterprise Fund	994,590	-	-	-	-	-	-	994,590	994,590
Sandy Neck Enterprise Fund	1,155,580	109,314	-	-	-	-	-	1,264,894	1,264,894
Solid Waste Enterprise Fund	4,430,351	315,000	-	-	-	-	-	4,745,351	4,745,351
Water Enterprise Fund	9,300,596	200,000	-	-	-	-	39,600,000	49,100,596	49,100,596
Water Pollution Enterprise Fund	6,125,226	1,015,000	-	4,250,000	1,216,389	-	170,580,000	183,186,615	183,186,615
<b>Totals</b>	<b>\$ 246,542,795</b>	<b>\$ 17,037,392</b>	<b>\$ 2,022,053</b>	<b>\$ 8,788,475</b>	<b>\$ 3,137,539</b>	<b>\$ -</b>	<b>\$ 225,154,159</b>	<b>\$ 505,183,193</b>	<b>\$ 505,183,193</b>

The Town's FY 2025 capital and operating budgets are balanced using \$13,042,810 of reserves and \$3,040,000 in Stabilization Trust Funds. Special Revenue funds include certain receipts reserved for appropriation of which \$1,921,150 will be used to balance the General Fund operating budget and capital budget. New borrowing authorizations of \$12 million will finance a portion of the capital program for core operations and \$225 million in authorizations for enterprise fund programs.

## **Implementation of the Approved Budget and Amendments to the Budget**

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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 and unanticipated costs if they arise. Towards the end of the fiscal year, departments have the opportunity to request transfers in their budgets if deemed necessary.

# FINANCIAL FUND STRUCTURE

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

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

# DEPARTMENT AND FUND RELATIONSHIP

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

# TOWN-WIDE FINANCIAL MANAGEMENT POLICIES

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## Town Charter

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### **1. Annual Budget Policy**

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

### **2. Submission of Budget Message**

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

### **3. Action of the Budget**

#### **Public Hearing**

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

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

#### **Adoption of the Budget**

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

### **4. Supplementary Budgets and Appropriations**

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

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

## **5. Capital Improvement Plan**

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

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

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

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

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

## **6. Long Term Financial Forecast**

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

## **7. Annual Audit**

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

## **8. Financial Management Standards**

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

# General Ordinances

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## Reversion of Appropriations

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

## Enterprise Funds

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

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

## Revolving Funds

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

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

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

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

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

## **Administrative Code**

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### **1. Financial Policies and Procedures**

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

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

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

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

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

**General Fund:**

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

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

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

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

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

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

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

**General obligation debt:**

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

capita by effective buying income per capita.

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

Offset receipts and Enterprise Funds in general:

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

Gifts and grants:

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

Capital Trust Fund:

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

## **2. Insurance**

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

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

## **3. Investments**

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

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

## **4. Computers and Automation**

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

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

## 5. Procurement

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

## 6. Trust Fund Management

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

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

## Town Council Budget Policy

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

### 1. Revenue Policy and Order of Priority:

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

- i. To utilize revolving funds to fund senior service programs, recreational programs, shellfish propagation, building inspections, arts programs, GIS and consumer protection programs.
- j. To maximize interest income through sound investment practices.
- k. To aggressively pursue tax title payments for prior tax commitments.
- l. Increase the education efforts in disseminating to the general public the municipal/school financial position including a detailed, clear and easy to understand explanation of operational and capital budgets.
- m. Continue to support lobbying efforts to change the Chapter 70 funding formula (Changed in FY 2020 with the implementation of the Student Opportunity Act), Lottery Aid and other Municipal Aid.
- n. To preserve and promote residential and commercial tax base.

## **2. Expenditure Policy And Order of Priority:**

In the event reductions to the labor force affect the ability to deliver a quality service, such service should be considered for its possible elimination.

## **3. General Policy:**

- a. To maintain a consolidated administrative structure that will stabilize net operating costs, provide for cross training of employees, and improve service delivery by emphasizing:
  - i. Continued use of information systems technologies as a tool to increase performance efficiencies.
  - ii. Continued implementation of quality improvements in the operating departments of the Town.
  - iii. Continued implementation of a “user friendly” public service program for permitting, licensing and payment of taxes and fees.
  - iv. Continued implementation of innovative, cost-effective and meaningful programs and services and improve efficiency in the use of equipment and personnel.
- b. To ensure cost benefit analysis is performed on newly proposed programs to ensure cost efficiency and cost avoidance in implementation.
- c. Evaluate and assess on an on-going basis alternative methods to decrease the cost of services by exploring the financial benefits of regionalization, consolidation, privatization and collective bargaining.
- d. Continued implementation of a municipal public relations program that encourages community understanding of and participation in local government and that responds to constituents’ requests and needs.
- e. Provide for adequate maintenance and repair of Town-owned property, maintain or improve the current level of service to the public schools and other municipal facilities through more efficient use of equipment and personnel.
- f. Continue efforts to address infrastructure critical needs including but not limited to roads and wastewater needs.

## **Management Policy**

The balance in the growth of General Fund resources will be divided on a sixty percent to forty percent basis between the School Department and Municipal Departments, respectively, after the increase in fixed costs are provided for. Fixed costs consist of all items listed under the “Other Requirements” budget category.

General Fund savings reserves in excess of the Town Council’s 4% reserve mentioned previously will be made available for funding municipal and school operations.

The municipal and school operations savings account will continue to be credited with their respective appropriation savings; and excess General Fund revenue over budget estimates will be shared 60/40 between school and municipal operations after any allocation is made to maintain the Town Council’s policy reserve.

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

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

# ALL APPROPRIATED FUNDS BUDGET SUMMARY

## - All Funds Requiring Annual Appropriation

Fund	Actual FY 2023	Budget FY 2024	Budget FY 2025	Change FY24 - 25	Percent Change
General Fund	\$179,201,213	\$196,995,826	\$212,981,657	\$15,985,831	8.11%
Airport Enterprise	10,146,700	11,072,723	11,918,799	846,076	7.64%
Golf Enterprise	3,695,515	3,690,660	3,892,161	201,501	5.46%
HYCC Enterprise	3,218,046	3,586,988	3,926,883	339,895	9.48%
Marina Enterprise	462,329	713,286	780,068	66,782	9.36%
PEG Enterprise	717,107	856,897	881,383	24,486	2.86%
Sandy Neck Enterprise	938,457	1,069,975	1,087,579	17,604	1.65%
Solid Waste Enterprise	3,567,675	3,748,307	4,033,424	285,117	7.61%
Water Pollution Control Enterprise	5,405,676	8,108,805	10,934,823	2,826,018	34.85%
Water Supply Enterprise	5,209,196	8,364,442	9,109,331	744,889	8.91%
<b>Total All Budgeted Funds</b>	<b>\$212,561,913</b>	<b>\$238,207,909</b>	<b>\$259,546,108</b>	<b>\$21,338,199</b>	<b>8.96%</b>

\*Enterprise Funds reflect direct operating costs only. Indirect chargebacks from the General Fund are excluded.

The Town of Barnstable's total proposed FY 2025 operating budget for all appropriated funds is \$259,546,108. This is an increase over the approved FY 2024 budget of \$21,338,199 or 8.96%. In addition to the General Fund, these figures include the Town's nine Enterprise Fund operations.

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

The **General Fund** proposed budget is increasing \$15.98 million, or 8.11% higher. All departments see increased budgets over the previous fiscal year. Major factors contributing to these increases are primarily contractual labor obligations and inflationary pressures. Fixed costs including employee benefits are up \$4.8 million or 10.65%, primarily due to the increase in the health insurance premium split. Spending on local education has increased 7.99% as the district moves grant funded employees into the general fund budget. It is anticipated a \$225,000 snow and ice deficit from FY 2024 will be included in the FY 2025 budget.

The **Airport Enterprise Fund's** direct operating expenses are increasing by \$846,076, or 7.64%. This increase is due to contractual labor obligations, increase in utilities and additional purchase of jet fuel cost.

The **Golf Course Enterprise Fund's** direct operating expenses are increasing by \$201,501, or 5.4%. This includes personnel costs increase as well as additional funding for operating expenses as the courses continue to be switched to organic fertilizers and turf maintenance.

The **HYCC Enterprise Fund's** direct operating expenses are increasing \$339,895, or 9.48%. This includes funding for an increase in electricity and an increase in funding for maintenance contracts and building maintenance. Debt service has increased \$110,140 as past years capital improvements have been completed and financed.

The **Marina Enterprise Fund's** direct operating expenses are increasing by \$66,782, or 9.36% due to contractual obligations and the addition of a part-time Marina Supervisor. Additional funding is provided for seasonal staff wages and various operating expense lines.

The **PEG Enterprise Fund's** direct operating expenses are increasing \$24,486 or 2.86% due to contractual obligations. Minor decrease in operating capital needed for the education channel (\$8,040) in FY 2025.

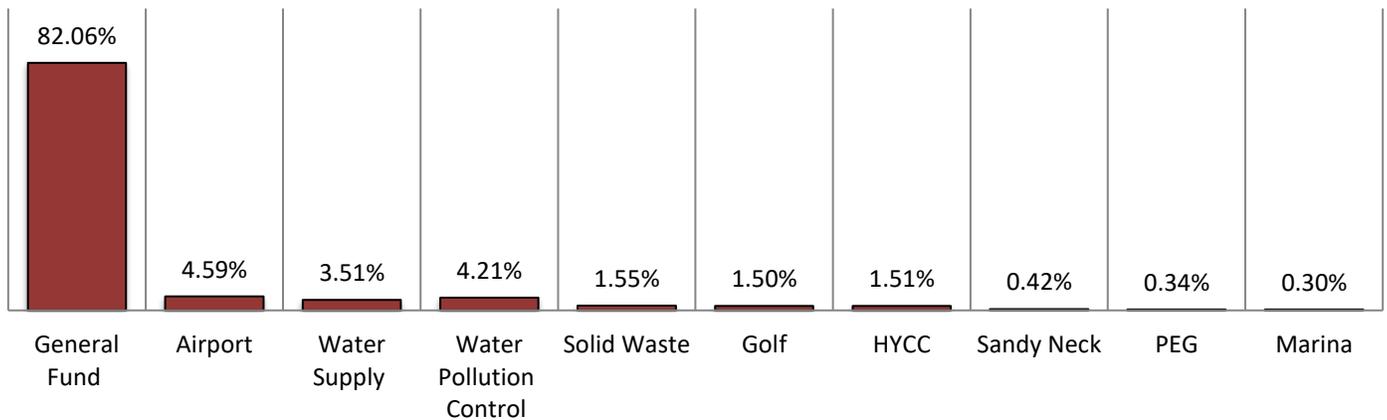
The **Sandy Neck Enterprise Fund's** direct operating expenses are increasing \$17,604, or 1.65%. The budget includes increases in seasonal overtime and reallocation of MEA staffing between the enterprise and general fund. Funding continues for permits, trail maintenance, sanitation, and facility improvements.

The **Solid Waste Enterprise Fund's** direct operating expenses are increasing \$285,117, or 7.61% as the budget includes additional funds for disposing household waste and recyclables, fuel and utilities and overtime.

The **Water Pollution Control / Sewer Enterprise Fund's** direct operating expenses are increasing \$2,826,018, or 34.85%. This is attributable to the increase in staff, 4.10 FTE, and operating costs to support the Comprehensive Wastewater Management Plan. The issuance of long-term bonds sees increases in debt service costs of \$2.07 million. Additional funding is provided for the Water Pollution Control Facility operations for sludge disposal.

The **Water Supply Enterprise Fund's** direct operating expenses are increasing \$744,889, or 8.9%. This includes additional funding for the management contract of the water system as well as a new loan for water improvements issued in FY 2024.

### Distribution of All Appropriated Funds



The General Fund comprises 82% of all spending for the funds requiring annual appropriation. The airport and water supply operations are the two largest enterprise funds in terms of spending.

# POSITION SUMMARY FOR ALL APPROPRIATED FUNDS

DEPARTMENT	FY16 FTE's	FY17 FTE's	FY18 FTE's	FY19 FTE's	FY20 FTE's	FY21 FTE's	FY22 FTE's	FY23 FTE's	FY24 FTE's	FY25 FTE's	Chg. FY23-24
<b>Town Council</b>	<b>1.40</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>						
<b>Town Manager</b>	<b>10.95</b>	<b>12.80</b>	<b>12.35</b>	<b>11.50</b>	<b>11.60</b>	<b>16.50</b>	<b>18.50</b>	<b>20.50</b>	<b>21.50</b>	<b>20.50</b>	<b>(1.00)</b>
Office Administration	4.50	4.50	3.50	3.50	3.50	4.50	5.50	5.50	6.50	6.50	-
Asset Management	-	2.00	2.00	2.00	2.00	3.00	3.00	4.00	4.00	4.00	-
Communication	-	-	-	-	-	1.60	1.40	2.60	2.40	1.40	(1.00)
Licensing	2.45	2.30	2.60	1.75	1.75	1.00	1.00	1.00	1.00	1.00	-
PEG Enterprise Fund	4.00	4.00	4.25	4.25	4.35	6.40	7.60	7.40	7.60	7.60	-
<b>Administrative Services Department</b>	<b>60.60</b>	<b>58.30</b>	<b>57.55</b>	<b>56.55</b>	<b>56.80</b>	<b>57.40</b>	<b>58.95</b>	<b>58.80</b>	<b>58.95</b>	<b>59.95</b>	<b>1.00</b>
Finance	37.85	35.50	35.75	34.75	34.50	35.30	35.70	36.70	35.70	36.70	1.00
Legal	4.75	4.80	4.80	4.80	4.80	4.60	4.75	4.60	4.75	4.75	-
Human Resources	8.00	8.00	8.00	8.00	8.50	8.50	8.50	8.50	8.50	8.50	-
Information Technology	10.00	10.00	9.00	9.00	9.00	9.00	10.00	9.00	10.00	10.00	-
<b>Marine &amp; Environmental Affairs Department</b>	<b>15.85</b>	<b>16.65</b>	<b>17.30</b>	<b>17.00</b>	<b>16.90</b>	<b>17.00</b>	<b>16.58</b>	<b>19.50</b>	<b>19.75</b>	<b>19.70</b>	<b>(0.05)</b>
Natural Resources	6.85	7.55	8.20	8.00	8.00	8.90	8.90	8.90	8.15	8.15	-
Harbormaster	3.60	3.70	3.60	3.85	3.75	3.80	3.38	4.60	4.80	4.90	0.10
Marina Enterprise Fund	1.65	1.65	1.65	1.30	1.30	1.20	1.20	1.40	1.20	1.65	0.45
Sandy Neck Enterprise Fund	3.75	3.75	3.85	3.85	3.85	3.10	3.10	4.60	5.60	5.00	(0.60)
<b>Community Services Department</b>	<b>41.43</b>	<b>49.65</b>	<b>50.35</b>	<b>51.40</b>	<b>51.85</b>	<b>45.55</b>	<b>52.83</b>	<b>48.33</b>	<b>47.75</b>	<b>48.55</b>	<b>0.80</b>
Recreation	7.40	8.40	7.60	7.60	7.25	8.00	9.55	10.20	8.30	8.30	-
Council On Aging	6.53	9.75	9.70	10.75	10.30	6.15	11.23	6.73	6.35	7.15	0.80
Communications & Public Information	-	-	3.45	3.35	3.25	-	-	-	-	-	-
Golf Enterprise Fund	17.00	17.00	17.10	17.10	17.10	17.45	18.35	17.45	17.80	17.80	-
HYCC Enterprise Fund	10.50	10.50	12.50	12.60	13.95	13.95	13.70	13.95	15.30	15.30	-
<b>Planning &amp; Development Department</b>	<b>17.30</b>	<b>17.15</b>	<b>16.50</b>	<b>19.00</b>	<b>19.00</b>	<b>19.50</b>	<b>19.50</b>	<b>19.50</b>	<b>19.50</b>	<b>19.00</b>	<b>(0.50)</b>
Administration	2.50	2.50	2.50	4.00	3.50	3.50	3.50	3.50	3.50	3.00	(0.50)
Comprehensive Planning	1.00	0.75	1.00	1.00	0.75	0.75	0.75	0.75	0.75	0.75	-
Community Development	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	-
Regulatory Review	3.50	3.75	4.00	4.50	4.75	5.25	5.25	5.25	5.25	5.25	-
Economic Development	2.65	2.50	2.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	-
Parking Program	2.65	2.65	2.00	1.50	2.00	2.00	2.00	2.00	2.00	2.00	-
Conservation	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	-
Land Management	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	-

# POSITION SUMMARY FOR ALL APPROPRIATED FUNDS

DEPARTMENT	FY16 FTE's	FY17 FTE's	FY18 FTE's	FY19 FTE's	FY20 FTE's	FY21 FTE's	FY22 FTE's	FY23 FTE's	FY24 FTE's	FY25 FTE's	Chg. FY23-24
<b>Police Department</b>	<b>132.75</b>	<b>132.75</b>	<b>142.25</b>	<b>144.80</b>	<b>145.80</b>	<b>146.30</b>	<b>146.30</b>	<b>147.50</b>	<b>146.30</b>	<b>147.50</b>	<b>1.20</b>
Administrative & Investigative Services	24.00	24.00	24.00	24.00	27.00	25.00	25.00	25.00	25.00	24.20	(0.80)
Field Services	108.75	109.25	118.25	120.80	118.80	121.30	121.30	122.50	121.30	123.30	2.00
<b>Public Works Department</b>	<b>118.33</b>	<b>121.25</b>	<b>120.95</b>	<b>119.95</b>	<b>122.95</b>	<b>118.00</b>	<b>116.40</b>	<b>139.82</b>	<b>141.92</b>	<b>146.02</b>	<b>4.10</b>
Administration & Tech Support	12.93	12.00	11.50	11.50	11.50	9.20	9.20	9.65	10.05	10.05	-
Highway	35.50	37.50	37.70	37.70	37.70	37.00	37.00	37.00	37.00	37.00	-
Structures & Grounds	35.10	36.50	36.50	35.50	38.50	38.50	38.50	42.22	42.22	42.22	-
Solid Waste Enterprise Fund	16.75	16.95	16.95	16.95	16.95	15.75	15.75	15.75	15.75	15.75	-
Water Pollution Control Enterprise Fund	15.15	15.35	15.35	15.35	15.35	15.35	13.75	33.00	33.95	38.05	4.10
Water Supply Enterprise Fund	2.90	2.95	2.95	2.95	2.95	2.20	2.20	2.20	2.95	2.95	-
<b>Inspectional Services Department</b>	<b>24.40</b>	<b>24.65</b>	<b>26.65</b>	<b>26.75</b>	<b>26.75</b>	<b>27.55</b>	<b>27.90</b>	<b>27.90</b>	<b>27.15</b>	<b>27.15</b>	<b>-</b>
Building Services	12.00	11.50	13.50	13.50	13.50	14.50	14.50	14.50	14.25	14.25	-
Health Services	12.40	13.15	13.15	13.25	13.25	13.05	13.40	13.40	12.90	12.90	-
<b>Airport Enterprise Fund</b>	<b>25.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>-</b>
<b>SUBTOTAL GENERAL FUND</b>	<b>351.30</b>	<b>358.45</b>	<b>370.70</b>	<b>374.00</b>	<b>377.25</b>	<b>373.80</b>	<b>382.71</b>	<b>387.10</b>	<b>383.67</b>	<b>385.27</b>	<b>1.60</b>
<b>SUBTOTAL ENTERPRISE FUNDS</b>	<b>96.70</b>	<b>95.15</b>	<b>97.60</b>	<b>97.35</b>	<b>98.80</b>	<b>100.40</b>	<b>100.65</b>	<b>120.75</b>	<b>125.15</b>	<b>129.10</b>	<b>3.95</b>
<b>TOTAL MUNICIPAL OPERATIONS</b>	<b>448.00</b>	<b>457.60</b>	<b>468.30</b>	<b>471.35</b>	<b>476.05</b>	<b>474.20</b>	<b>483.36</b>	<b>507.85</b>	<b>508.82</b>	<b>514.37</b>	<b>5.55</b>
	-	-	-	-	-	-	-	-	-	-	<b>0.00</b>
<b>Schools</b>	<b>834.15</b>	<b>840.40</b>	<b>841.70</b>	<b>848.90</b>	<b>848.90</b>	<b>866.34</b>	<b>906.05</b>	<b>925.75</b>	<b>982.52</b>	<b>974.20</b>	<b>(8.32)</b>
Administration	6.80	6.80	6.80	6.30	6.30	11.00	11.80	12.00	15.00	13.30	(1.70)
Instructional Services	680.90	686.45	687.75	695.45	695.45	755.64	791.15	810.85	854.12	847.50	(6.62)
Health Services	16.20	16.20	16.20	16.20	16.20	16.80	18.20	18.20	18.20	18.20	-
Transportation	20.50	20.50	20.50	20.50	20.50	3.00	3.00	3.00	3.00	3.00	-
Food Services	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	-
Athletics	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	-
Other Student Services	40.90	41.40	41.40	41.40	41.40	14.25	16.25	16.05	24.55	23.55	(1.00)
Maintenance of Plant	53.45	53.65	53.65	53.65	53.65	55.25	55.25	55.25	57.25	58.25	1.00
Network & Technology	11.40	11.40	11.40	11.40	11.40	5.40	5.40	5.40	5.40	5.40	-
<b>TOTAL ALL DEPARTMENTS</b>	<b>1,282.15</b>	<b>1,294.00</b>	<b>1,310.00</b>	<b>1,320.25</b>	<b>1,326.55</b>	<b>1,340.54</b>	<b>1,389.41</b>	<b>1,433.60</b>	<b>1,491.34</b>	<b>1,488.57</b>	<b>(2.77)</b>

Total full-time equivalents are decreasing by (2.77) positions, 3.95 increase in the Enterprise Funds, 1.60 for the Municipal Operations and (8.32) decrease for local schools.

# CONSOLIDATED RESOURCE/APPROPRIATION SUMMARY

	General Fund FY 2025 Budget	Solid Waste Fund FY 2025 Budget	Water Pollution Fund FY 2025 Budget	Water Supply Fund FY 2025 Budget	Marina Fund FY 2025 Budget	Sandy Neck Fund FY 2025 Budget	Airport Fund FY 2025 Budget
<b>RESOURCES:</b>							
Property Taxes	\$ 150,454,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Taxes	10,864,000	-	-	-	-	-	-
Intergovernmental	29,775,032	-	-	-	-	-	50,000
Fines & Penalties	1,625,000	-	-	-	-	-	-
Fees, Licenses, Permits	3,917,600	-	-	-	746,679	750,500	-
Charges for Services	2,586,500	4,290,151	5,939,963	7,713,726	14,000	285,080	12,078,131
Interest and Other	4,215,171	140,200	185,263	549,795	26,250	120,000	711,462
Transfers	4,235,746	-	5,466,389	1,037,075	67,800	-	-
Borrowing Authorizations	-	-	170,580,000	39,600,000	-	-	2,500,780
<b>Total Resources</b>	<b>\$ 207,673,049</b>	<b>\$ 4,430,351</b>	<b>\$ 182,171,615</b>	<b>\$ 48,900,596</b>	<b>\$ 854,729</b>	<b>\$ 1,155,580</b>	<b>\$ 15,340,373</b>
<b>OPERATING EXPENDITURES:</b>							
Town Council	\$ 264,092	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Town Manager	1,575,299	-	-	-	-	-	-
Administrative Services	8,205,658	-	-	-	-	-	-
Planning & Development	2,394,019	-	-	-	-	-	-
Police	18,709,328	-	-	-	-	-	-
Inspectional Services	2,584,392	-	-	-	-	-	-
Public Works	11,384,511	3,908,037	6,096,993	5,584,554	-	-	-
Marine & Environmental Affairs	1,638,527	-	-	-	614,547	1,062,605	-
Community Services	2,887,734	-	-	-	-	-	-
Local School Operations	89,375,780	-	-	-	-	-	-
Airport Operations	-	-	-	-	-	-	11,754,446
<b>Subtotal Operations</b>	<b>\$ 139,019,340</b>	<b>\$ 3,908,037</b>	<b>\$ 6,096,993</b>	<b>\$ 5,584,554</b>	<b>\$ 614,547</b>	<b>\$ 1,062,605</b>	<b>\$ 11,754,446</b>
<b>OTHER REQUIREMENTS:</b>							
Debt Service	\$ 7,249,511	\$ 30,800	\$ 4,606,254	\$ 3,611,006	\$ 212,538	\$ 72,510	\$ 159,050
Employee Benefits	34,032,891	457,532	812,202	75,089	44,208	119,114	692,046
Property, Casualty & Liability Ins.	2,188,441	33,982	76,166	29,947	8,616	10,665	234,051
State, County & Local Assessments	3,109,072	-	-	-	-	-	-
School Assessments	13,367,000	-	-	-	-	-	-
Library & Tourism Grants	2,355,650	-	-	-	-	-	-
Other Fixed Costs	487,000	-	-	-	-	-	-
Snow & Ice Removal	225,000	-	-	-	-	-	-
Reserve For Abatements & Exemptions	1,436,038	-	-	-	-	-	-
Capital Program	-	315,000	171,595,000	39,800,000	-	-	4,132,400
<b>Subtotal Other Requirements</b>	<b>\$ 64,450,603</b>	<b>\$ 837,314</b>	<b>\$ 177,089,622</b>	<b>\$ 43,516,042</b>	<b>\$ 265,362</b>	<b>\$ 202,289</b>	<b>\$ 5,217,547</b>
<b>Interfund Transfers</b>	<b>\$ 10,436,193</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total Expenditures</b>	<b>\$ 213,906,136</b>	<b>\$ 4,745,351</b>	<b>\$ 183,186,615</b>	<b>\$ 49,100,596</b>	<b>\$ 879,909</b>	<b>\$ 1,264,894</b>	<b>\$ 16,971,993</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$ (6,233,087)</b>	<b>\$ (315,000)</b>	<b>\$ (1,015,000)</b>	<b>\$ (200,000)</b>	<b>\$ (25,180)</b>	<b>\$ (109,314)</b>	<b>\$ (1,631,620)</b>
Beginning Balance - Certified Free Cash	31,948,663	1,904,664	11,259,454	4,352,767	1,472,442	1,280,728	13,482,952
Projected FY 2024 Excess (Deficiency)	5,788,413	(75,806)	417,526	186,131	38,180	25,153	515,471
<b>Projected Ending Balance - Certified Free Cash</b>	<b>\$ 31,503,989</b>	<b>\$ 1,513,858</b>	<b>\$ 10,661,980</b>	<b>\$ 4,338,898</b>	<b>\$ 1,485,442</b>	<b>\$ 1,196,567</b>	<b>\$ 12,366,803</b>

# CONSOLIDATED RESOURCE/APPROPRIATION SUMMARY

	Golf Fund FY 2025 Budget	HYCC Fund FY 2025 Budget	PEG Fund FY 2025 Budget	Capital Projects Fund	Total FY 2025 Budget	Total FY 2024 Budget	Change FY24 - 25	Percent Change
<b>RESOURCES:</b>								
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ 150,454,000	\$ 145,205,501	\$ 5,248,499	3.61%
Other Taxes	-	-	-	-	10,864,000	10,262,000	602,000	5.87%
Intergovernmental	-	-	-	-	29,825,032	29,613,149	211,883	0.72%
Fines & Penalties	-	-	-	-	1,625,000	1,230,000	395,000	32.11%
Fees, Licenses, Permits	-	-	944,590	-	6,359,369	5,436,308	923,061	16.98%
Charges for Services	3,847,500	884,350	-	-	37,639,401	34,866,724	2,772,677	7.95%
Interest and Other	82,500	75,000	50,000	-	6,155,641	5,569,796	585,845	10.52%
Transfers	290,160	3,452,728	-	10,752,723	25,302,621	17,843,808	7,458,813	41.80%
Borrowing Authorizations	2,950,000	-	-	12,024,159	227,654,939	41,933,633	185,721,306	442.89%
<b>Total Resources</b>	<b>\$ 7,170,160</b>	<b>\$ 4,412,078</b>	<b>\$ 994,590</b>	<b>\$ 22,776,882</b>	<b>\$ 495,880,003</b>	<b>\$ 291,960,919</b>	<b>\$ 203,919,084</b>	<b>69.84%</b>
<b>OPERATING EXPENDITURES:</b>								
Town Council	\$ -	\$ -	\$ -	\$ -	\$ 264,092	\$ 261,328	\$ 2,764	1.06%
Town Manager	-	-	871,675	-	2,446,974	2,382,716	64,258	2.70%
Administrative Services	-	-	-	-	8,205,658	7,944,092	261,566	3.29%
Planning & Development	-	-	-	-	2,394,019	2,329,425	64,594	2.77%
Police	-	-	-	-	18,709,328	17,206,174	1,503,154	8.74%
Inspectional Services	-	-	-	-	2,584,392	2,461,095	123,297	5.01%
Public Works	-	-	-	-	26,974,095	25,638,165	1,335,930	5.21%
Marine & Environmental Affairs	-	-	-	-	3,315,679	3,033,607	282,072	9.30%
Community Services	3,429,285	2,508,406	-	-	8,825,425	8,109,246	716,179	8.83%
Local School Operations	-	-	-	-	89,375,780	82,761,867	6,613,913	7.99%
Airport Operations	-	-	-	-	11,754,446	10,884,820	869,626	7.99%
<b>Subtotal Operations</b>	<b>\$ 3,429,285</b>	<b>\$ 2,508,406</b>	<b>\$ 871,675</b>	<b>\$ -</b>	<b>\$ 174,849,888</b>	<b>\$ 163,012,535</b>	<b>\$ 11,837,353</b>	<b>7.26%</b>
<b>OTHER REQUIREMENTS:</b>								
Debt Service	\$ 461,348	\$ 1,460,675	\$ -	\$ -	\$ 17,863,692	\$ 15,124,693	\$ 2,738,999	18.11%
Employee Benefits	520,240	202,120	120,356	-	37,075,798	30,592,041	6,483,757	21.19%
Property, Casualty & Liability Ins.	28,586	134,987	2,559	-	2,748,000	2,600,000	148,000	5.69%
State, County & Local Assessments	-	-	-	-	3,109,072	2,977,839	131,233	4.41%
School Assessments	-	-	-	-	13,367,000	12,662,661	704,339	5.56%
Library & Tourism Grants	-	-	-	-	2,355,650	2,233,908	121,742	5.45%
Other Fixed Costs	-	-	-	-	487,000	484,285	2,715	0.56%
Snow & Ice Removal	-	-	-	-	225,000	-	225,000	0.00%
Reserve For Abatements & Exemptions	-	-	-	-	1,436,038	1,270,547	165,491	13.03%
Capital Program	2,950,000	585,059	-	22,776,882	242,154,341	49,870,939	192,283,402	385.56%
<b>Subtotal Other Requirements</b>	<b>\$ 3,960,174</b>	<b>\$ 2,382,841</b>	<b>\$ 122,915</b>	<b>\$ 22,776,882</b>	<b>\$ 320,821,591</b>	<b>\$ 117,816,913</b>	<b>\$ 203,004,678</b>	<b>172.31%</b>
<b>Interfund Transfers</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,436,193</b>	<b>\$ 9,307,797</b>	<b>\$ 1,128,396</b>	<b>12.12%</b>
<b>Grand Total Expenditures</b>	<b>\$ 7,389,459</b>	<b>\$ 4,891,247</b>	<b>\$ 994,590</b>	<b>\$ 22,776,882</b>	<b>\$ 506,107,672</b>	<b>\$ 290,137,245</b>	<b>\$ 215,970,427</b>	<b>74.44%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$ (219,299)</b>	<b>\$ (479,169)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (10,227,669)</b>	<b>\$ 1,823,674</b>	<b>\$ (12,051,343)</b>	<b>-660.83%</b>
Beginning Balance - Certified Free Cash	2,042,172	1,128,988	3,416,610	-	72,289,440	73,063,209	(773,769)	
Projected FY 2024 Excess (Deficiency)	(780,979)	(325,680)	115,634	-	5,904,043	-	-	
<b>Projected Ending Balance - Certified Free Cash</b>	<b>\$ 1,041,894</b>	<b>\$ 324,139</b>	<b>\$ 3,532,244</b>	<b>\$ -</b>	<b>\$ 67,965,814</b>	<b>\$ 74,886,883</b>	<b>\$ (12,825,112)</b>	

The total consolidated operations budget including other requirements and capital program is increasing \$215.9 million, or 74.4%. Operating expenses are increasing by \$11.8 million, mostly due to the \$6.6 million change in the school department. Other requirements (adjusted for the Capital plan) are increasing \$10.7 million, including \$6.4 million in employee benefits and \$2.7 million for Debt Service. The FY 2025 capital program is \$242.1 million representing \$192.2 million more than FY 2024.

# CHANGE IN FUND BALANCE

- All Funds Requiring Annual Appropriation

Fund	Certified Free Cash Beginning Balance	FY 2024 Projected Excess/ (Deficiency)	FY 2025 Resources	FY 2025 Expenditures	Excess/ (Deficiency)	Projected Certified Free Cash Ending Balance	Percent Change
General Fund	\$32,722,432	\$5,788,413	\$206,748,570	\$212,981,657	(6,233,087)	32,277,758	-1.36%
General Fund Capital Program	-	-	-	-	(6,809,723)	(6,809,723)	0.00%
<b>Total General Fund</b>	<b>\$32,722,432</b>	<b>\$5,788,413</b>	<b>\$206,748,570</b>	<b>\$212,981,657</b>	<b>(\$13,042,810)</b>	<b>\$25,468,035</b>	<b>-22.17%</b>
<b>Enterprise Funds:</b>							
Airport	12,132,844	515,471	15,340,373	16,971,993	(1,631,620)	11,016,695	-9.20%
Golf	2,477,984	(780,979)	7,170,160	7,389,459	(219,299)	1,477,706	-40.37%
HYCC	968,188	(325,680)	4,412,078	4,891,247	(479,169)	163,339	-83.13%
Marina	1,374,864	38,180	854,729	879,909	(25,180)	1,387,864	0.95%
PEG	3,135,874	115,634	994,590	994,590	-	3,251,508	3.69%
Sandy Neck	1,233,380	25,153	1,155,580	1,264,894	(109,314)	1,149,219	-6.82%
Solid Waste	2,231,342	(75,806)	4,430,351	4,745,351	(315,000)	1,840,536	-17.51%
Water Pollution Control	9,807,060	417,526	182,171,615	183,186,615	(1,015,000)	9,209,586	-6.09%
Water Supply	2,427,138	186,131	48,900,596	49,100,596	(200,000)	2,413,269	-0.57%
<b>Total All Funds</b>	<b>\$68,511,106</b>	<b>\$5,904,043</b>	<b>\$472,178,642</b>	<b>\$482,406,311</b>	<b>(\$17,037,392)</b>	<b>\$57,377,757</b>	<b>-16.25%</b>

Fund balance in the table above represents the “Certified Free Cash” portion of fund balance available for appropriation as certified by the Massachusetts Department of Revenue, Division of Local Services. The General Fund operating budget will be balanced using \$6.2 million of reserves and the proposed capital budget will be balanced using \$6.8 million in General Fund reserves. It is projected that the General fund will generate \$5.7 million in surplus in FY 2024 resulting in a decrease of \$7.2 million in the certified free cash balance.

The **Airport Enterprise Fund** will use \$226,893 of reserves for the FY 2024 capital budget, and it is projected to use \$1.6 million in FY 2025 resulting in a \$1.1 million decline in the reserve level. The estimated remaining reserve balance represents approximately 85% of the FY 2025 operating budget.

The **Golf Course Enterprise Fund** will use \$219,299 of reserves for the FY 2025 operating budgets and \$736,588 for the FY24 Capital budget. The estimated reserve balance of \$1.5 million represents 39% of the FY 2025 operating budget.

The **Hyannis Youth & Community Center (HYCC) Enterprise Fund** will use \$479,169 of reserves to balance the proposed FY 2025 operating budget. The estimated remaining reserves represent 12% of the FY 2025 operating budget. This operation is heavily subsidized by the General Fund and will continue to be into the future, as its revenue structure does not allow it to be self-supporting.

The **Marina Enterprise Funds** will use \$25,180 of reserves to balance the proposed FY 2025 operating budget. The estimated remaining balance in the reserve represents approximately 157% of the FY 2025 operating budget.

The **Public, Education & Government Access Channel Enterprise Fund** will not use reserves to balance the operating budget. The estimated remaining reserve balance represents 326% of the FY 2025 operating budget.

The **Sandy Neck Enterprise Fund** will use \$109,314 of reserves to balance the proposed FY 2025 operating budget. The estimated remaining balance in the reserves represents 91% of the FY 2025 operating budget.

The **Solid Waste Enterprise Fund** will use \$315,000 of reserves to balance the proposed FY 2025 operating and capital budgets. The estimated remaining reserve balance represents 41% of the FY 2025 operating budget.

The **Water Pollution Control Enterprise Fund** will use \$265,000 of reserves for the proposed FY 2025 capital budget and \$750,000 for the CWMP capital plan. The estimated remaining reserve balance is 85% of the FY 2025 operating budget.

The **Water Supply Enterprise Fund** will use \$200,000 of reserves to balance the FY 2025 capital budget. The estimated remaining reserve balance is 26% of the FY 2025 expenditures.

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

<b>Certified Free Cash</b>	<b>July 1, 2016</b>	<b>July 1, 2017</b>	<b>July 1, 2018</b>	<b>July 1, 2019</b>	<b>July 1, 2020</b>	<b>July 1, 2021</b>	<b>July 1, 2022</b>	<b>July 1, 2023</b>
General Fund	\$ 13,131,098	\$ 16,197,155	\$ 12,643,236	\$ 14,688,744	\$ 18,524,377	\$ 24,427,135	\$ 26,769,227	\$ 32,722,432
Airport Enterprise Fund	2,793,657	2,386,672	3,525,181	2,761,211	3,885,899	6,240,318	8,878,844	13,256,059
Golf Enterprise Fund	733,441	723,798	684,755	666,343	433,134	1,901,944	2,326,507	2,042,172
HYCC Enterprise Fund	502,380	496,529	634,810	593,821	724,944	663,490	555,568	706,568
Marinas Enterprise Fund	774,588	809,462	851,171	861,350	834,302	1,134,781	1,310,183	1,472,442
PEG Enterprise Fund*	1,937,915	2,149,696	2,328,719	2,324,141	2,685,352	2,883,500	3,135,874	3,416,610
Sandy Neck Enterprise Fund	714,332	943,846	895,176	909,529	705,282	929,558	1,126,363	1,280,728
Solid Waste Enterprise Fund	2,409,841	2,179,508	1,881,943	2,294,760	1,284,194	1,481,144	1,737,618	1,904,664
Water Pollution Control Enterprise Fund	8,661,669	8,797,951	9,230,479	8,734,747	9,942,322	9,870,222	9,572,060	11,259,454
Water Supply Enterprise Fund	3,257,325	1,249,454	2,157,029	1,274,703	622,194	1,292,886	2,162,138	4,352,767
<b>Total Operating Reserves</b>	<b>\$ 34,916,246</b>	<b>\$ 35,934,071</b>	<b>\$ 34,832,499</b>	<b>\$ 35,109,349</b>	<b>\$ 39,642,000</b>	<b>\$ 50,824,978</b>	<b>\$ 57,574,382</b>	<b>\$ 72,413,896</b>
Sewer Construction & Private Way Maintenance Improvements Fund	\$ 12,240,570	\$ 14,000,808	\$ 16,367,758	\$ 18,891,064	\$ 18,600,205	\$ 19,596,419	\$ 18,322,110	\$ 20,493,968
Comprehensive Water and Wastewater Management Fund	\$ -	\$ -	\$ -	\$ -	\$ 533,161	\$ 1,554,108	\$ 2,981,733	\$ 4,921,524

As illustrated in the table above, total reserves for the General Fund and Enterprise Funds have ranged from \$34 to \$72 million. The amounts reported in the table above have been reduced by appropriations made to balance the subsequent year’s capital and operating budgets.

The town has generated more reserves than it has used over this period. In addition to the General Fund and Enterprise Funds, the Town has a reserve for Sewer Construction & Private Way Improvements Fund. This fund will be used to finance the Town’s public sewer expansion. At the close of Fiscal Year 2022, this fund had a balance of \$20,493,968. The Town has also created a Comprehensive Water and Wastewater Management Fund, which has a balance of \$4,921,524. All of the Town’s rooms tax on vacation rentals is credited to this fund.

# MUNICIPAL OPERATIONS BUDGET AND FUNDING SUMMARY

Funding Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$ 24,236,337	\$ 31,968,211	\$ 36,160,160	\$ 34,837,010	\$ (1,323,150)	-3.66%
Intergovernmental	560,919	543,474	430,221	447,943	17,722	4.12%
Fines, Forfeitures, Penalties	1,919,427	1,742,690	1,230,000	1,625,000	395,000	32.11%
Fees, Licenses, Permits	5,500,245	3,673,641	3,062,550	3,917,600	855,050	27.92%
Charges for Services	2,624,312	2,142,140	2,230,000	2,586,500	356,500	15.99%
Interest and Other	5,123,714	2,701,403	1,600,000	4,215,171	2,615,171	163.45%
Special Revenue Funds	669,660	685,440	685,440	744,950	59,510	8.68%
Enterprise Funds	850,718	1,139,916	1,128,581	1,269,386	140,805	12.48%
<b>Total Sources of Funding</b>	<b>\$ 41,485,332</b>	<b>\$ 44,803,306</b>	<b>\$ 46,930,239</b>	<b>\$ 49,643,560</b>	<b>\$ 2,713,321</b>	<b>5.78%</b>

Municipal Department	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Police	\$ 16,080,305	\$ 16,588,254	\$ 17,206,174	\$ 18,709,328	\$ 1,503,154	8.74%
Public Works	9,451,454	10,450,596	11,142,056	11,384,511	242,455	2.18%
Administrative Services	6,530,658	7,721,200	7,944,092	8,205,658	261,566	3.29%
Community Services	2,164,063	2,469,827	2,590,647	2,887,734	297,087	11.47%
Marine & Environmental Affairs	1,296,209	1,459,393	1,459,889	1,638,527	178,638	12.24%
Inspectional Services	2,319,330	2,374,691	2,461,095	2,584,392	123,297	5.01%
Planning & Development	2,088,503	2,125,748	2,329,425	2,394,019	64,594	2.77%
Town Manager	1,308,394	1,362,419	1,535,533	1,575,299	39,766	2.59%
Town Council	246,415	251,179	261,328	264,092	2,764	1.06%
<b>Total Appropriated Expenditures</b>	<b>\$ 41,485,332</b>	<b>\$ 44,803,306</b>	<b>\$ 46,930,239</b>	<b>\$ 49,643,560</b>	<b>\$ 2,713,321</b>	<b>5.78%</b>

Full-Time Equivalent Employees      **381.16**      **386.45**      **385.37**      **(1.08)**

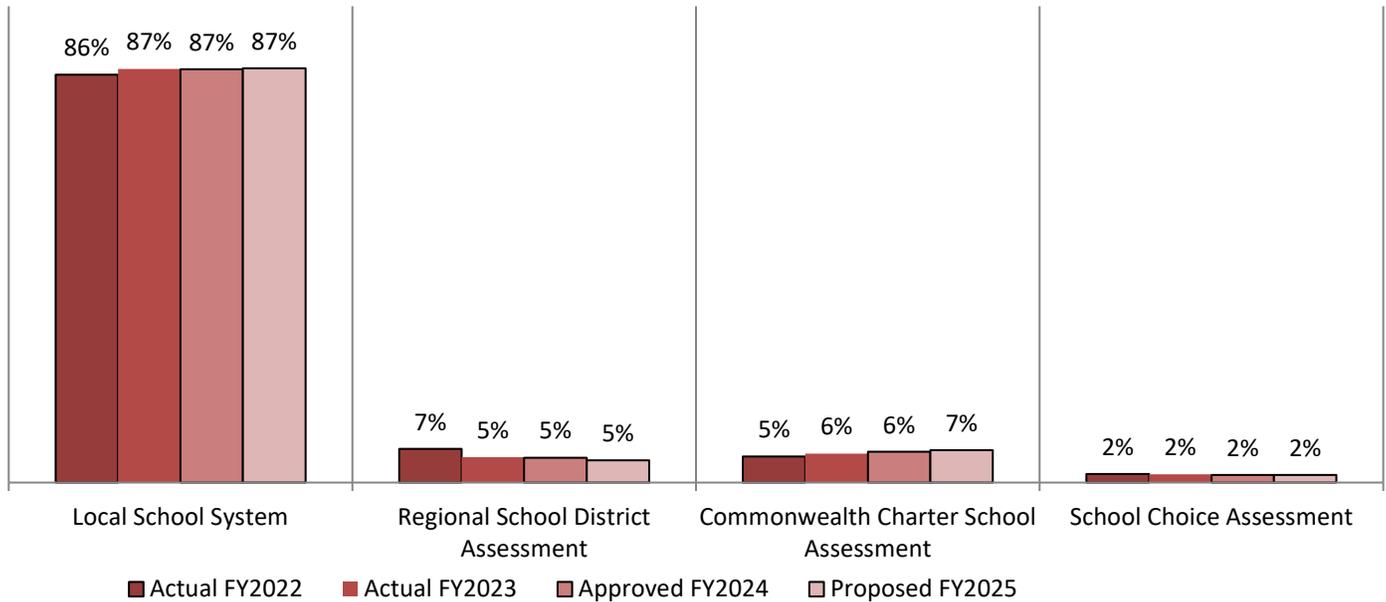
The FY 2025 proposed budget the Municipal Operations is increasing \$2,713,321 or 5.78% over the approved FY 2024 budget. In percentage terms, the Marine and Environmental Affairs operation has the largest increase, 12.24%, due to seasonal wages and capital outlay costs. Community Services is the second largest budget increase at 11.47% with additional funds for the leisure program and beach gate security proposed. The largest monetary increase is within the Police Department, \$1,503,154 due to collective bargained obligations.

Property taxes used to fund these operations will decrease \$1,323,150 or 3.66%, largely due to an increase in investment earnings. Taxes provide 70% of the funding for this area of the General Fund budget.

# EDUCATION SPENDING AND FUNDING SUMMARY

Funding Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$ 70,200,078	\$ 69,610,208	\$ 68,304,760	\$ 73,999,281	\$ 5,694,521	8.34%
Intergovernmental	18,706,196	25,052,053	27,119,768	26,321,979	(797,789)	-2.94%
Fees, Licenses, Permits	-	790	-	-	-	0.00%
School Savings Account	-	-	-	2,421,520	2,421,520	0.00%
<b>Total Sources of Funding</b>	<b>\$ 88,906,274</b>	<b>\$ 94,663,051</b>	<b>\$ 95,424,528</b>	<b>\$ 102,742,780</b>	<b>\$ 7,318,252</b>	<b>7.67%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Local School System	\$ 76,880,333	\$ 82,761,867	\$ 82,761,867	\$ 89,375,780	\$ 6,613,913	7.99%
Regional School District Assessment	4,749,316	5,106,410	4,980,692	4,792,279	(188,413)	-3.78%
Commonwealth Charter School Assessment	5,385,616	5,384,510	6,151,602	6,963,724	812,122	13.20%
School Choice Assessment	1,538,830	1,410,264	1,530,367	1,610,997	80,630	5.27%
<b>Total Education Spending</b>	<b>\$ 88,906,274</b>	<b>\$ 94,663,051</b>	<b>\$ 95,424,528</b>	<b>\$ 102,742,780</b>	<b>\$ 7,318,252</b>	<b>7.67%</b>



Total spending on education is increasing \$7.3 million. Most of the spending on education takes place in the town’s local school system but the Town is also responsible for Barnstable students that attend the regional tech school, commonwealth charter schools and the students that participate in the school choice program. Total spending on education for Barnstable students attending schools outside of the local school system totals \$13,367,000 or 13% of the entire spending for education. Tax support for education spending will increase \$5.6 million in FY 2025. State aid to offset charter school assessments is declining \$(281,159) and a minimal Chapter 70. Aid increase of \$159,180. Tax support provides 72% of the funding for education spending. This is up 2% from FY 2024 but still lower than the high of 77% we experienced prior to FY 2023 due to increases in Chapter 70 Aid.

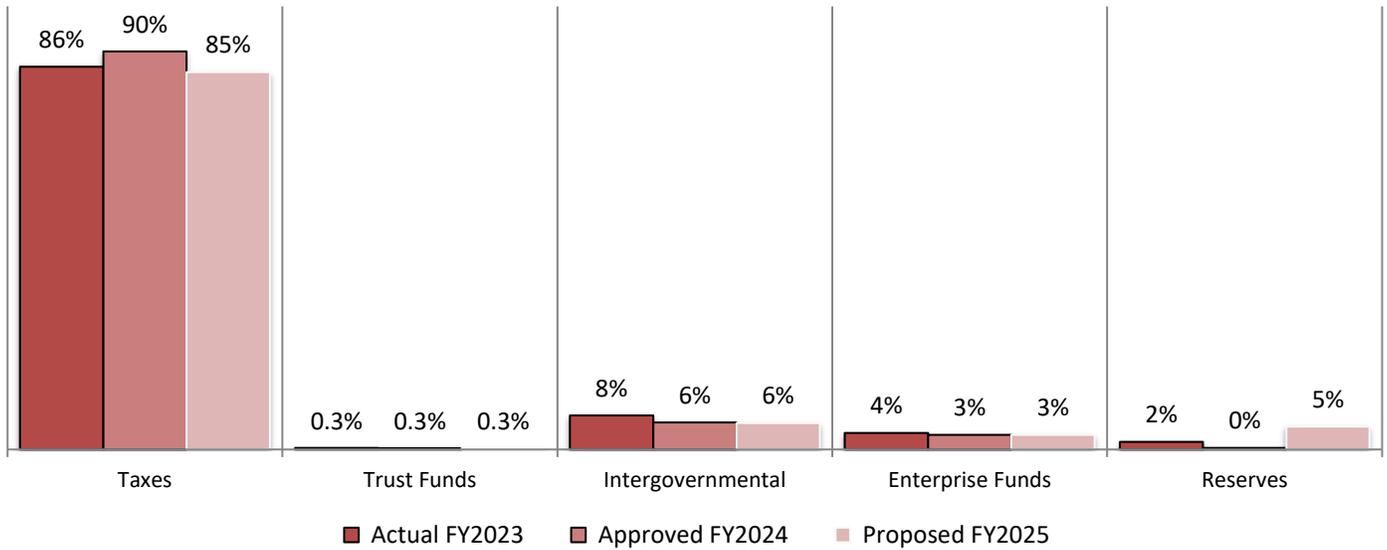
# OTHER REQUIREMENTS AND FUNDING SUMMARY

Other Requirements Funding Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$52,547,053	\$58,261,032	\$60,447,462	\$63,001,924	\$ 2,554,462	4.23%
Intergovernmental	4,682,985	4,280,875	4,080,875	4,415,856	334,981	8.21%
Special Revenue Funds	86,700	86,700	86,700	83,200	(3,500)	-4.04%
Enterprise Funds	2,258,810	2,238,683	2,238,683	2,459,769	221,086	9.88%
Trust Funds	210,000	200,000	200,000	190,000	(10,000)	-5.00%
Reserves	1,050,000	250,000	250,000	3,811,568	3,561,568	1424.63%
<b>Total Sources of Funding</b>	<b>\$60,835,548</b>	<b>\$65,317,290</b>	<b>\$67,303,720</b>	<b>\$73,962,317</b>	<b>\$ 6,658,597</b>	<b>9.89%</b>

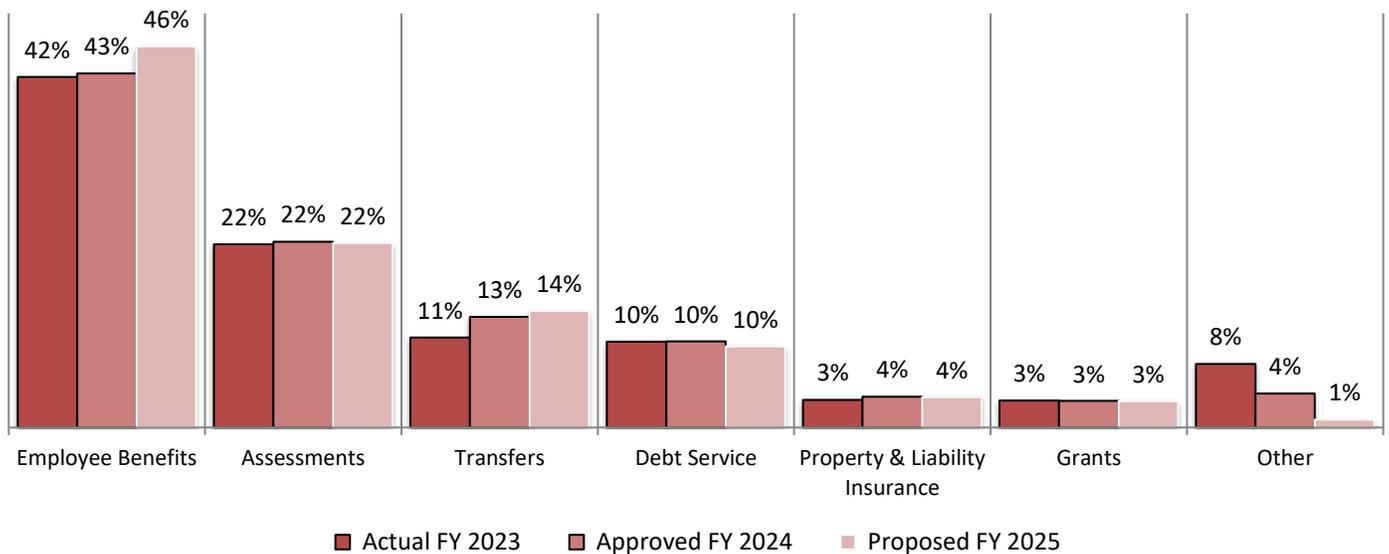
Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Retirement Assessments	\$11,287,644	\$12,430,911	\$12,430,911	\$12,613,092	\$ 182,181	1.47%
OPEB Contribution	700,000	750,000	750,000	800,000	50,000	6.67%
Health Insurance for Active Employees	7,777,231	7,775,000	8,146,474	11,590,868	3,444,394	42.28%
Retiree Health & Sick Benefits	5,588,857	5,025,000	5,888,445	6,378,240	489,795	8.32%
Workers' Compensation & Unemployment	1,145,432	1,100,000	1,200,000	1,200,000	-	0.00%
Medicare & Life Insurance	1,307,440	1,270,000	1,371,511	1,450,691	79,180	5.77%
<b>Total Employee Benefits</b>	<b>\$27,806,603</b>	<b>\$28,350,911</b>	<b>\$29,787,341</b>	<b>\$34,032,891</b>	<b>\$ 4,245,550</b>	<b>14.25%</b>

Debt Service, Grants, Assessments & Other	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Debt Service	\$ 6,805,585	\$ 7,249,889	\$ 7,249,889	\$ 7,249,511	\$ (378)	-0.01%
Library Grants	2,035,660	2,106,908	2,106,908	2,228,650	121,742	5.78%
Tourism Grant	116,267	127,000	127,000	127,000	-	0.00%
Property & Liability Insurance	2,193,216	2,300,000	2,600,000	2,700,000	100,000	3.85%
Interest on Tax Refunds	-	-	-	-	-	0.00%
Celebrations	163,558	182,285	182,285	185,000	2,715	1.49%
Lombard Trust Rent	52,000	52,000	52,000	52,000	-	0.00%
Veterans' District Assessment & Benefit Payments	349,844	400,000	400,000	400,000	-	0.00%
Old Kings Highway	10,700	10,950	10,950	11,200	250	2.28%
Greenhead Fly Control District	5,820	5,820	5,820	5,820	-	0.00%
County Tax & Cape Cod Commission Assessments	1,260,881	1,306,088	1,306,088	1,338,739	32,651	2.50%
Mosquito Control	476,372	481,122	481,122	537,666	56,544	11.75%
Air Pollution Control Districts	23,143	24,191	24,191	24,796	605	2.50%
Regional School District Assessment	4,749,316	4,980,692	4,980,692	4,792,279	(188,413)	-3.78%
Commonwealth Charter School Assessment	5,385,616	6,151,602	6,151,602	6,963,724	812,122	13.20%
School Choice Assessment	1,538,830	1,530,367	1,530,367	1,610,997	80,630	5.27%
RMV Non-renewal Surcharge	82,340	82,340	82,340	88,000	5,660	6.87%
Cape Cod Regional Transit Authority	639,133	655,114	655,114	671,493	16,379	2.50%
Special Education Assessment	11,744	12,214	12,214	31,358	19,144	156.74%
Snow & Ice Deficit	-	-	-	225,000	225,000	0.00%
Town Council Reserve Fund	-	-	250,000	250,000	-	0.00%
<b>Total Debt Service, Grants, Assessments &amp; Other</b>	<b>\$25,900,025</b>	<b>\$27,658,582</b>	<b>\$28,208,582</b>	<b>\$29,493,233</b>	<b>\$ 1,284,651</b>	<b>4.55%</b>
<b>Subtotal Before Transfers</b>	<b>\$53,706,628</b>	<b>\$56,009,493</b>	<b>\$57,995,923</b>	<b>\$63,526,124</b>	<b>\$ 5,530,201</b>	<b>9.54%</b>
Transfer to Capital Trust Fund	\$ 5,707,462	\$ 7,870,803	7,870,803	8,999,199	1,128,396	14.34%
Transfer to Capital Projects Funds	-	-	-	-	-	0.00%
Transfers to Enterprise Funds	1,421,458	1,436,994	1,436,994	1,436,994	-	0.00%
<b>Total Transfers</b>	<b>\$ 7,128,920</b>	<b>\$ 9,307,797</b>	<b>\$ 9,307,797</b>	<b>\$10,436,193</b>	<b>\$ 1,128,396</b>	<b>12.12%</b>
<b>Grand Total Other Requirements</b>	<b>\$60,835,548</b>	<b>\$65,317,290</b>	<b>\$67,303,720</b>	<b>\$73,962,317</b>	<b>\$ 6,658,597</b>	<b>9.89%</b>

### 3 Year Comparison of Funding Sources for Other Requirements



### 3 Year Comparison of Expenditure Categories for Other Requirements



Employee benefits, Assessment, Transfers and Debt Service comprise most of the spending in this area of the budget. Together they account for 92% of all spending in the fixed costs category for FY 2025. Taxes have provided most of the funding needed for this category of spending.

# GENERAL FUND BUDGET SUMMARY

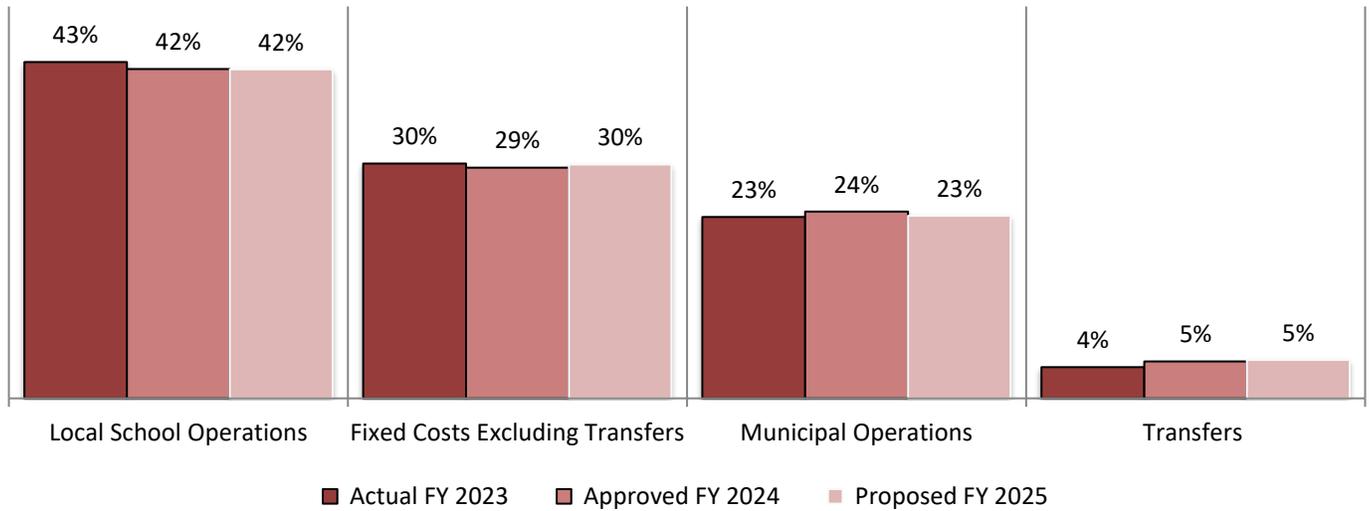
Funding Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$ 148,562,926	\$154,183,071	\$154,196,954	\$159,881,962	\$ 5,685,008	3.69%
Intergovernmental	23,950,100	29,876,402	29,563,149	29,775,032	211,883	0.72%
Fines & Penalties	1,919,427	1,742,690	1,230,000	1,625,000	395,000	32.11%
Fees, Licenses, Permits	5,500,245	3,674,431	3,062,550	3,917,600	855,050	27.92%
Charges for Services	2,624,312	2,142,140	2,230,000	2,586,500	356,500	15.99%
Interest and Other	5,123,714	2,701,403	1,600,000	4,215,171	2,615,171	163.45%
Special Revenue Funds	756,360	772,140	772,140	828,150	56,010	7.25%
Enterprise Funds	3,109,528	3,378,599	3,367,264	3,729,155	361,891	10.75%
Trust Funds	210,000	200,000	200,000	190,000	(10,000)	-5.00%
<b>Total Sources of Funding</b>	<b>\$ 191,756,612</b>	<b>\$198,670,876</b>	<b>\$196,222,057</b>	<b>\$206,748,570</b>	<b>\$ 10,526,513</b>	<b>5.36%</b>

Expenditure Category						
Municipal Operations	\$ 41,485,332	\$ 44,803,306	\$ 46,930,239	\$ 49,643,560	\$ 2,713,321	5.78%
Local School Operations	76,880,333	82,761,867	82,761,867	89,375,780	6,613,913	7.99%
Fixed Costs Excluding Transfers	53,706,628	56,009,493	57,995,923	63,526,124	5,530,201	9.54%
Transfers	7,128,920	9,307,797	9,307,797	10,436,193	1,128,396	12.12%
<b>Total Appropriation</b>	<b>\$ 179,201,213</b>	<b>\$192,882,463</b>	<b>\$196,995,826</b>	<b>\$212,981,657</b>	<b>\$ 15,985,831</b>	<b>8.11%</b>

<b>Excess (Deficiency)</b>	<b>\$ 12,555,399</b>	<b>\$ 5,788,413</b>	<b>\$ (773,769)</b>	<b>\$ (6,233,087)</b>	<b>\$ (5,459,318)</b>
Beginning - Certified Free Cash	<u>20,167,033</u>		<u>32,722,432</u>	<u>31,948,663</u>	
Projected FY 2024 Excess (Deficiency)				<u>5,788,413</u>	
Ending Projected Certified Free Cash	<u>\$ 32,722,432</u>		<u>\$ 31,948,663</u>	<u>\$ 31,503,989</u>	

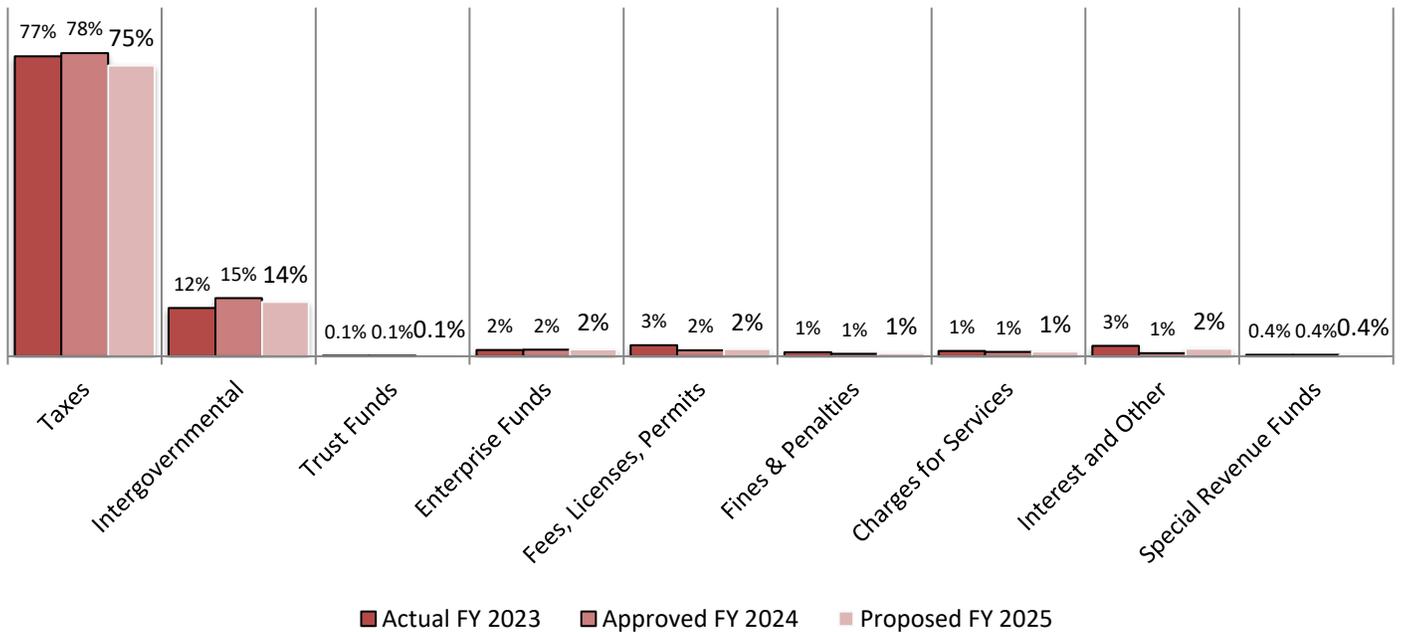
The General Fund's proposed budget for FY 2025 is increasing \$15.98 million or 8.11% over the approved FY 2024 budget. Total recurring resources used to balance the budget are increasing \$10.5 million, or 5.36% resulting in the use of \$6.2 million of reserves to balance the budget. Taxes provide 77% of the total sources of funding for the General Fund budget and are increasing \$5.6 million. This category includes property taxes, motor vehicle excise, boat excise and rooms excise tax. Intergovernmental revenue is the second largest funding source and is increasing 0.72% , this increase of \$211,883 is in contrast to the \$6 million increase in Chapter 70 state aid received in FY 2024. Combined, property taxes and intergovernmental aid provide 94% of the funding for all General Fund expenditures. All other sources comprise 6% of the total sources of funding used to balance the budget.

### 3 Year Comparison General Fund Expenditures By Major Area



The local school system is the largest cost area for the General Fund accounting for 42% of all expenditures. Other Requirements (fixed costs) is the second largest area at 30%. Transfers include amounts allocated to the Capital Trust Fund for future capital improvements and financial support to the HYCC Enterprise Fund.

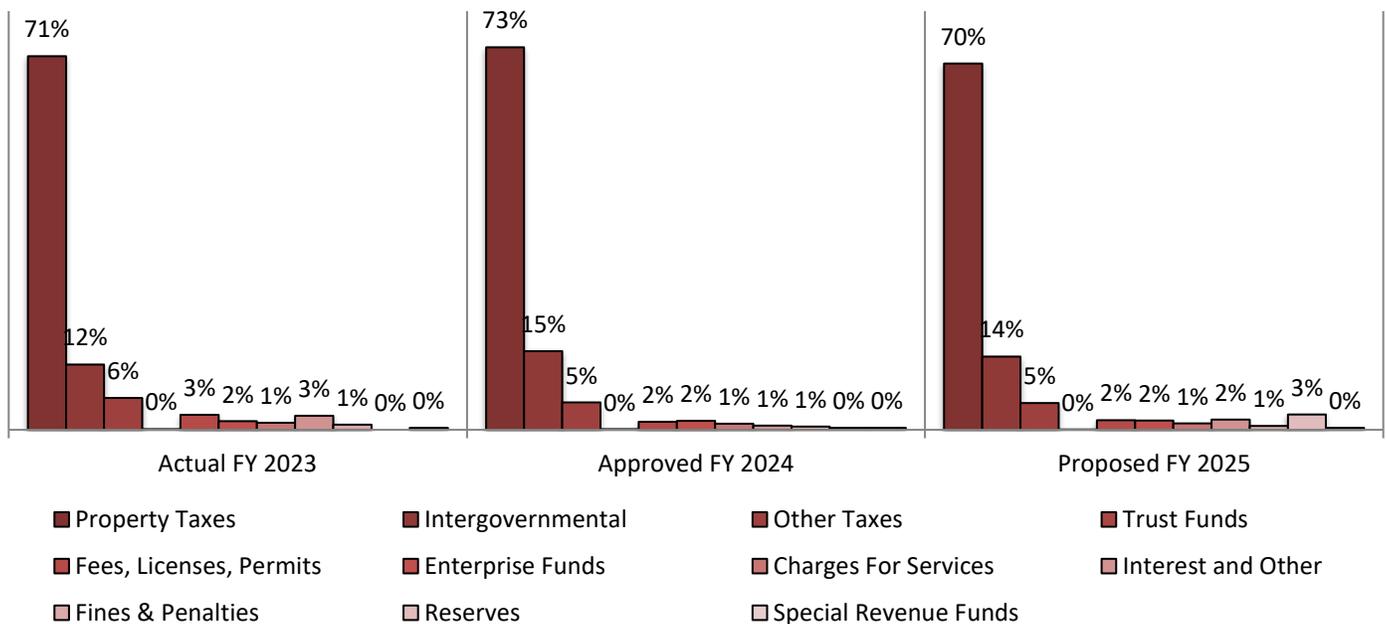
### 3 Year Comparison General Fund Resources



Taxes include property, motor vehicle and boat excise and local hotel/motel rooms tax. These sources provide most of the funding for General Fund operations. Intergovernmental revenue provides 14% of the funding and has increased from 12% due to increases in Chapter 70 Aid for education over the past two years.

# GENERAL FUND REVENUE SUMMARY

Funding Category	Actual FY 2023	Projected FY 2024	Budget FY 2024	Budget FY 2025	Change FY24 - 25	Percent Change
Tax Levy	\$ 138,073,155	\$ 144,245,829	\$ 145,205,501	\$ 150,454,000	\$ 5,248,499	3.61%
Reserved for Abatements and Exemptions	(1,232,692)	(1,270,547)	(1,270,547)	(1,436,038)	(165,491)	13.03%
<b>Property Taxes Available for Operations</b>	<b>\$ 136,840,463</b>	<b>\$ 142,975,282</b>	<b>\$ 143,934,954</b>	<b>\$ 149,017,962</b>	<b>\$ 5,083,008</b>	<b>3.53%</b>
<b>Other Taxes:</b>						
Motor Vehicle Excise Tax	\$ 9,196,692	\$ 8,927,621	\$ 8,000,000	\$ 8,557,000	\$ 557,000	6.96%
Boat Excise Tax	121,752	125,808	130,000	120,000	(10,000)	-7.69%
Motel/Hotel Excise Tax	2,366,921	2,119,360	2,100,000	2,150,000	50,000	2.38%
Payments in Lieu of Tax	37,098	35,000	32,000	37,000	5,000	15.63%
<b>Total Other Taxes</b>	<b>\$ 11,722,463</b>	<b>\$ 11,207,789</b>	<b>\$ 10,262,000</b>	<b>\$ 10,864,000</b>	<b>\$ 602,000</b>	<b>5.87%</b>
<b>Other Resources:</b>						
Intergovernmental	\$ 23,950,100	\$ 29,876,402	\$ 29,563,149	\$ 29,775,032	\$ 211,883	0.72%
Fines & Penalties	1,919,427	1,742,690	1,230,000	1,625,000	395,000	32.11%
Fees, Licenses, Permits	5,500,245	3,674,431	3,062,550	3,917,600	855,050	27.92%
Charges For Services	2,624,312	2,142,140	2,230,000	2,586,500	356,500	15.99%
Interest and Other	5,123,714	2,701,403	1,600,000	4,215,171	2,615,171	163.45%
Special Revenue Funds	756,360	772,140	772,140	828,150	56,010	7.25%
Enterprise Funds	3,109,528	3,378,599	3,367,264	3,729,155	361,891	10.75%
Trust Funds	210,000	200,000	200,000	190,000	(10,000)	-5.00%
Reserves	-	-	773,769	6,233,088	5,459,319	705.55%
<b>Total Other Resources</b>	<b>\$ 43,193,686</b>	<b>\$ 44,487,805</b>	<b>\$ 42,798,872</b>	<b>\$ 53,099,696</b>	<b>\$ 10,300,824</b>	<b>24.07%</b>
<b>Total General Fund Resources</b>	<b>\$ 191,756,612</b>	<b>\$ 198,670,876</b>	<b>\$ 196,995,826</b>	<b>\$ 212,981,658</b>	<b>\$ 15,985,832</b>	<b>8.11%</b>



Property and other taxes along with intergovernmental aid comprise 94% of all General Fund revenue sources.

# General Fund Revenue Forecast Assumptions

## Property Taxes

Property taxes are projected to grow consistent with the provisions of Proposition 2½ and the Town Council’s budget policy. No property tax overrides are proposed for FY 2024 to balance the operating or capital budgets. The formula used to calculate the projected tax levy for FY 2024 is as follows:

<b>FY2024 Base Levy</b>	<b>\$143,603,769</b>
Prop 2½ allowable increase (2.5% of base)	3,590,094
Estimated new property tax growth	1,000,000
Cape Cod Commission environmental tax	692,673
Debt exclusions	1,567,464
Less reserve for abatements & exemptions	(1,436,038)
<b>FY2025 Tax Levy available for operations</b>	<b>\$149,017,962</b>

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

The tax for the Cape Cod Commission (CCC) is a tax that is added to the levy every year above the Proposition 2½ allowable increase. All Cape Cod communities pay this voter approved additional tax. The CCC assessments can only be increased by 2.5% every year and is allocated to all Cape Cod communities based on the community’s equalized valuation.

Debt exclusions are also voter approved initiatives that are added to the levy above the Proposition 2½ increase. These are equal to the debt service payments and they expire once the debt service expires. The town has one debt exclusion for its share of the debt service on the construction bonds issued to build the new regional technical high school.

Every year a provision for abatements and property tax exemptions must be made as well. For FY 2025 a provision of \$1,436,038 is being set aside, reducing the available property taxes to fund operations by this amount.

	Stated in Millions				
	2025P	2026P	2027P	2028P	2029P
Base levy from prior year	\$ 143.60	\$ 148.19	\$ 152.89	\$ 157.71	\$ 162.65
Prop 2.5 increase	3.59	3.70	3.82	3.94	4.07
New growth	1.00	1.00	1.00	1.00	1.00
<b>New base</b>	<b>148.19</b>	<b>152.89</b>	<b>157.71</b>	<b>162.65</b>	<b>167.72</b>
<b>Voter Approved Additions:</b>					
CCC Environmental tax	0.69	0.70	0.72	0.74	0.76
Debt exclusions	1.56	1.55	1.54	1.53	1.52
<b>Maximum allowable levy</b>	<b>150.44</b>	<b>155.14</b>	<b>159.97</b>	<b>164.92</b>	<b>170.00</b>
Less reserve for abatements and exemptions	(1.43)	(1.47)	(1.50)	(1.54)	(1.58)
<b>Property taxes available for operations</b>	<b>\$ 149.01</b>	<b>\$ 153.68</b>	<b>\$ 158.47</b>	<b>\$ 163.38</b>	<b>\$ 168.42</b>

The projected tax levy for the next five years is estimated to grow from \$149 million to \$168 million. This represents about a 3.1 percent increase per year. It is expected that the Town will have to increase the base levy by 2.5 percent every year and a factor for new building growth. New property tax growth is expected to average about \$1,000,000 per year. The Cape Cod Commission assessment is projected to increase 2.5 percent per year. A recently approved debt exclusion override is for the Cape Cod Regional Technical High School, which is expected to affect the town’s tax levy for several years.

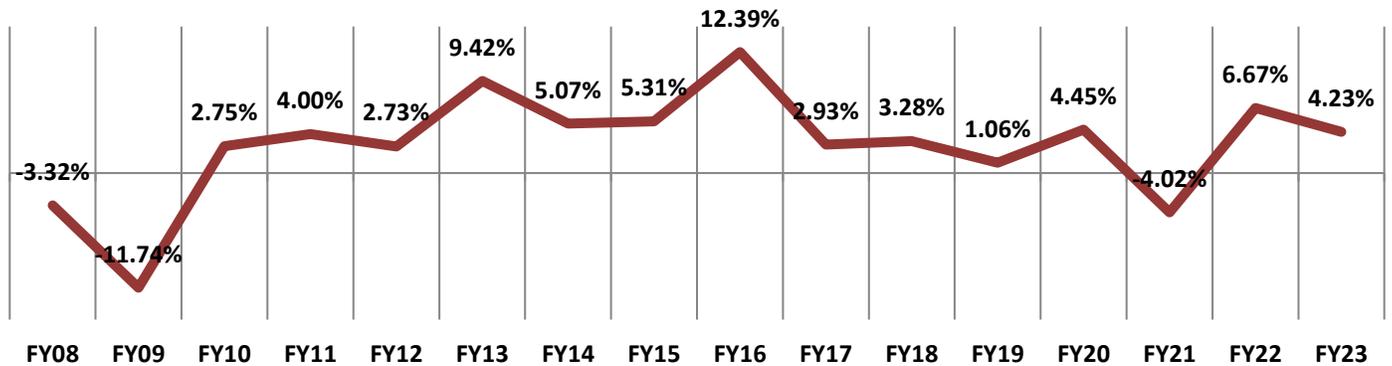
## Motor Vehicle Excise Tax

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

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

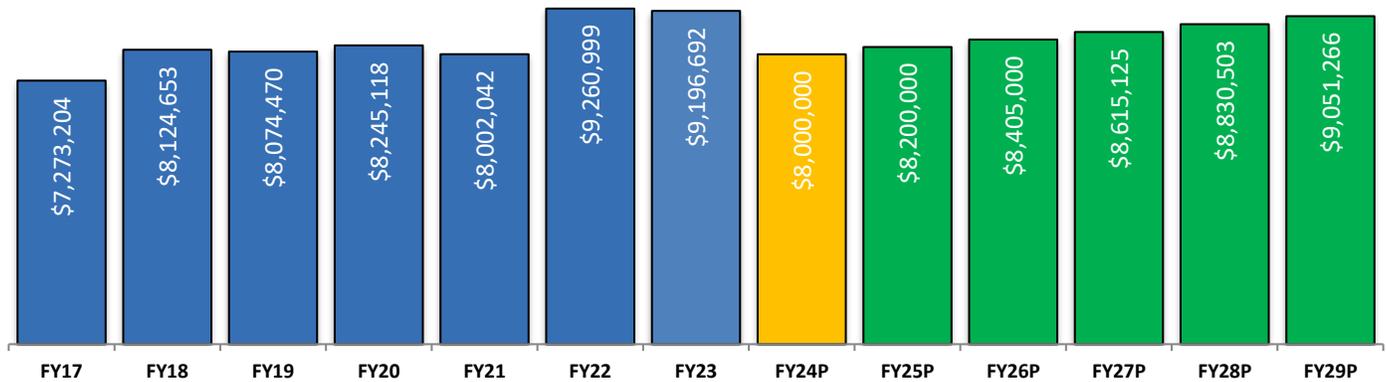
This category of revenue is difficult to project because of the many variables involved. These include the timing of the state in mailing commitments, the price changes in new vehicles, the volume of new vehicle purchases and leases, and changes in the economy. The Town receives a tax commitment from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

Motor Vehicle Excise Tax - January Commitment  
Annual % Change



The auto industry has recovered from the 2008 recessionary year. Locally, many dealerships have made significant investments in their properties; however, this revenue source may have maxed out its potential due to the tremendous growth over the years. The January commitment annual change has remained positive 13 out of 16 fiscal years. Recently, it dipped in FY 2021 during the pandemic but has recovered in the past two years.

## Motor Vehicle Excise Tax - Actual vs Projected

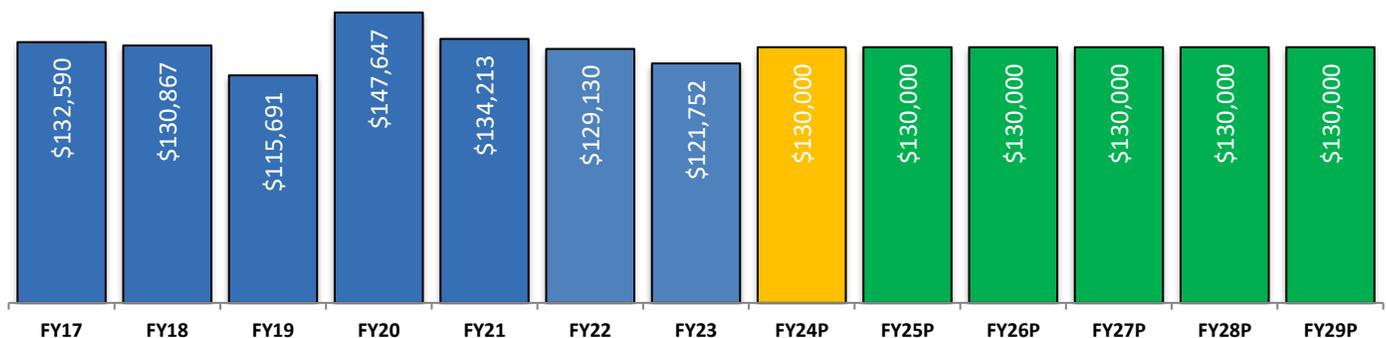


The blue bars represent the past years of actual revenue collections, and the yellow bar is the FY 2024 budget. The town takes a conservative approach when budgeting for this source of revenue, which explains the budget figure being much lower than actuals. This area of revenue has reached its highest amount in FY 2022 at \$9.2 million. FY 2010 saw a significant drop in revenue due to the 2008 recession. The recovery began in FY 2013, which saw this area grow to over \$8 million by FY 2018 after several years in decline. The FY 2024 budget was conservatively projected compared to the FY 2022 actual amount. Projections over the next five years are expected to moderately grow at a rate of 2.5 percent per year.

## Boat Excise Tax

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

### History of Boat Excise Tax Revenue - Actual and Budgeted

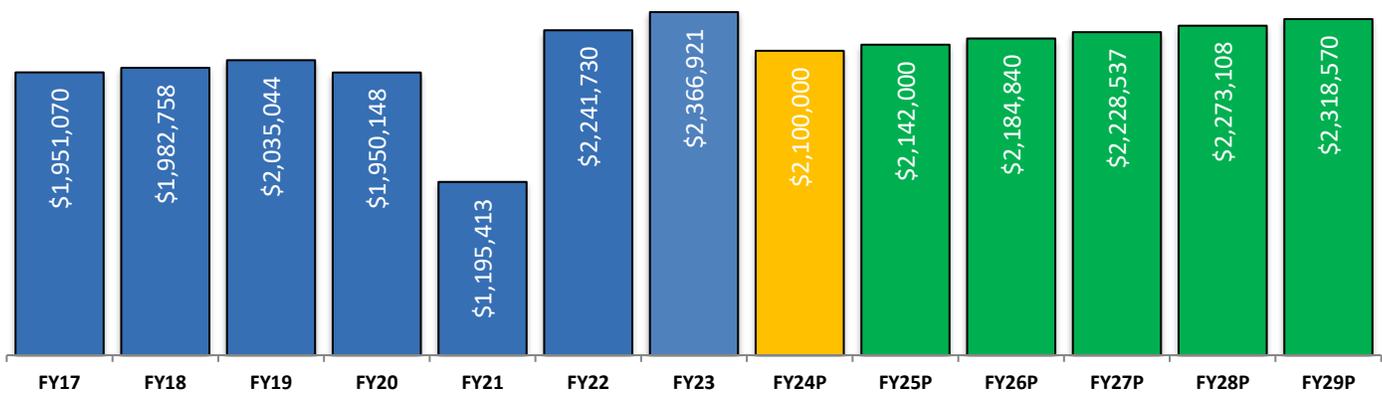


The blue bars represent the past seven years of actual revenue collections, the yellow bar is the FY 2024 budget and the green bars represent projected revenue. As illustrated by the chart above, actual collections have ranged between \$115,000 and \$147,000 over the past few years. No change in this category is projected.

## 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 is capped at 6%. The Town of Barnstable adopted this cap in July 2010. One-third of this revenue is dedicated for sewer expansion projects and certain qualifying private road improvements. Motel/Hotel tax revenues depend largely on room occupancy from year-to-year, the total number of room stock, as well as the base rates charged to consumers by hotels and motels. In better economic times, more rooms may be occupied during the Town’s tourist season, leading to potentially higher returns on the tax. The closure or conversion of rooms to condominiums reduces the number of room stock susceptible to the tax, potentially leading lower returns on the tax.

Rooms Excise Tax - Actual vs Projected



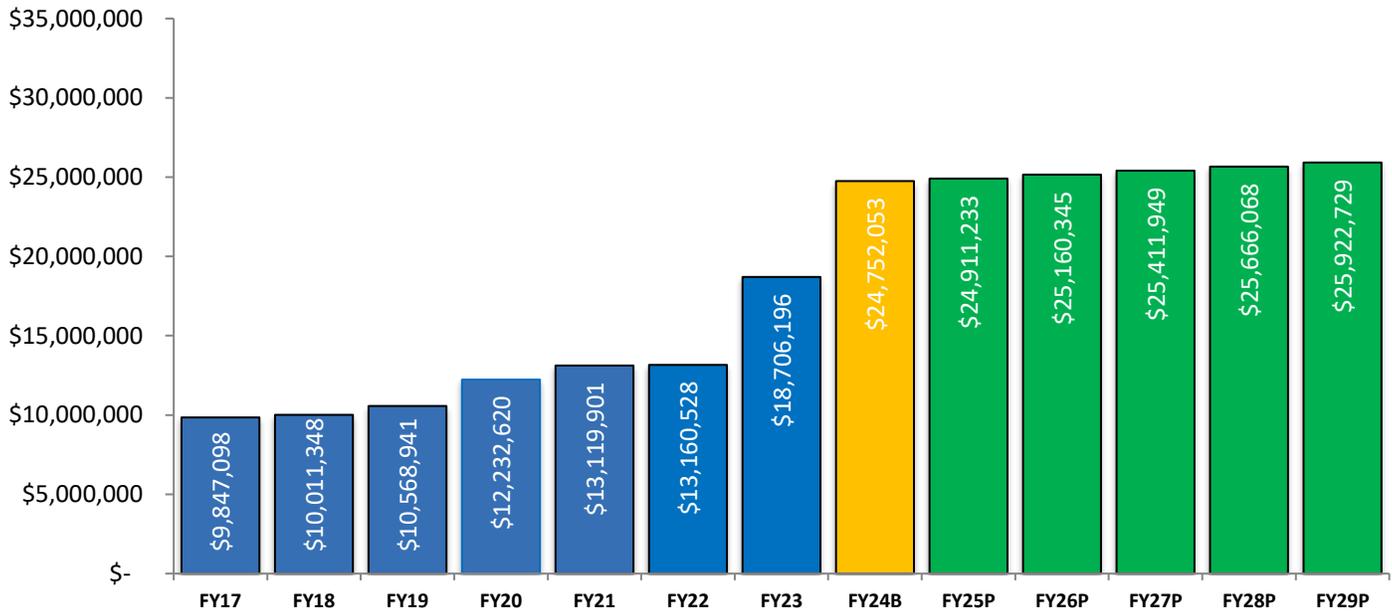
The blue bars represent the past years of actual revenue collections, yellow is the FY 2024 budget and green are the projected amounts for the next five years. The dip in FY 2021 was due to the pandemic. Once restrictions were lifted in this industry it recovered well in FY 2022. This category is projected to moderately grow at a rate of 2% per year.

## Intergovernmental

This category of revenue consists of several state aid classifications. Most notably are Chapter 70 (CH70) aid for education, and unrestricted general government aid. The estimate used for the FY 2024 budget proposal is based on the Governor’s proposed budget. The House and Senate will also propose budgets and then conference to reconcile their differences. Their budget is then sent to the Governor who can veto specific line items or make changes to state aid categories like CH70. The House and Senate can override any vetoes during late June or early July, after the Town has already approved its budget. As this is a political process, the Town has historically used the Governor’s proposal to develop its budget and make budget adjustments subsequent to the state budget passage if necessary.

The Department of Elementary and Secondary Education (DESE) administers the Chapter 70 formula. Before receiving any education aid, all districts are required to submit End-of-Year Pupil and Financial Reports to the Department. The data contained in these reports are used to demonstrate compliance with net school spending requirements. Net school spending is the sum of the required local contribution plus state aid. In most cases, actual net school spending is well above the required amount as calculated under the CH70 formula.

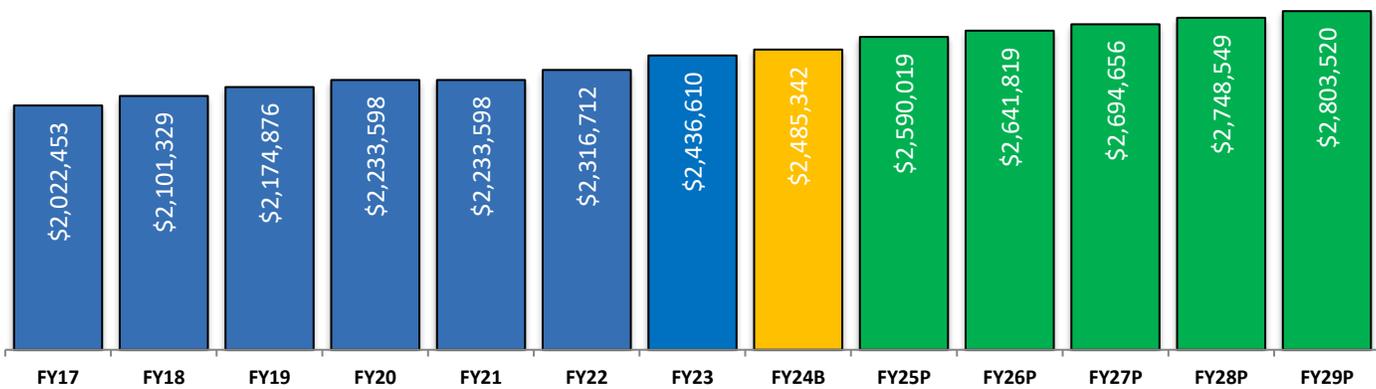
## Chapter 70 Aid for Education - Actual vs Projected



The blue bars represent the past few years of actual revenue collections; the yellow bar is the FY 2024 budget and the green bars are the projected aid amounts. The large increase in FY 2023 is the result of the implementation of the Student Opportunity Act by the state that seeks to increase funding over a six-year plan for K-12 schools. FY 2024 is the third year of implementation. The Town is hopeful that future year increases will mirror those of FY 2023 and FY2024 however increases are minimal in FY 2025. Future projections for CH70 Aid have been conservatively projected due to the uncertainty of the Student Opportunity Act funding formula.

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

## Unrestricted Aid - Actual vs Projected

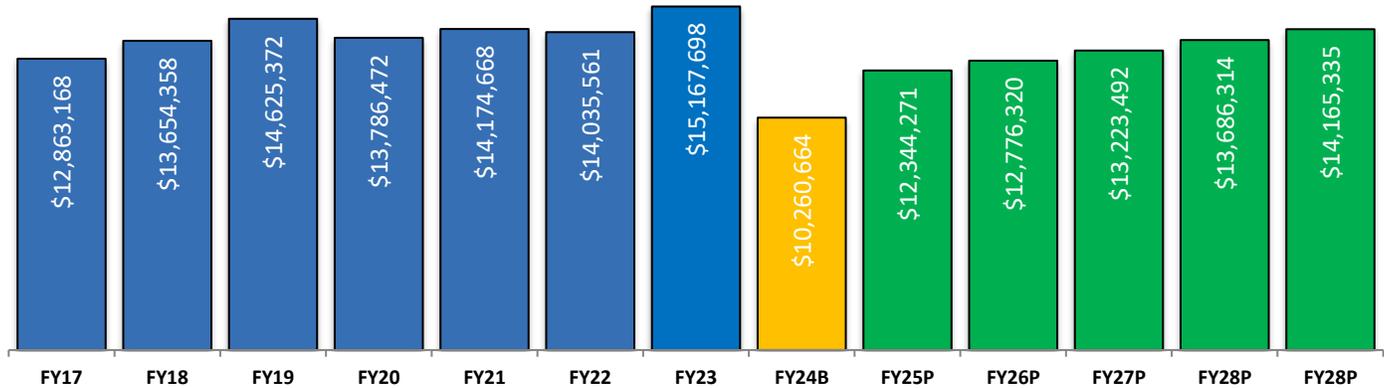


The blue bars represent actual payments received in past years; the yellow bar is the FY 2024 budget, and the green bars represent projected aid amounts. Future projections include 2.0% growth in this revenue category.

## Local Receipts

This category includes revenue generated from services, fees, permits, licenses, fines, penalties, investment income, and other sources generated at the local level. The historical activity levels in each category are monitored and then projected. Any fee adjustments are also taken into consideration and projections for each area are then produced based on activity levels and rates. This area of revenue is conservatively budgeted in FY 2024 compared to actual collections in past years.

Local Receipts- Actual and Projected



The blue bars represent actual receipts collected through FY 2023; the yellow bar is the FY 2024 budget and green bars represent future projections. This area of revenue is projected to grow by 3.5% annually.

## General Fund Reserves

The Town will use \$6,233,087 in General Fund reserves to balance the proposed FY 2025 operating budget and \$6,809,723 for the capital program. This is expected to be partially restored with an estimated projected surplus of over \$5 million to be generated in FY 2024. The Town has historically been able to generate more reserves than what it has used to balance the budget due to conservative revenue estimation and unexpended appropriations. In addition, some of the costs being paid for with surplus are not recurring operating costs. The following is a history of General Fund reserves used and generated.

Certification Date:	Beginning	Used For:		Generated	Ending
	Balance	Operations	Capital		Balance
1-Jul-2015	13,370,039	(4,104,926)	(1,037,689)	5,721,779	13,949,203
1-Jul-2016	13,949,203	(2,726,877)	(4,000,000)	5,908,772	13,131,098
1-Jul-2017	13,131,098	(2,572,316)	(350,000)	5,988,373	16,197,155
1-Jul-2018	16,197,155	(3,587,352)	(4,260,175)	4,293,608	12,643,236
1-Jul-2019	12,643,236	(2,442,899)	(264,000)	4,752,408	14,688,745
1-Jul-2020	14,688,745	(2,870,726)	(233,554)	6,939,912	18,524,377
1-Jul-2021	18,524,377	(2,227,123)	(2,359,460)	10,489,342	24,427,136
1-Jul-2022	24,427,136	(1,050,000)	(4,086,306)	7,478,398	26,769,228
1-Jul-2023	26,769,228	(250,000)	(4,090,251)	10,293,456	32,722,433
	<b>Average</b>	<b>(2,425,802)</b>	<b>(2,297,937)</b>	<b>6,874,005</b>	

# GENERAL FUND EXPENDITURE SUMMARY

Municipal Operations:	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Police Department	\$ 16,080,305	\$ 16,588,254	\$ 17,206,174	\$ 18,709,328	\$ 1,503,154	8.74%
Public Works Department	9,451,454	10,450,596	11,142,056	11,384,511	242,455	2.18%
Administrative Services Department	6,530,658	7,721,200	7,944,092	8,205,658	261,566	3.29%
Community Services Department	2,164,063	2,469,827	2,590,647	2,887,734	297,087	11.47%
Inspectional Services	2,319,330	2,374,691	2,461,095	2,584,392	123,297	5.01%
Planning & Development	2,088,503	2,125,748	2,329,425	2,394,019	64,594	2.77%
Marine & Environmental Affairs	1,296,209	1,459,393	1,459,889	1,638,527	178,638	12.24%
Town Manager	1,308,394	1,362,419	1,535,533	1,575,299	39,766	2.59%
Town Council	246,415	251,179	261,328	264,092	2,764	1.06%
<b>Total Municipal Operations</b>	<b>\$ 41,485,332</b>	<b>\$ 44,803,306</b>	<b>\$ 46,930,239</b>	<b>\$ 49,643,560</b>	<b>\$ 2,713,321</b>	<b>5.78%</b>

All Education:						
Local School System	\$ 76,880,333	\$ 82,761,867	\$ 82,761,867	\$ 89,375,780	\$ 6,613,913	7.99%
Regional School District	4,749,316	5,106,410	4,980,692	4,792,279	(188,413)	-3.78%
Commonwealth Charter Schools	5,385,616	5,384,510	6,151,602	6,963,724	812,122	13.20%
School Choice	1,538,830	1,410,264	1,530,367	1,610,997	80,630	5.27%
<b>Total All Education</b>	<b>\$ 88,554,095</b>	<b>\$ 94,663,051</b>	<b>\$ 95,424,528</b>	<b>\$ 102,742,780</b>	<b>\$ 7,318,252</b>	<b>7.67%</b>

Other Requirements Costs:						
Employee Benefits	\$ 27,806,603	\$ 28,350,911	\$ 29,787,341	\$ 34,032,891	\$ 4,245,550	14.25%
State & County Assessments	2,859,977	3,739,316	2,977,839	3,109,072	131,233	4.41%
Debt Service	6,805,585	7,249,889	7,249,889	7,249,511	(378)	-0.01%
Grants	2,151,927	2,233,908	2,233,908	2,355,650	121,742	5.45%
Property & Liability Insurance	2,193,216	2,300,000	2,600,000	2,700,000	100,000	3.85%
Snow & Ice Removal Deficit	-	-	-	225,000	225,000	0.00%
Town Council Reserve Fund	-	-	250,000	250,000	-	0.00%
Celebrations, Rent & Other	215,558	234,285	234,285	237,000	2,715	1.16%
<b>Total Other Requirements</b>	<b>\$ 42,032,866</b>	<b>\$ 44,108,309</b>	<b>\$ 45,333,262</b>	<b>\$ 50,159,124</b>	<b>\$ 4,825,862</b>	<b>10.65%</b>

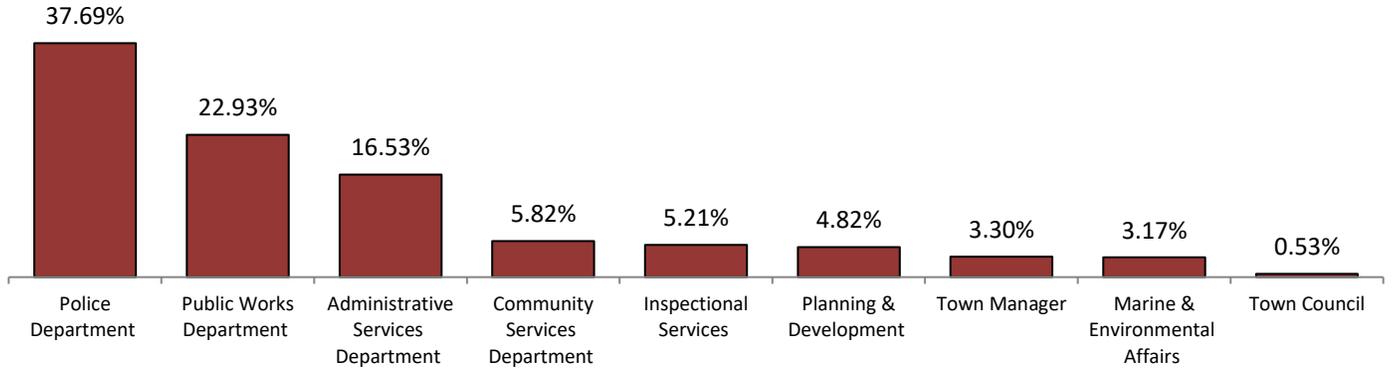
<b>Total General Fund Before Transfers</b>	<b>\$ 172,072,293</b>	<b>\$ 183,574,666</b>	<b>\$ 187,688,029</b>	<b>\$ 202,545,464</b>	<b>\$14,857,435</b>	<b>7.92%</b>
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Transfers to Other Funds	7,128,920	9,307,797	9,307,797	10,436,193	1,128,396	12.12%
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<b>Grand Total General Fund</b>	<b>\$ 179,201,213</b>	<b>\$ 192,882,463</b>	<b>\$ 196,995,826</b>	<b>\$ 212,981,657</b>	<b>\$15,985,831</b>	<b>8.11%</b>
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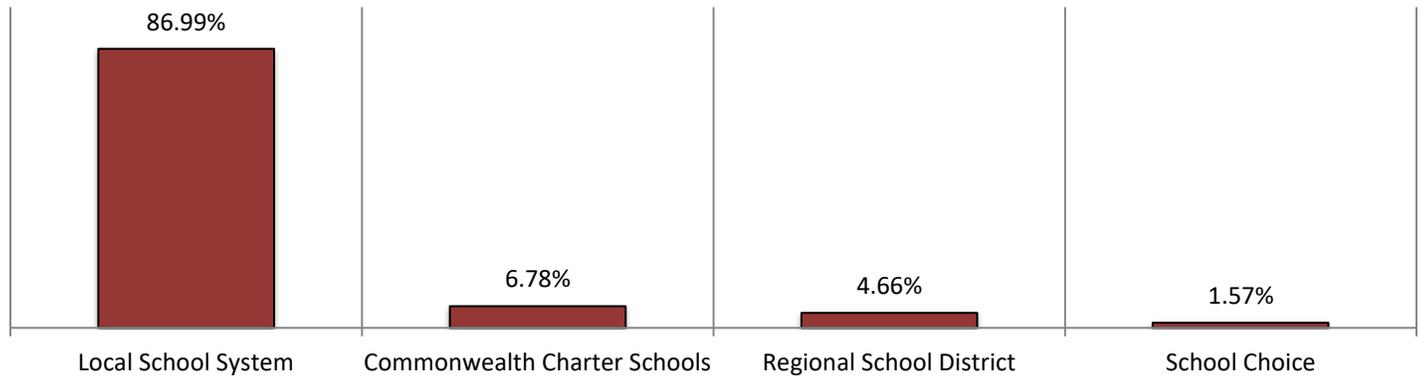
The municipal operations budget is increasing \$2.71 million, or 5.78%. The Police Department represents the largest monetary change, but as a percentage change, the Marine and Environmental Affairs budget is showing the largest increase. Spending for all education is increasing \$7.31 million, or 7.67%. Local school operations are increasing \$6.61 million or 7.99%. Other Requirements are increasing \$4.82 million, or 10.65%. The increase in Other Requirements is due to employee benefits. Transfers to Other Funds include the General Fund support for the Hyannis Youth & Community Center and the transfer to the Capital Trust Fund for the Town's capital program.

### Distribution of Municipal Operations



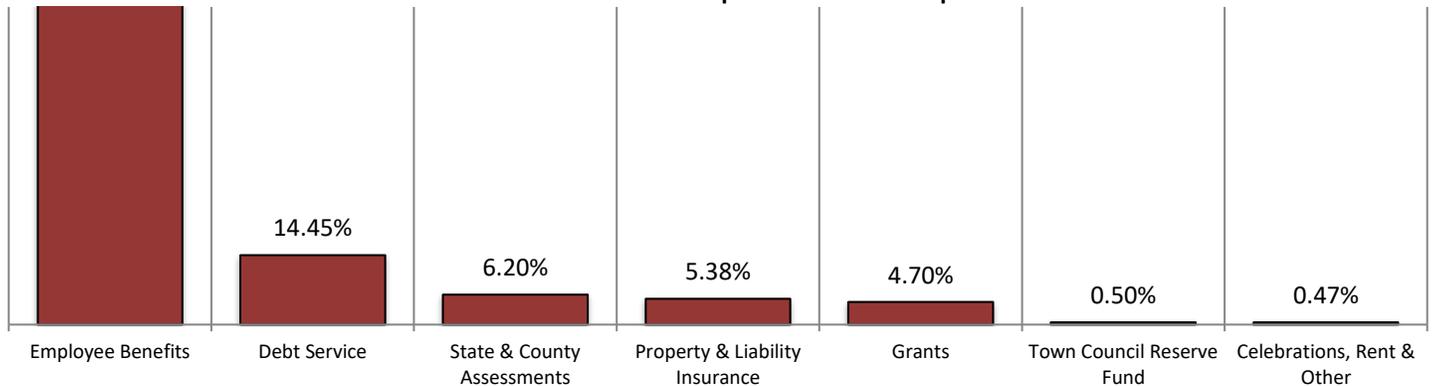
The two largest municipal operations are Police and Public Works, comprising 61% of all municipal spending. Administrative Services is the next largest area representing 17% and includes the Finance, Legal, Human Resources, and Information Technology operations.

### Distribution of All Education Expenditures



The local K to 12-school system accounts for 87% of all expenditures on education. The other 13% of education expenditures are directed towards other education systems in which Barnstable students attend.

### Distribution of Other Requirements Expenditures



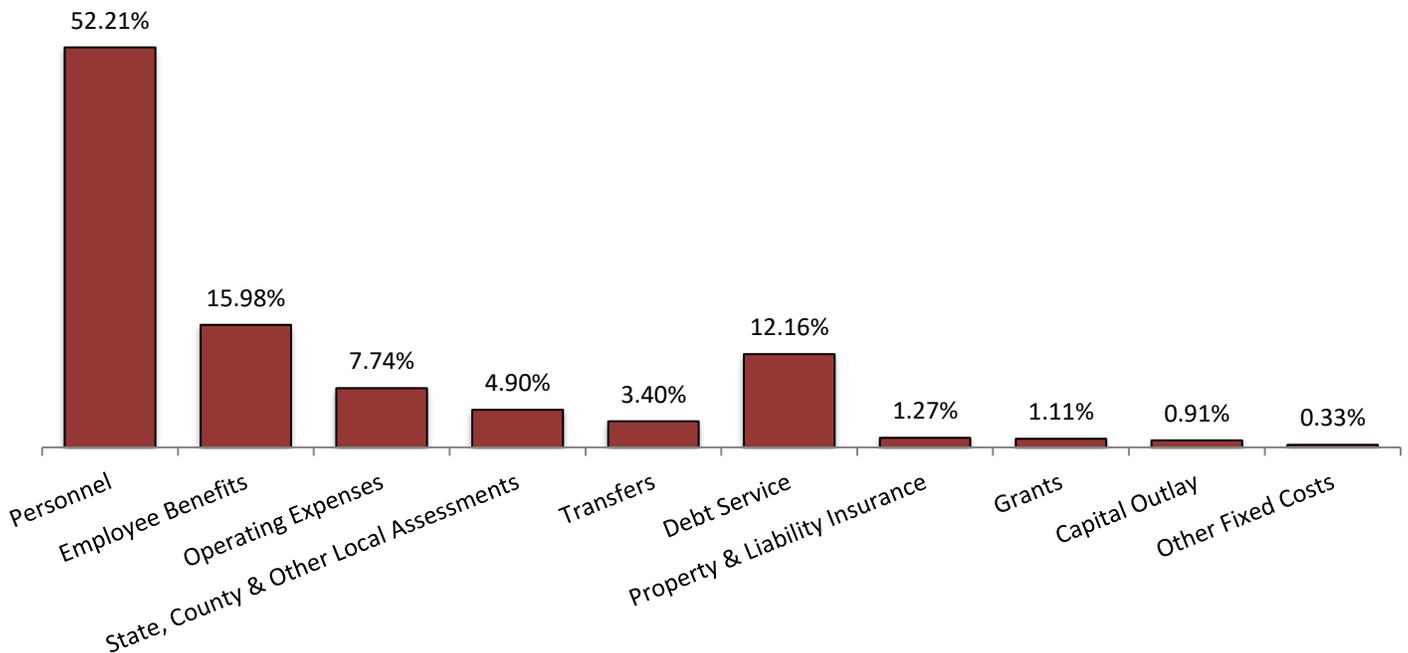
A majority of these expenditures are for employee benefits, debt service, assessments, and insurance. They comprise 68% of all expenditures in this category.

## General Fund Budget by Major Expenditure Category

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$ 94,796,644	\$ 102,499,975	\$ 104,504,350	\$ 111,188,401	\$ 6,684,051	6.40%
Employee Benefits	27,806,603	28,350,911	29,787,341	34,032,891	4,245,550	14.25%
State, County & Other Local Assessments	14,533,739	15,640,500	15,640,500	16,476,072	835,572	5.34%
Transfers	7,128,920	9,307,797	9,307,797	10,436,193	1,128,396	12.12%
Debt Service	6,805,585	7,249,889	7,249,889	7,249,511	(378)	-0.01%
Operating Expenses	21,809,891	23,346,850	23,469,408	25,889,302	2,419,894	10.31%
Grants	2,151,927	2,233,908	2,233,908	2,355,650	121,742	5.45%
Property & Liability Insurance	2,193,216	2,300,000	2,600,000	2,700,000	100,000	3.85%
Capital Outlay	1,759,131	1,718,348	1,718,348	1,941,637	223,289	12.99%
Other Fixed Costs	215,558	234,285	484,285	712,000	227,715	47.02%
<b>Total Expenditures</b>	<b>\$ 179,201,213</b>	<b>\$ 192,882,463</b>	<b>\$ 196,995,826</b>	<b>\$ 212,981,657</b>	<b>\$15,985,831</b>	<b>8.11%</b>

Personnel costs and the associated employee benefits account for \$10.9 million of the proposed FY 2025 General Fund budget change. This is driven largely due to the movement of grant employees to the general fund in local school operations, the employee health insurance premium split adjustment and contractual increases in both town and school departments. Operating expenses are increasing \$2,419,894, and assessments are increasing \$835,572.

### General Fund Budget By Major Expenditure Category



Salaries & wages and the associated benefits for all employees account for 68% of all General Fund expenditures. This is not unusual for a local government because it functions as a service provider.

# **LONG-TERM BUDGET PLANNING**

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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**

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Additional taxes generated from new building growth are estimated to continue to remain steady over the next few years. The Town has limited vacant land for new development so most of its property tax growth comes from the redevelopment of existing parcels and the investment made by utility companies in their infrastructure. The gas and electric utilities are two of the top 10 taxpayers in the Town. In addition, with the completion of Vineyard Wind's infrastructure to bring the energy on shore it will generate from their wind farm will contribute to the property tax growth in town in a substantial manner. It is estimated that their tax bill when fully developed will exceed \$500,000 annually.

## **Chapter 70 Aid for Education**

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The implementation of the Student Opportunity Act should contribute to the continued increase in state aid under this category. The Town has realized a 50% increase in its aid since the implementation of the Act as it has increased from \$12 million to \$24 million. The Act has three more years until it is fully implemented however future aid increases are uncertain and subject to appropriation.

## **Unrestricted General Government Aid**

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No significant increase in this category of aid is projected. This aid is distributed based on a community's equalized value (EQV) and since the Cape Cod communities have some of the largest EQV's it receives a small amount of aid under this category.

## **Massachusetts School Building Assistance**

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Efforts are underway to attempt to carve out funding to Gateway communities (Barnstable included) under this program. School districts must submit "statements of interest" to the Massachusetts School Building Authority, which describe the preliminary plans for renovations and expansions to the existing facilities. Funding for new projects under this program is very competitive. The new program for financing school construction is derived from the state sales tax.

## **Investment Income**

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Interest rates have improved recently over the several months. It is projected that investment rates will stabilize offering the Town the opportunity to generate more in this area. The Town's investment objectives are safety, liquidity followed by investment return. With higher rates being earned on safe and liquid deposits the Town should see growth in this area.

## **Salaries**

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Salaries are the single largest expense for the Town. Labor contracts include a merit increase for all eligible employees as well as cost of living allowances. Merit increases in most cases include ten steps. Employees are moved to the next step upon a satisfactory evaluation. In most cases, once an employee has more than 10 years of service they are no longer eligible for merit increases. Approximately 70% of the School Department labor force and 50% of the municipal

departments labor force are at the top step. Salaries may also increase every year by any negotiated cost of living allowances.

## **Health Insurance**

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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 FY 2013 and again for FY 2018 that may assist in mitigating the annual cost increases in premiums as the changes encourage the more effective use of health insurance. High deductible HSA plans were also implemented for FY 2018. The Cape Cod Municipal Health Group continues to work on ways to reduce costs as well; for example, mail order prescriptions, health awareness, and smoking cessation programs.

## **Pension Assessments**

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The town belongs to the Barnstable County Retirement Association (BCRA). Each year, the County Retirement Board notifies each member town with the amount of its share of the county retirement pension expense. This assessment includes the normal costs for current retirees, an amount for the amortization of the unfunded liability of the system, and the expenses for running the system. Pension assessments are expected to continue to rise in the neighborhood of 5.3% to 8% per year depending upon the investment performance of the system's assets. The county pension system conducts an actuarial calculation every year of the unfunded liability for the system, which will readjust the assessment levels. The unfunded liability of the system is being amortized through fiscal year 2037 as allowed by State law.

## **Other Post-Employment Benefits (OPEB)**

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Similar to pensions, town employees can earn other post-employment benefits (OPEB) over their years of service that will not be received until after their employment with the town ends through retirement. In the Town of Barnstable, the OPEB consists principally in the form of health insurance. A GASB accounting rule requires that the town actuarially determine what its annual Actuarially Determined Contribution (ADC) would be to fully fund this benefit over a 26-year amortization period. In fiscal year 2022, the ADC is estimated to be \$8.7 million, so in essence, to fully fund health insurance for active and retired employees, the Town would have to budget \$8.7 million more per year for health insurance. If the Town elects not to fund all or part of this liability, it is expected that it will eventually lead to a bond rating downgrade as the rating agencies are watching very closely how governments across the country address, or don't address, this issue. It is expected that the Town will continue to cover 50% of the annual health insurance costs of eligible town retirees, as this is the minimum required by state law. Eligible retired teachers enter the state's health insurance program managed through the Group Insurance Commission. The Town is assessed its share of the cost each year by the state for retired teachers. The town must pay 80% to 85% of retired teacher's health insurance premiums depending upon their retirement date. This charge is included on the Town's Cherry Sheet. The Town has created an OPEB Trust Fund and annually makes an appropriation into the fund.

## **Utilities and Fuel**

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The budget across all Town budgets (General Fund and Enterprise Funds) for utilities and fuel is approximately \$4.5 million combined. The Town has installed co-generation equipment, photovoltaic solar panels, and wind turbines and upgraded heating plants to make buildings more efficient. In addition, it has adopted a new fuel-efficient vehicle policy and has several new electric vehicles and hybrids. Efforts will continue to reduce the Town's reliance on fossil fuels as well as reduce costs. A 4-megawatt photovoltaic solar array at the town's transfer station and recycling facility in Marstons Mills went on-line in FY 2015 as well as a 5-megawatt solar array at the Cape Cod Gateway Airport. Collectively, these systems are expected to generate over to \$1 million in additional revenue annually. This new revenue source is used to balance operating budgets as well as provide increased funding for the capital program.

## **Private Roads**

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

## **Clean Water**

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

## **Capital Program**

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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 \$650 million dollars in capital needs over the next 5 years. This is more than what the Town can immediately provide.

## **Infrastructure Maintenance**

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Town and school infrastructure is aging. Adequate funds need to be directed to the annual maintenance and improvement of these assets. When budgets are constricted, this is one of the first reductions made. The Town must continue to find ways to augment currently allocated funds to the maintenance of infrastructure as well as identify opportunities to close facilities no longer needed. Most notably are the Town's elementary school facilities that are in need of significant renovations. Declining enrollments have allowed for the reduction of the School Department's physical plant reducing the cost of this program. The former Grade 5 building was closed and sold for \$3 million. Osterville Bay Elementary School was closed at the end of the 2007-08 school years and subsequently demolished. Cotuit, Marstons Mills, and Osterville Elementary schools were closed after the 2008-09 school year. The Cotuit School will be conveyed to the Cotuit fire district and plans to demo the Marstons Mills School are in the works. The Osterville School is leased to the Cape Cod Collaborative which provides service to the Barnstable School Department. The lease income generated from this facility can be used towards maintaining school facilities. The \$3 million from the sale of the former Grade 5 building was used for upgrading the HVAC system in Barnstable Schools, technology upgrades system-wide, and replacement of the track and field at the high school.

## Technology

Updating technology is an important matter in today's age. Upgrades in the School Department's technology infrastructure have included telephone, video surveillance, and door entry systems. In addition, the Information Technology Division within the municipal operations budget has a financial plan that includes \$105,000 annually for hardware and software upgrades and the Police Department is in year two of a three year plan for replacing all of its IT infrastructure.

## Changing Demographics within Student Population

While the overall student population has slightly decline over the years changing demographics have resulted in a changing service delivery model. Increased populations in economically disadvantaged and English learners have required our School Department to implement additional services to educate these populations. This change has been recognized throughout Massachusetts and is incorporated in the Student Opportunity Act. The Act includes additional spending requirements along with funding; recognizing the services needed to provide for an adequate education for these populations.

## Net School Spending Requirements

The Town is subject to one mandated spending requirement every year. The Commonwealth's school finance statute, Chapter 70 of the General Laws, establishes an annual "net school spending" requirement for each Massachusetts school district. Failure to comply with this requirement may result in non-approval of a municipality's tax rate, enforcement action by the Attorney General, or loss of state aid. The Town has consistently complied with the state mandated spending requirements. These are minimum spending requirements, and each community determines its own level of spending so long as it meets these levels. The Town has consistently exceeded the minimum spending requirements.

## Reserves Used To Balance Operating Budgets

The Town has used a portion of its General Fund reserves on an annual basis to balance the operating budget. The Massachusetts Department of Revenue certifies the General Fund reserve every year, also known as Certified Free Cash. From this reserve, the Town Council's policy is to set aside an amount equal to 4% of the Annual Operating Budget, net of transfers, for extraordinary and unforeseen events. Any balance remaining is distributed between the School

	Municipal Savings	School Savings	Town Council Reserve	Total
<b>Balance</b>	<b>\$ 11,144,799</b>	<b>\$ 13,711,752</b>	<b>\$ 7,486,570</b>	<b>\$ 32,722,432</b>
<b>Used for:</b>				
FY 2024 Operating Budget	(542,154)	-	-	(542,154)
School Portables	-	(3,500,000)	-	(3,500,000)
Prior year snow removal deficit	(225,000)	-	-	(225,000)
FY2025 Health Insurance	(1,200,000)	(1,800,000)	-	(3,000,000)
FY2025 Operating Budget	(336,568)	(2,321,528)	(250,000)	(2,908,096)
FY2025 Capital Program	(4,036,134)	(2,148,800)	-	(6,184,934)
<b>Total Use of Reserves</b>	<b>(6,339,856)</b>	<b>(9,770,328)</b>	<b>(250,000)</b>	<b>(16,360,184)</b>

<b>Balance remaining before closing FY 2024</b>	<b>\$ 4,804,943</b>	<b>\$ 3,941,424</b>	<b>\$ 7,236,570</b>	<b>\$ 16,362,249</b>
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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. This demonstrates

a structurally balanced budget over the years. The generation of surplus is derived from unexpended appropriations and actual revenues out-performing budget estimates. The Town must be cautious about placing an over dependency on this funding source to pay for repeated operating costs. The current balance in the savings account is distributed in accordance with the revenue sharing agreement as follows:

## **Bond Ratings**

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The town continues to manage its financial affairs in a prudent manner. In FY 2023, Standard and Poor's reaffirmed the town's bond rating at AAA. This excellent bond rating has been in effect since 2007 and should continue to allow the town to receive favorable borrowing rates on future debt issues, saving thousands of dollars in interest costs on bond issues.

## **Borrowing Rates**

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Borrowing rates are on the rise for the municipal bond market. The town's last bond issue of \$15.995 million in March 2023 resulted in a net interest cost of 3.24% over the life of the bond. This is over 100 basis points more than the bond sale conducted in FY 2022 which came in at 2.12%. It is expected the borrowing costs will continue to exceed 3% for the foreseeable future.

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# CAPITAL IMPROVEMENTS PLAN (CIP) SUBMISSIONS

## Capital Program Development

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

## Submission Cost and Fiscal Year Summary

The capital projects identified by departments in this year's capital improvement plan process represent a total of \$268.7 million of requests for FY 2025 and a combined total of \$866 million over a five-year period. Of the \$866 million, \$171 million represents Enterprise Funds, \$263 million are General Fund requests and \$431 million are Comprehensive Wastewater Management Plan (CWMP) requests.

### Projects are distributed by fund as follows:

Projects distributed by fund as follows:

Enterprise Funds	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Totals
Airport	\$4,132,400	\$80,000	\$15,400,000	\$18,950,000	\$9,485,000	\$48,047,400
Marina	9,195,000	1,229,500	5,030,000	670,500	-	16,125,000
Sandy Neck	-	5,600,000	-	-	-	5,600,000
HYCC	1,129,762	4,362,536	1,764,688	549,028	-	7,806,014
Golf	4,071,563	-	-	-	-	4,071,563
Water Pollution	1,865,000	9,400,000	500,000	1,250,000	2,815,000	15,830,000
Water Supply	39,800,000	1,700,000	27,700,000	1,700,000	1,700,000	72,600,000
Solid Waste	315,000	200,000	395,000	55,000	55,000	1,020,000
<b>Totals</b>	<b>\$60,508,725</b>	<b>\$22,572,036</b>	<b>\$50,789,688</b>	<b>\$23,174,528</b>	<b>\$14,055,000</b>	<b>\$171,099,977</b>

CWMP	\$169,730,000	\$48,100,000	\$113,099,000	\$53,550,000	\$47,400,000	\$431,879,000
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General Fund	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Totals
Police	\$370,000	\$2,350,000	\$2,690,000	\$-	\$-	\$5,410,000
MEA	3,860,623	8,434,000	4,735,000	6,800,000	2,600,000	26,429,623

Community Services	6,623,000	9,073,684	979,000	440,550	-	17,116,234
Public Works	17,728,232	44,692,689	54,452,022	12,830,828	5,376,235	135,080,006
School	9,920,200	25,933,400	19,944,000	9,913,000	13,285,000	78,995,600
<b>Totals</b>	<b>\$38,502,055</b>	<b>\$90,483,773</b>	<b>\$82,800,022</b>	<b>\$29,984,378</b>	<b>\$21,261,235</b>	<b>\$263,031,463</b>

## **FY 2025 CAPITAL IMPROVEMENT PLAN BUDGET**

Several factors were taken into consideration when determining which projects to recommend for funding in Fiscal Year 2025. In addition to the scoring by the senior staff, funding considerations are directed towards projects that had received previous funding, and therefore, are ready for the next stage of development; projects that would contribute to the economic development of the Town; projects that would preserve important infrastructure components of the Town; projects that improve high usage assets; projects that have outside funding available to offset the costs or can be covered by user fees; and projects that have an important public safety component associated with them. The recommended projects total \$242.1 million. The General Fund totals \$22.7 million, the Enterprise Funds total \$49.6 million, and the CWMP totals \$169.7 million. Funding for the Enterprise Funds' program consists of using \$2.9 million of Enterprise Fund reserves; \$4.9 million in anticipated grants and insurance reimbursements, and \$41.7 million in new borrowing authorizations. The remaining



**Pipe Replacement Project -2023**

bonds issued for the Enterprise Fund projects are expected to be paid back with Enterprise Fund revenues. Funding for the General Fund portion of the program consists of \$9.6 million in General Fund or Capital Trust Fund reserves, and \$12 million in new borrowing authorizations. Public road maintenance will be supported by \$1.0 million in revenue from the recently adopted State "Fair Share Amendment". Lastly, it is recommended to use \$0.75 million in reserves and \$168.9 million in new borrowing authorizations for the Comprehensive Wastewater Management Plan (CWMP).

## Enterprise Funds Recommendations

Council Order Number	Project Name	Funding Source					Total
		Reserves	Grants / Other	Bond Issue	Transfers		
2024-157	HVAC Upgrades to Terminal & Tower	104,120	1,978,280	-	-	2,082,400	
2024-158	Terminal Optimization Program	1,500,000	-	-	-	1,500,000	
2024-159	Electric Aircraft Charging Facility	27,500	522,500	-	-	550,000	
<b>Total Airport Enterprise Fund Projects</b>		<b>1,631,620</b>	<b>2,500,780</b>	<b>-</b>	<b>-</b>	<b>4,132,400</b>	
2024-138	Hyannis Golf Course Club House Restoration	-	2,450,000	500,000	-	2,950,000	
<b>Total Golf Course Enterprise Fund Projects</b>		<b>-</b>	<b>2,450,000</b>	<b>500,000</b>	<b>-</b>	<b>2,950,000</b>	
2024-136	HYCC Facility Mechanical Improvements	300,000	-	-	-	300,000	
2024-137	HYCC Security System	285,059	-	-	-	285,059	
<b>Total Hyannis Youth &amp; Community Center Enterprise Fund Projects</b>		<b>585,059</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>585,059</b>	
2024-104	Tractor Brush-Mower replacement	90,000	-	-	-	90,000	
2024-105	Sweeper Replacement	50,000	-	-	-	50,000	
2024-106	Compactor Unit Replacement	125,000	-	-	-	125,000	
2024-107	Container Replacement	50,000	-	-	-	50,000	
<b>Total Solid Waste Enterprise Fund Projects</b>		<b>315,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>315,000</b>	
2024-100	Pipe Replacement and Upgrade Program	-	-	1,500,000	-	1,500,000	
2024-101	Wells, Pump Stations, Treatment Plant Upgrades	200,000	-	-	-	200,000	
2024-102	Straightway Filtration Plant	-	-	35,500,000	-	35,500,000	
2024-103	Mary Dunn Filtration Plant-Design	-	-	2,600,000	-	2,600,000	
<b>Total Water Supply Enterprise Fund Projects</b>		<b>200,000</b>	<b>-</b>	<b>39,600,000</b>	<b>-</b>	<b>39,800,000</b>	
2024-108	Pump Station Rehabilitation Program	-	-	1,000,000	-	1,000,000	
2024-109	Effluent Sand Bed Valve Rehabilitation	-	-	600,000	-	600,000	
2024-110	Sewer System Rehabilitation- Evaluation and Design	150,000	-	-	-	150,000	
2024-111	Bypass Pump	115,000	-	-	-	115,000	
<b>Total Water Pollution Control Enterprise Fund Projects</b>		<b>265,000</b>	<b>-</b>	<b>1,600,000</b>	<b>-</b>	<b>1,865,000</b>	
<b>Total All Enterprise Funds</b>		<b>2,996,679</b>	<b>4,950,780</b>	<b>41,700,000</b>	<b>-</b>	<b>49,647,459</b>	

# General Fund Recommendations

Council Order Number	Project Name	Funding Source				
		Reserves	Grants	Bond Issue	Other	Total
2024-115	Private Road Repairs – School Street & Old Mill Road in Marstons Mills	1,520,000	-	-	-	1,520,000
2024-116	Public Roads Maintenance	2,850,000	1,000,000	-	-	3,850,000
2024-117	Curb Ramps & Sidewalks ADA Transition Plan	350,000	-	-	-	350,000
2024-119	Raised Crosswalks on Main St, Osterville Village	-	-	685,000	-	685,000
<b>Total Infrastructure Projects</b>		<b>4,720,000</b>	<b>1,000,000</b>	<b>685,000</b>	<b>-</b>	<b>6,405,000</b>
2024-125	Automatic Beach Gate	240,000	-	-	-	240,000
2024-126	Town Hall Elevator Replacement - design	250,000	-	-	-	250,000
2024-127	School Admin. Building Mechanical Cooling Upgrades	-	-	619,000	-	619,000
2024-128	MEA Building Mechanical Improvements	51,000	-	-	-	51,000
2024-129	Barnstable Adult Community Center Mechanical Upgrades	27,000	-	-	45,000	72,000
2024-130	Old Selectmen's Building Handicapped Ramp.	89,000	-	-	-	89,000
2024-131	Mosswood Cemetery Building Improvements	90,300	-	-	-	90,300
2024-132	Town Office Relocation Project	-	-	618,759	-	618,759
2024-133	Barnstable Police Facility Improvements	370,000	-	-	-	370,000
2024-134	MEA Exterior Restoration Project	359,623	-	-	-	359,623
2024-135	Barnstable Adult Community Center Exterior Restoration - Design	-	-	-	48,000	48,000
2024-139	Joshua's Pond Handicap Accessibility & Beach Improv.	305,000	-	-	-	305,000
2024-140	Centerville Recreation Mechanical Improvements - design	243,000	-	-	-	243,000
2024-141	IT Network Infrastructure Upgrades	175,000	-	-	-	175,000
<b>Total Municipal Facilities Projects</b>		<b>2,199,923</b>	<b>-</b>	<b>1,237,759</b>	<b>93,000</b>	<b>3,530,682</b>
2024-120	Channel Dredging Program	-	-	1,750,000	-	1,750,000
2024-121	Bulkhead Improvements	-	-	580,000	-	580,000
2024-122	Bay Shore Road Boat Ramp	256,000	-	-	-	256,000
2024-123	West Bay Breakwater	50,000	-	-	-	50,000
2024-124	Blish Point Construction for Long Term Solution	150,000	-	-	-	150,000
<b>Total Waterways Projects</b>		<b>456,000</b>	<b>-</b>	<b>2,330,000</b>	<b>-</b>	<b>2,786,000</b>
2024-118	Monitoring and Mgt. Plan - Freshwater Ponds	135,000	-	-	-	135,000
<b>Total Water Quality Projects</b>		<b>135,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>135,000</b>
2024-142	Elevator Installation BCIS	-	-	900,000	-	900,000
2024-143	Playground Safety	550,000	-	-	-	550,000
2024-144	Paging System Upgrade - Hy West / Enoch Cobb	85,000	-	-	-	85,000
2024-145	BIS Exterior Door Replacement	344,000	-	-	-	344,000
2024-146	Unit Ventilator Replacement / Chiller Swap	-	-	3,353,700	-	3,353,700
2024-147	Auditorium RTU Replacement	-	-	650,000	-	650,000
2024-148	Hyannis West Parking	78,000	-	-	-	78,000
2024-149	BHS Network Based Public Address System	-	-	757,700	-	757,700
2024-150	Hyannis West Locker Room Reno to Teaching Spaces	160,000	-	-	-	160,000
2024-151	Plumbing Fixtures Replacement K-3	200,000	-	-	-	200,000
2024-152	BHS Bathroom Renovations	-	-	1,110,000	-	1,110,000
2024-153	BHS Roof Replacement - Design	350,000	-	-	-	350,000
2024-154	BUE Library Carpet Remove and Replace	63,800	-	-	-	63,800
2024-155	Hyannis West Bathroom Renovations	318,000	-	-	-	318,000
2024-156	Direct Digital Controls Upgrades HVAC	-	-	1,000,000	-	1,000,000
<b>Total School Facilities Projects</b>		<b>2,148,800</b>	<b>-</b>	<b>7,771,400</b>	<b>-</b>	<b>9,920,200</b>
<b>Total General Fund Projects</b>		<b>9,659,723</b>	<b>1,000,000</b>	<b>12,024,159</b>	<b>93,000</b>	<b>22,776,882</b>

## Comprehensive Wastewater Management Plan Recommendations

Council Order Number	Project Name	Funding Source				
		Fund Reserves	Grants	Bond Issue	Transfers	Total
<b>Comprehensive Wastewater Management Plan</b>						
2024-112	Nitrogen Removal Improvements and WPCF Upgrades	-	-	109,330,000	-	109,330,000
2024-113	Rt. 28 West Sewer Expansion	-	-	59,650,000	-	59,650,000
2024-114	Long Beach Sewer Expansion	750,000	-	-	-	750,000
<b>Total Comprehensive Wastewater Management Plan</b>		<b>750,000</b>	<b>-</b>	<b>168,980,000</b>	<b>-</b>	<b>169,730,000</b>
<b>Grand Total Capital improvement Plan</b>		<b>13,406,402</b>	<b>5,950,780</b>	<b>222,704,159</b>	<b>93,000</b>	<b>242,154,341</b>



*Proposed Automatic Beach Gate Project*

# FIVE YEAR FUNDING PLAN

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A total of 251 projects amounting to \$866 million were submitted for requests over the next 5 years. This includes General Fund, Comprehensive Wastewater Management Plan (CWMP), and all Enterprise Funds. The town has several funding sources to finance its capital program: the Capital Trust Fund, which is used to finance General Fund capital, General Fund reserves, each individual Enterprise Fund, and two Stabilization Funds.

The Capital Trust Fund is a mechanism that allows the town to accumulate funds from various sources to finance its General Fund supported capital program. A transfer is made annually by the General Fund with a projected transfer for FY 2025 of \$16.2 million. This transfer will be part of the annual operating budget.

A funding tool was created several years ago to help the town finance the Comprehensive Wastewater Management Plan. Through special legislation, a Sewer Construction & Private Way Maintenance and Improvement Fund was created. The state legislature approved a home rule petition that allows the town to credit 100% of the local meals tax and 1/3 of the local room's tax on traditional lodging to this fund. The town may appropriate monies in the fund for planning, designing, and construction of sewers and other means of comprehensive wastewater management and maintenance and improvement of private ways. This will be used to fund a portion of the Comprehensive Wastewater Management Plan (CWMP). In addition, the state legislature recently implemented a law change that requires the room occupancy tax to be applied to short-term rental property. The town has dedicated 100% of this to a Stabilization Fund called the Comprehensive Management of Water and Wastewater, which supports the Comprehensive Wastewater Management Plan (CWMP) and the Water Supply capital program.

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

The schedules on the following pages illustrate the funding capacity of the Capital Trust Fund and the Sewer Construction & Private Way Maintenance and Improvement Fund. A limited number of the projects that were submitted for the next five years can be funded. Town can anticipate funding \$164 million in General Fund capital projects through the Capital Trust Fund. This includes \$55 million directed towards the Comprehensive Wastewater Management Plan. General Fund reserves and Community Preservation Fund resources will supplement the capital program depending upon the amounts available in the future as well as any grant opportunities that arise. The Town also anticipates receiving \$3 million annually under the state's Chapter 90 program which helps maintain and improve public road infrastructure.

The \$171 million submitted for enterprise funds will need to be financed through rates charged by those operations. Rates charged by the enterprise funds will need to be adjusted annually to provide the resources necessary to implement. The \$431 million of projects listed for the Comprehensive Wastewater Management Plan will need an infusion of new resources in order to implement them in the years indicated.

## Five Year Capital Improvement Plan for Enterprise Fund

DEPT	PRIORITY	PROJECT TITLE	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTALS
BMA	1	HVAC Upgrades to Terminal & Tower	2,082,400	-	-	-	-	2,082,400
BMA	2	Terminal Optimization Program	1,500,000	-	-	-	-	1,500,000
BMA	3	Electric Aircraft Charging Facility	550,000	-	-	-	-	550,000
BMA	4	Replace SRE Equipment - Airport #32 (Chevy 2500HD)	-	80,000	-	-	-	80,000
BMA	5	Relocate & Extend Taxiway B	-	-	8,800,000	-	-	8,800,000
BMA	6	Terminal Upgrades - Jetway/Gate Expansion/Hold room expansion	-	-	6,500,000	-	-	6,500,000
BMA	7	Replace SRE Equipment - Airport #38 (ASV Skid Steer Plow)	-	-	100,000	-	-	100,000
BMA	8	Reconstruction and Re-Alignment of Taxiways Delta and Echo at Runway 15	-	-	-	12,200,000	-	12,200,000
BMA	9	Acquire Easements/Acquisition for Future Construction/Runway Extension	-	-	-	6,750,000	6,750,000	13,500,000
BMA	10	SRE Equipment Storage Facility	-	-	-	-	2,000,000	2,000,000
BMA	11	Jet A Fuel Storage Tank	-	-	-	-	735,000	735,000
<b>TOTAL AIRPORT</b>			<b>\$ 4,132,400</b>	<b>\$ 80,000</b>	<b>\$ 15,400,000</b>	<b>\$ 18,950,000</b>	<b>\$ 9,485,000</b>	<b>\$ 48,047,400</b>
MAR	1	Bismore Park Bulkhead & Marina Improvements	9,195,000	410,000	4,100,000	-	-	13,705,000
MAR	2	Prince Cove Marina Improvements - Construction	-	819,500	-	670,500	-	1,490,000
MAR	3	Barnstable Harbor Marina Revetment	-	-	930,000	-	-	930,000
<b>TOTAL MARINA</b>			<b>\$ 9,195,000</b>	<b>\$ 1,229,500</b>	<b>\$ 5,030,000</b>	<b>\$ 670,500</b>	<b>\$ -</b>	<b>\$ 16,125,000</b>
SDN	1	Sandy Neck Beach Facility Reconfiguration - Construction	-	5,600,000	-	-	-	5,600,000
<b>TOTAL SANDY NECK</b>			<b>\$ -</b>	<b>\$ 5,600,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,600,000</b>
HYCC	1	HYCC Facility Mechanical Improvements	300,000	1,765,625	1,764,688	549,028	-	4,379,341
HYCC	2	HYCC Security System	285,059	-	-	-	-	285,059
HYCC	3	HYCC Recreation Master Planning	288,727	-	-	-	-	288,727
HYCC	4	HYCC Rink Slab Replacement	255,976	2,596,911	-	-	-	2,852,887
<b>TOTAL HYCC</b>			<b>\$ 1,129,762</b>	<b>\$ 4,362,536</b>	<b>\$ 1,764,688</b>	<b>\$ 549,028</b>	<b>\$ -</b>	<b>\$ 7,806,014</b>
GOLF	1	Hyannis Golf Course Club House Restoration	2,950,000	-	-	-	-	2,950,000
GOLF	2	Hyannis GC Bunker Renovation	750,000	-	-	-	-	750,000
GOLF	3	Old Barnstable Fairgrounds Maintenance Building	371,563	-	-	-	-	371,563
<b>TOTAL GOLF</b>			<b>\$ 4,071,563</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,071,563</b>
WPC	1	Pump Station Rehabilitation Program	1,000,000	1,900,000	400,000	400,000	2,000,000	5,700,000
WPC	2	Effluent Sand Bed Valve Rehabilitation	600,000	-	-	-	-	600,000
WPC	3	Sewer System Rehabilitation- Evaluation and Design	150,000	-	-	850,000	500,000	1,500,000
WPC	4	Bypass Pump	115,000	-	-	-	-	115,000
WPC	5	Downtown Hyannis Force Main Rehabilitation -- Construction	-	7,500,000	-	-	-	7,500,000
WPC	6	Tractor 259 Replacement	-	-	100,000	-	-	100,000
WPC	7	Tow Behind Generator	-	-	-	-	150,000	150,000
WPC	8	Crane Truck 246 Replacement	-	-	-	-	165,000	165,000
<b>TOTAL WATER POLLUTION CONTROL</b>			<b>\$ 1,865,000</b>	<b>\$ 9,400,000</b>	<b>\$ 500,000</b>	<b>\$ 1,250,000</b>	<b>\$ 2,815,000</b>	<b>\$ 15,830,000</b>

## Five Year Capital Improvement Plan for Enterprise Fund (Continued)

DEPT	PRIORITY	PROJECT TITLE	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTALS
WS	1	Pipe Replacement and Upgrade Program	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
WS	2	Wells, Pump Stations, Treatment Plant Upgrades	200,000	200,000	200,000	200,000	200,000	1,000,000
WS	3	Straightway Filtration Plant	35,500,000	-	-	-	-	35,500,000
WS	4	Mary Dunn Filtration Plant-Design	2,600,000	-	26,000,000	-	-	28,600,000
<b>TOTAL WATER SUPPLY</b>			<b>\$ 39,800,000</b>	<b>\$ 1,700,000</b>	<b>\$ 27,700,000</b>	<b>\$ 1,700,000</b>	<b>\$ 1,700,000</b>	<b>\$ 72,600,000</b>
SW	1	Tractor Brush-Mower replacement	90,000	-	-	-	-	90,000
SW	2	Sweeper Replacement	50,000	-	-	-	-	50,000
SW	3	Compactor Unit Replacement	125,000	150,000	65,000	-	-	340,000
SW	4	Container Replacement	50,000	50,000	55,000	55,000	55,000	265,000
SW	5	Roll-Off Truck Replacement	-	-	275,000	-	-	275,000
<b>TOTAL SOLID WASTE</b>			<b>\$ 315,000</b>	<b>\$ 200,000</b>	<b>\$ 395,000</b>	<b>\$ 55,000</b>	<b>\$ 55,000</b>	<b>\$ 1,020,000</b>
<b>TOTAL ENTERPRISE FUNDS</b>			<b>\$ 60,508,725</b>	<b>\$ 22,572,036</b>	<b>\$ 50,789,688</b>	<b>\$ 23,174,528</b>	<b>\$ 14,055,000</b>	<b>\$ 171,099,977</b>

## Five Year Capital Improvement Plan for Comprehensive Wastewater Management Plan

DEPT	PRIORITY	PROJECT TITLE	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTALS
CWMP	1	Nitrogen Removal Improvements and Water Pollution Control Facility Upgrade	109,330,000	-	63,399,000	-	-	172,729,000
CWMP	2	Rt. 28 West Sewer Expansion	59,650,000	-	-	-	-	59,650,000
CWMP	3	Long Beach Sewer Expansion	750,000	-	9,000,000	-	-	9,750,000
CWMP	4	Great Marsh Road Sewer Expansion – Design and Permitting	-	2,500,000	-	38,000,000	-	40,500,000
CWMP	5	Mill Pond Dredging	-	5,000,000	150,000	-	-	5,150,000
CWMP	6	South County Rd Sewer Expansion	-	600,000	1,500,000	-	21,000,000	23,100,000
CWMP	7	Phinney's Lane Neighborhoods Sewer Expansion	-	40,000,000	-	-	-	40,000,000
CWMP	8	Effluent Disposal Alternatives	-	TBD	-	TBD	-	-
CWMP	9	Warren's cove Aquaculture Project - Design and Permitting	-	TBD	-	TBD	-	-
CWMP	10	Prince Cove Sewer Expansion	-	-	750,000	1,500,000	25,000,000	27,250,000
CWMP	11	Huckins Neck Rd Sewer Expansion	-	-	300,000	700,000	-	1,000,000
CWMP	12	Long Pond Area Sewer Expansion	-	-	38,000,000	-	-	38,000,000
CWMP	13	Old Yarmouth Rd Sewer Expansion	-	-	-	12,750,000	-	12,750,000
CWMP	14	Osterville Woods Sewer Expansion - Design and Survey	-	-	-	600,000	1,400,000	2,000,000
<b>TOTAL COMPREHENSIVE WASTEWATER MANAGEMENT</b>			<b>\$ 169,730,000</b>	<b>\$ 48,100,000</b>	<b>\$ 113,099,000</b>	<b>\$ 53,550,000</b>	<b>\$ 47,400,000</b>	<b>\$ 431,879,000</b>

## Five Year Capital Improvements Plan for General Fund

DEPT	PRIORITY	PROJECT TITLE	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTALS
ASD	1	IT Network Infrastructure Upgrades	175,000	150,000	150,000	150,000	150,000	775,000
		<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>\$ 175,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 775,000</b>
BPD	1	Barnstable Police Facility Improvements	370,000	2,350,000	2,690,000	-	-	5,410,000
		<b>TOTAL POLICE</b>	<b>\$ 370,000</b>	<b>\$ 2,350,000</b>	<b>\$ 2,690,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,410,000</b>
MEA	1	MEA Exterior Restoration Project	359,623	-	-	-	-	359,623
MEA	2	Channel Dredging Program	1,750,000	2,125,000	2,245,000	1,900,000	2,600,000	10,620,000
MEA	3	MEA Storage Facility - Design	170,000	1,140,000	-	-	-	1,310,000
MEA	4	Mill Pond Fishway	-	2,520,000	-	-	-	2,520,000
MEA	5	MEA Parking Lot Improvements	300,000	-	-	-	-	300,000
MEA	6	Bulkhead Improvements	580,000	-	490,000	-	-	1,070,000
MEA	7	Little River Fish Passage Restoration	-	TBD	-	TBD	-	-
MEA	8	Hyannis Breakwater	245,000	TBD	-	-	-	245,000
MEA	9	Cotuit Town Dock Improvements	-	1,680,000	-	-	-	1,680,000
MEA	10	Bay Shore Road Boat Ramp	256,000	719,000	-	-	-	975,000
MEA	11	West Bay Breakwater	50,000	250,000	-	4,900,000	-	5,200,000
MEA	12	Blish Point Construction for Long Term Solution	150,000	-	2,000,000	-	-	2,150,000
		<b>TOTAL MARINE &amp; ENVIRONMENTAL AFFAIRS</b>	<b>\$ 3,860,623</b>	<b>\$ 8,434,000</b>	<b>\$ 4,735,000</b>	<b>\$ 6,800,000</b>	<b>\$ 2,600,000</b>	<b>\$ 26,429,623</b>
CSD	1	Centerville Recreation Field	568,000	-	-	-	-	568,000
CSD	2	Automatic Beach Gate	240,000	-	-	-	-	240,000
CSD	3	Osterville Comfort Station	1,639,000	-	-	-	-	1,639,000
CSD	4	Barnstable Adult Community Center Exterior Restoration	48,000	743,000	-	-	-	791,000
CSD	5	Town Recreation Field Improvements	760,000	2,985,950	979,000	440,550	-	5,165,500
CSD	6	Kennedy Memorial Renovation	2,270,000	-	-	-	-	2,270,000
CSD	7	Salt Water Beach House Improvements	235,000	TBD	TBD	TBD	TBD	235,000
CSD	8	Hathaway's Pond Bathhouse and Site Improvements	-	2,044,734	-	-	-	2,044,734
CSD	9	Hamblin Pond Bathhouse and Site Improvements	315,000	1,630,000	-	-	-	1,945,000
CSD	10	Community Building Security System	243,000	-	-	-	-	243,000
CSD	11	Joshua's Pond Handicap Accessibility & Beach Improv.	305,000	1,670,000	-	-	-	1,975,000
		<b>TOTAL COMMUNITY SERVICES</b>	<b>\$ 6,623,000</b>	<b>\$ 9,073,684</b>	<b>\$ 979,000</b>	<b>\$ 440,550</b>	<b>\$ -</b>	<b>\$ 17,116,234</b>

## Five Year Capital Improvements Plan for General Fund (Continued)

DEPT	PRIORITY	PROJECT TITLE	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTALS
DPW	1	Public Roads Maintenance	3,850,000	3,950,000	4,050,000	4,150,000	4,250,000	20,250,000
DPW	2	Town Hall Elevator Replacement	250,000	1,710,000	-	-	-	1,960,000
DPW	3	Mosswood Cemetery Columbarium	295,500	-	-	-	-	295,500
DPW	4	Curb Ramps & Sidewalks ADA Transition Plan	350,000	368,000	385,000	405,000	426,000	1,934,000
DPW	5	Public Bridge Maintenance and Repairs	340,000	1,389,000	856,000	827,000	404,000	3,816,000
DPW	6	School Admin. Building Mechanical Cooling Upgrades	619,000	-	-	-	-	619,000
DPW	7	Private Road Repairs – School Street & Old Mill Road in Marstons Mills	1,520,000	585,000	-	-	-	2,105,000
DPW	8	MEA Building Mechanical Improvements	51,000	117,000	-	-	-	168,000
DPW	9	Barnstable Adult Community Center Mechanical Upgrades	72,000	366,000	-	-	-	438,000
DPW	10	Centerville Recreation Mechanical Improvements	243,000	1,491,863	813604	397,303	68,420	3,014,190
DPW	11	Monitoring and Mgt. Plan - Freshwater Ponds	135,000	405,000	200,000	TBD	TBD	740,000
DPW	12	Ponds Solution - Permit & Implement	TBD	TBD	TBD	TBD	TBD	-
DPW	13	Old Selectmen's Building Handicapped Ramp.	89,000	-	-	-	-	89,000
DPW	14	Pitcher's Way Shared Use Path (Bears's Way to Smith Street) - Design	390,000	-	3,000,000	-	-	3,390,000
DPW	15	North Street Sidewalk Extension	90,000	796,000	-	-	-	886,000
DPW	16	Cape Cod Airfield Hanger Repair	105,076	440,000	-	-	-	545,076
DPW	17	Mosswood Cemetery Building Improvements	90,300	300,000	-	-	-	390,300
DPW	18	Oyster Harbors Bridge Improvements – Design & Permitting	450,000	3,000,000	-	2,000,000	-	5,450,000
DPW	19	Raised Crosswalks on Main St, Osterville Village	685,000	-	-	-	-	685,000
DPW	20	Phinney's Lane and Wequaquet Lane Sidewalk Extensions – Design and Construction	125,000	1,585,000	-	-	-	1,710,000
DPW	21	Main Street, Centerville Village Pedestrian Improvements – Design	250,000	2,450,000	-	-	-	2,700,000
DPW	22	South Street Pedestrian Improvements	468,000	3,600,000	-	-	-	4,068,000
DPW	23	Bismore Park Improvements	233,000	991,000	-	-	-	1,224,000
DPW	24	Maraspin Creek Culvert Replacements (Indian Trail and Swallow Hill Drive)	285,000	-	1,900,000	-	-	2,185,000
DPW	25	Craigville Beach Road Pedestrian Improvements	200,000	1,500,000	-	-	-	1,700,000
DPW	26	Town Office Relocation Project	618,759	-	-	-	-	618,759
DPW	27	Armory Building Improvements	3,100,000	-	-	-	-	3,100,000
DPW	28	West Barnstable Railroad Depot Restoration	896,000	-	-	-	-	896,000
DPW	29	46 Pearl Street Repairs	393,000	250,900	-	-	-	643,900
DPW	30	50 Pearl Street Repairs	471,000	106,346	-	-	-	577,346
DPW	31	Cotuit Memorial Park Restoration	520,434	-	-	-	-	520,434
DPW	32	Old Jail Repairs - Design	105,738	345,904	-	-	-	451,642
DPW	33	Concrete Guardrail Replacement	187,425	196,796	206,636	216,967	227,815	1,035,639
DPW	34	Hawes Ave. Culvert Reconstruction	-	1,400,000	-	-	-	1,400,000
DPW	35	Hyannis West End Rotary	-	250,000	3,050,000	-	-	3,300,000
DPW	36	Old Town Hall - JFK Museum improvements	-	1,978,810	-	-	-	1,978,810
DPW	37	West Main Street Pedestrian & Bicycle Improvements	-	624,000	4,800,000	-	-	5,424,000
DPW	38	West Main St & Pine St Intersection	-	1,240,000	-	-	-	1,240,000
DPW	39	Emergency Generator Implementation Plan	-	1,033,282	447,325	-	-	1,480,607
DPW	40	Town Hall & School Admin Security Improvements	-	409,600	1,021,480	-	-	1,431,080

## Five Year Capital Improvements Plan for General Fund (Continued)

DEPT	PRIORITY	PROJECT TITLE	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTALS
DPW	41	Marstons Mills Playground	-	682,000	-	-	-	682,000
DPW	42	U.S. Custom House Interior Building Improvements	-	763,882	-	-	-	763,882
DPW	43	Barnstable Rd Streetscape	-	1,560,000	12,000,000	-	-	13,560,000
DPW	44	Guyer Barn Improvements	-	375,000	-	-	-	375,000
DPW	45	U.S. Custom House Site Improvements	-	223,269	604,785	-	-	828,054
DPW	46	Commerce Rd Resiliency Improvements & Culvert	-	5,100,000	-	-	-	5,100,000
DPW	47	Sidewalks on Commerce Road	-	1,230,000	-	-	-	1,230,000
DPW	48	Town Hall Parking Lot improvements	-	85,000	870,000	-	-	955,000
DPW	49	Town Hall Campus Parking Garage	-	1,242,967	15,289,422	-	-	16,532,389
DPW	50	Burgess Bram Improvements	-	91,070	641,770	-	-	732,840
DPW	51	DPW 382 Falmouth Rd Facility Parking Lot Repairs	-	460,000	-	-	-	460,000
DPW	52	East Bay Road and Wianno Avenue Sidewalks	-	-	156,000	1,200,000	-	1,356,000
DPW	53	Cotuit Playground Project	-	-	1,153,000	-	-	1,153,000
DPW	54	Structures And Grounds Parking Lot Expansion	-	-	787,000	-	-	787,000
DPW	55	DPW Administration Office Expansion	-	-	1,970,000	-	-	1,970,000
DPW	56	Old Town Hall Basement Storage	-	-	-	634,558	-	634,558
DPW	57	Stewarts Creek Restoration Study	250,000	-	250,000	3,000,000	-	3,500,000
<b>TOTAL PUBLIC WORKS</b>			<b>\$ 17,728,232</b>	<b>\$ 44,692,689</b>	<b>\$ 54,452,022</b>	<b>\$ 12,830,828</b>	<b>\$ 5,376,235</b>	<b>\$ 135,080,006</b>

SCH	1	Elevator Installation BCIS	900,000	-	-	-	-	900,000
SCH	2	Playground Safety	550,000	-	-	-	-	550,000
SCH	3	Paging System Upgrade - Hy West / Enoch Cobb	85,000	-	-	-	-	85,000
SCH	4	BIS Exterior Door Replacement	344,000	-	-	-	-	344,000
SCH	5	Unit Ventilator Replacement / Chiller Swap	3,353,700	-	-	-	-	3,353,700
SCH	6	Auditorium RTU Replacement	650,000	-	-	-	-	650,000
SCH	7	Hyannis West Parking	78,000	-	-	-	-	78,000
SCH	8	BHS Network Based Public Address System	757,700	-	-	-	-	757,700
SCH	9	Hyannis West Locker Room Reno to Teaching Spaces	160,000	-	-	-	-	160,000
SCH	10	Plumbing Fixtures Replacement K-3	200,000	-	-	-	-	200,000
SCH	11	BHS Bathroom Renovations	1,110,000	-	-	-	-	1,110,000
SCH	12	BHS Roof Replacement - Design	350,000	3,500,000	3,600,000	3,700,000	3,800,000	14,950,000
SCH	13	BUE Library Carpet Remove and Replace	63,800	-	-	-	-	63,800
SCH	14	Hyannis West Bathroom Renovations	318,000	-	-	-	-	318,000
SCH	15	Direct Digital Controls Upgrades HVAC	1,000,000	850,000	850,000	-	-	2,700,000
SCH	16	Accessibility Upgrades	-	1,159,600	-	-	-	1,159,600
SCH	17	Closed Walkway to Hyannis West	-	195,000	-	-	-	195,000
SCH	18	BHS/BIS RTU Replacement Project Phase 5	-	3,000,000	2,000,000	1,500,000	-	6,500,000
SCH	19	Gym / Field House Windows Replacement	-	537,800	-	-	-	537,800
SCH	20	Centerville Roof Replacement (Membrane and Shingle)	-	1,401,400	-	-	-	1,401,400
SCH	21	Gym Floor Replacement - BWB	-	70,000	-	-	-	70,000
SCH	22	BUE Kitchen Hood / Make-up Air Units Replacement	-	65,000	-	-	-	65,000
SCH	23	BIS Library Carpet Remove and Replace	-	62,700	-	-	-	62,700
SCH	24	West Villages Mill and Repave Playground Blacktop	-	96,000	-	-	-	96,000
SCH	25	BWB Replace Membrane Roof	-	500,500	-	-	-	500,500

## Five Year Capital Improvements Plan for General Fund (Continued)

DEPT	PRIORITY	PROJECT TITLE	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTALS
SCH	26	BUE Interior Door Replacement	-	720,000	-	-	-	720,000
SCH	27	BIS Primary / Secondary Pump Replacement	-	62,400	-	-	-	62,400
SCH	28	Hyannis West Parking Lot Mill and Repave	-	245,700	-	-	-	245,700
SCH	29	Mechanical Upgrades	-	250,000	250,000	250,000	-	750,000
SCH	30	Hyannis West Roadway Mill and Repave	-	259,700	-	-	-	259,700
SCH	31	BHS Locker Room Renovations	-	250,000	-	-	-	250,000
SCH	32	BHS Exhaust Fan Replacement / Upgrades	-	507,600	-	-	-	507,600
SCH	33	Hyannis West Masonry Repairs	-	142,000	-	-	-	142,000
SCH	34	BHS Patch Parking and Drives	-	703,000	-	-	-	703,000
SCH	35	Hy West Convert Heating System From Steam to Hot Water	-	2,633,400	-	-	-	2,633,400
SCH	36	Performing Arts Center Upgrades / Repairs	-	1,200,000	-	-	-	1,200,000
SCH	37	Generator Replacement / Co-Generator Installation	-	1,000,000	-	-	-	1,000,000
SCH	38	Window Replacement Osterville Campus	-	750,000	-	-	-	750,000
SCH	39	Maintenance Sprinkle Building	-	123,600	-	-	-	123,600
SCH	40	BHS Masonry Repair/Repoint	-	234,000	-	-	-	234,000
SCH	41	BHS Repaint/replace interior doors	-	150,000	-	-	-	150,000
SCH	42	Field House Improvements	-	273,000	-	-	-	273,000
SCH	43	BHS Replace DHW Mixing Valves	-	78,000	-	-	-	78,000
SCH	44	BIS Gym Floor	-	114,000	-	-	-	114,000
SCH	45	BIS Café VCT	-	66,000	-	-	-	66,000
SCH	46	BIS Exhaust Fans Replacement	-	96,000	-	-	-	96,000
SCH	47	BIS Paving Main Driveway Repair Cracks	-	61,000	-	-	-	61,000
SCH	48	BIS Replace Sidewalk	-	69,000	-	-	-	69,000
SCH	49	BUE Locker Rm Roof	-	112,000	-	-	-	112,000
SCH	50	BUE DDC Controls	-	878,000	-	-	-	878,000
SCH	51	BUE Data Cabling	-	183,000	-	-	-	183,000
SCH	52	Acoustical Ceiling in Classrooms	-	130,000	-	-	-	130,000
SCH	53	BWB Paving Repairs	-	55,000	-	-	-	55,000
SCH	54	Centerville Windows Rm 2,4,6,8	-	313,000	-	-	-	313,000
SCH	55	Centerville Windows New Wing	-	1,183,000	-	-	-	1,183,000
SCH	56	Centerville Sprinkler Building	-	588,000	-	-	-	588,000
SCH	57	BCIS Casework	-	100,000	-	-	-	100,000
SCH	58	BCIS Sprinkler Building	-	527,000	-	-	-	527,000
SCH	59	Replace finned tube radiation throughout	-	131,000	-	-	-	131,000
SCH	60	Hy West Classroom Casework on Exterior Wall	-	150,000	-	-	-	150,000
SCH	61	WV Café AHU	-	97,000	-	-	-	97,000
SCH	62	Facility's Building Dust Collection	-	60,000	-	-	-	60,000
SCH	63	Hy West HVAC Energy Recover to Offices/Cooling	-	-	\$351,000	-	-	351,000
SCH	64	BHS Lintel Repair	-	-	78,000	-	-	78,000
SCH	65	BHS Acoustical Ceiling	-	-	1,734,000	-	-	1,734,000
SCH	66	BHS Kitchen Epoxy	-	-	97,000	-	-	97,000
SCH	67	BHS Gymnasium Floor and Painting	-	-	80,000	-	-	80,000
SCH	68	BHS Café Floor	-	-	107,000	-	-	107,000
SCH	69	BHS 1600s Floor	-	-	184,000	-	-	184,000

## Five Year Capital Improvements Plan for General Fund (Continued)

DEPT	PRIORITY	PROJECT TITLE	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTALS
SCH	70	BHS 1300+2300 Floor	-	-	136,000	-	-	136,000
SCH	71	BHS 1500's Floor	-	-	92,000	-	-	92,000
SCH	72	BHS 1700's Floor	-	-	384,000	-	-	384,000
SCH	73	BHS Boiler Room Make up Air	-	-	71,000	-	-	71,000
SCH	74	BHS Security Hardware on Classroom Doors	-	-	243,000	-	-	243,000
SCH	75	BIS Roof Replacement	-	-	4,410,000	-	-	4,410,000
SCH	76	BIS Rubber Floor in Stairs	-	-	80,000	-	-	80,000
SCH	77	BIS Replace movable Partition in Classrooms	-	-	200,000	-	-	200,000
SCH	78	BIS Sprinklers under Exterior Overhangs	-	-	60,000	-	-	60,000
SCH	79	BUE Acoustical Ceiling Improvements	-	-	1,080,000	-	-	1,080,000
SCH	80	BUE Gym Floor Replacement	-	-	144,000	-	-	144,000
SCH	81	BUE Classroom Casework	-	-	370,000	-	-	370,000
SCH	82	BUE Power Distribution Upgrade	-	-	666,000	-	-	666,000
SCH	83	BUE Parking Mill Repave	-	-	470,000	-	-	470,000
SCH	84	BUE Roadways Mill Repave	-	-	424,000	-	-	424,000
SCH	85	BWB Bathroom Renovations	-	-	340,000	-	-	340,000
SCH	86	BWB Clock System	-	-	98,000	-	-	98,000
SCH	87	Centerville Ceiling Tiles throughout New Wing	-	-	149,000	-	-	149,000
SCH	88	Centerville Clock System	-	-	141,000	-	-	141,000
SCH	89	BCIS Ceiling tiles	-	-	98,000	-	-	98,000
SCH	90	Hy West Classroom Closets Refinish Wood	-	-	120,000	-	-	120,000
SCH	91	WV Ceiling	-	-	414,000	-	-	414,000
SCH	92	WV Paving/Restriping	-	-	423,000	-	-	423,000
SCH	93	BIS Locker Rm Reno	-	-	-	\$234,000	-	234,000
SCH	94	BIS Boiler/ Pump Room Efficiency Upgrades	-	-	-	\$550,000	-	550,000
SCH	95	BWB Closed Walkway to Modular	-	-	-	\$195,000	-	195,000
SCH	96	BWB Replace Flooring	-	-	-	\$240,000	-	240,000
SCH	97	BWB Install Sprinklers	-	-	-	\$383,000	-	383,000
SCH	98	BWB Fire Alarm Upgrade	-	-	-	\$151,000	-	151,000
SCH	99	Centerville Boiler Upgrade	-	-	-	\$455,000	-	455,000
SCH	100	Centerville Fire Alarm Upgrade	-	-	-	\$218,000	-	218,000
SCH	101	BCIS Bathroom Renovations	-	-	-	\$450,000	-	450,000
SCH	102	Hy West Roof Replacement	-	-	-	\$1,002,000	-	1,002,000
SCH	103	West Villages Gym AHU	-	-	-	\$97,000	-	97,000
SCH	104	West Villages Boiler Upgrade	-	-	-	\$390,000	-	390,000
SCH	105	ECELC Flooring Throughout	-	-	-	\$98,000	-	98,000
SCH	106	BHS Electrical Distribution Upgrade	-	-	-	-	\$4,104,000	4,104,000
SCH	107	BIS Power Distribution Upgrades	-	-	-	-	\$1,287,000	1,287,000
SCH	108	BWB Classroom Closets	-	-	-	-	\$72,000	72,000
SCH	109	BWB Café and Gym Air handlers	-	-	-	-	\$247,000	247,000
SCH	110	BWB Boiler Conversion Steam/HW	-	-	-	-	\$780,000	780,000
SCH	111	BWB Kitchen Exhaust Hood	-	-	-	-	\$71,000	71,000

## Five Year Capital Improvements Plan for General Fund (Continued)

DEPT	PRIORITY	PROJECT TITLE	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	TOTALS
SCH	112	BCIS Clock System	-	-	-	-	\$142,000	142,000
SCH	113	BCIS Piping Replacement/Repairs	-	-	-	-	\$219,000	219,000
SCH	114	Hy West Ceiling	-	-	-	-	\$262,000	262,000
SCH	115	Hy West Electrical Distribution Upgrade	-	-	-	-	\$1,053,000	1,053,000
SCH	116	West Villages Roof replacement	-	-	-	-	\$1,248,000	1,248,000
<b>TOTAL SCHOOL</b>			<b>\$ 9,920,200</b>	<b>\$ 25,933,400</b>	<b>\$ 19,944,000</b>	<b>\$ 9,913,000</b>	<b>\$ 13,285,000</b>	<b>\$ 78,995,600</b>
<b>TOTAL GENERAL FUND</b>			<b>\$ 38,502,055</b>	<b>\$ 90,483,773</b>	<b>\$ 82,800,022</b>	<b>\$ 29,984,378</b>	<b>\$ 21,261,235</b>	<b>\$ 263,031,463</b>

# SEWER CONSTRUCTION & PRIVATE WAY MAINTENANCE IMPROVEMENT FUND

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

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

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

## **Major Assumptions Used In Table A:**

- Rooms and meals tax revenue will grow 1.25% per year;
- Earnings on investments will average 3%;
- A General Fund subsidy will be provided to fund the Comprehensive Wastewater Management Plan that grows to \$5,750,000 by FY 2027;
- Sewer assessments of \$10,000 will be applied to new sewer customers;
- Sewer assessments will be amortized over 30 years;
- Sewer assessments will begin to be collected one year after the project's completion;
- New sewer customers will be phased in over a 2 year period once project is complete;
- Interest rate on sewer assessments (4%) will be 2% higher than the Town's borrowing rate (2%);
- A portion of the user rate revenue collected from new customers will be directed towards the debt service for the new infrastructure;
- Project costs for FY 2025 to FY 2026 totaling \$227 million are included and nothing is included for the outer years;
- Preliminary design costs will be financed with cash reserves;
- Principal subsidies on project costs are 15.3%;
- Loan amortization on bond issues will be 20 and 30 years for construction;
- The average interest rate on the bonds are estimated to be 2.8%;
- The first loan payments on borrowing authorizations are expected to occur 3 years after the appropriation is authorized;
- 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;
- Project management staff will increase over time as more infrastructure projects are implemented.

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

<b>COMPREHENSIVE WASTEWATER MANAGEMENT PLAN</b>										
<b>PROGRAM CASHFLOW PROJECTION</b>										
<b>Fiscal Year</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>
Beginning Reserve Balances	\$ 25,177,178	\$ 27,367,112	\$ 33,555,600	\$ 36,438,459	\$ 39,568,706	\$ 39,821,443	\$ 36,912,264	\$ 34,142,522	\$ 31,950,089	\$ 30,505,470
<b>Resources:</b>										
Rooms Tax on Traditional Lodging	1,198,254	1,213,232	1,228,398	1,243,752	1,259,299	1,275,041	1,290,979	1,307,116	1,323,455	1,339,998
Meals Tax	2,042,353	2,067,882	2,093,731	2,119,903	2,146,401	2,173,231	2,200,397	2,227,902	2,255,751	2,283,947
Short-term Rental Tax	1,876,720	1,900,179	1,923,931	1,947,980	1,972,330	1,996,984	2,021,946	2,047,221	2,072,811	2,098,721
General Fund Contribution (new growth)	1,500,000	2,250,000	3,000,000	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000
Additional General Fund Contribution	-	4,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Earnings on Investments	755,315	821,013	1,006,668	1,093,154	1,187,061	1,194,643	1,107,368	1,024,276	958,503	915,164
Existing Sewer Assessments	77,803	75,685	72,974	70,888	68,801	66,715	64,628	62,542	62,542	62,542
New Sewer Assessments	-	45,648	63,102	63,102	150,490	546,319	962,474	1,491,455	1,863,953	1,863,953
New User Charge Revenue	-	26,608	65,926	79,567	126,892	214,234	330,805	479,417	738,843	1,004,179
<b>Total Resources</b>	<b>7,450,445</b>	<b>12,400,248</b>	<b>11,454,730</b>	<b>12,368,346</b>	<b>12,661,275</b>	<b>13,217,168</b>	<b>13,728,597</b>	<b>14,389,928</b>	<b>15,025,857</b>	<b>15,318,504</b>
<b>Commitments:</b>										
Total Project Management	1,974,329	2,623,829	2,698,044	2,774,485	2,853,220	2,934,316	3,017,846	3,103,881	3,192,498	3,283,772
Cash Funded Project Expenses	2,650,000	750,000	3,100,000	2,700,000	2,800,000	1,400,000	-	-	-	-
Authorized & Issued Debt	636,182	1,732,452	1,668,347	1,665,567	1,662,814	1,660,090	1,652,395	1,650,382	1,449,880	1,449,127
Authorized & Unissued Debt	-	1,105,479	1,105,479	2,098,047	2,098,047	2,098,047	2,098,047	2,098,047	2,098,047	2,098,047
Future Debt (FY25 & FY26 Projects only)	-	-	-	-	2,994,456	8,033,894	9,730,051	9,730,051	9,730,051	9,730,051
<b>Total Debt Service</b>	<b>636,182</b>	<b>2,837,931</b>	<b>2,773,826</b>	<b>3,763,614</b>	<b>6,755,318</b>	<b>11,792,031</b>	<b>13,480,493</b>	<b>13,478,480</b>	<b>13,277,978</b>	<b>13,277,225</b>
<b>Total Commitments</b>	<b>5,260,511</b>	<b>6,211,760</b>	<b>8,571,870</b>	<b>9,238,099</b>	<b>12,408,537</b>	<b>16,126,347</b>	<b>16,498,339</b>	<b>16,582,361</b>	<b>16,470,476</b>	<b>16,560,998</b>
<b>Excess Resources (Commitments)</b>	<b>2,189,934</b>	<b>6,188,488</b>	<b>2,882,859</b>	<b>3,130,246</b>	<b>252,738</b>	<b>(2,909,180)</b>	<b>(2,769,742)</b>	<b>(2,192,433)</b>	<b>(1,444,619)</b>	<b>(1,242,493)</b>
Ending Reserve Balances	\$ 27,367,112	\$ 33,555,600	\$ 36,438,459	\$ 39,568,706	\$ 39,821,443	\$ 36,912,264	\$ 34,142,522	\$ 31,950,089	\$ 30,505,470	\$ 29,262,977

This table illustrates all the revenue sources dedicated to funding the CWMP as well as projected costs for the next 10 years. Revenue includes meals and rooms tax, a property tax contribution from the General Fund, interest earnings on cash deposits and sewer assessment and utility charges. Expenditures include project management and project expenses funded either with cash or loans issued to finance project costs. Loan payments include those that have already been issued, estimates on loan payments for those that have been authorized but not yet issued, and estimated loan payments for projects requested in the FY25 and FY26 fiscal years. Total commitments begin to exceed the resources by FY29 resulting in the need to use reserves to cover all commitments. As a result, the fund has reached its capacity after financing all existing commitments and future commitments for FY25 and FY26 and additional resources need to be identified to keep the program moving forward.

# CAPITAL TRUST FUND ANALYSIS

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

For the most part, this fund is not the funding source for Enterprise Fund capital improvements. Most Enterprise Funds pay 100% of their capital cost, which is recovered through their respective user fees. However, Enterprise Fund capital improvements may be funded from the CTF, which is a policy decision. The two current exceptions are the bond issues for the construction of the Hyannis Youth & Community Center (HYCC) and Barnstable Harbor Marina bulkhead replacement. Although, some future projects cost for other Enterprise Funds may be too large and that the impact to the user fees becomes unmanageable, and thus a General Fund subsidy would be needed. An example would be the Bismore Park Bulkhead Improvements project and possibly the Sandy Neck Parking Lot and Gatehouse Relocation project.

The FY 2025 General Fund Capital Improvement Plan includes a combination of "pay-as-you-go" or cash financing and new bond issues. The cash-financing portion of the program is funded from the Capital Trust Fund reserves and balances remaining in appropriations from completed projects. This "pay-as-you-go" financing approach saves the Town thousands of dollars in the form of bond issuance and interest cost. It also provides flexibility within the budget because with just a debt service program, the CTF can become saturated with loan payments and prohibit the approval of any new projects until the debt service from other projects expire. This would also reduce the Town's flexibility in its resource allocation as future cash flows are committed to fixed annual loan payments.

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

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

The annual contribution to the CTF has grown from \$7.4 to \$16.3 million over the last ten years. This amount is projected to increase by more than \$5 million over the next ten 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.

The table on the next page illustrates the CTF's capacity over the next ten years.

**Major Assumptions Used In Table A:**

- Investment earnings will average 2% per year;
- The base transfer from the General Fund will increase 2.5% per year;
- Transfer In \$750,000 of New Property Growth for five years with FY27 the last year
- Loan amortization on the FY 2025 proposed projects is \$619,000 over 10 years, \$4.7 million over 15 years and \$6.6 million over 20 years;
- The net interest cost on the bonds are estimated to average 4.25%;
- The FY 2024 bonds will be issued at a time so that the first loan payments will not be made until FY 2025;
- FY 2025 through FY 2027 include \$10 million of new bond issues every year;
- There are no estimated savings from bond refinancing included in the projection;
- The Federal government will not make any changes and the tax advantages of municipal bonds will remain intact;
- No other major changes will take place in the municipal bond market; and
- The cash funded portion of the capital program will average total \$7.3 million per year.

**TABLE A – Capital Trust Fund Estimated Cash Flow FY 2025 – FY 2034**

	ESTIMATED CAPITAL TRUST FUND CASH FLOW									
	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	FY2034
<b>1 Beginning Trust Fund Balance</b>	<b>\$ 14,876,204</b>	<b>\$ 15,189,475</b>	<b>\$ 14,995,182</b>	<b>\$ 14,283,099</b>	<b>\$ 13,421,552</b>	<b>\$ 12,085,262</b>	<b>\$ 9,893,425</b>	<b>\$ 8,593,697</b>	<b>\$ 8,184,447</b>	<b>\$ 8,754,921</b>
<b>Resources:</b>										
<b>2 Investment Earnings</b>	297,524	303,790	299,904	285,662	268,431	241,705	197,868	171,874	163,689	175,098
<b>3a Additional contribution towards CWMP</b>	-	-	-	-	-	-	-	-	-	-
<b>3b New Growth Commitment for CWMP</b>	750,000	750,000	750,000	-	-	-	-	-	-	-
<b>3c Base General Fund Transfer</b>	15,498,709	16,654,927	17,840,050	19,054,801	19,531,171	20,019,450	20,519,936	21,032,934	21,558,757	22,097,726
<b>3d Transfer From General Fund (3a + 3b + 3c)</b>	16,248,709	17,404,927	18,590,050	19,054,801	19,531,171	20,019,450	20,519,936	21,032,934	21,558,757	22,097,726
<b>4 Total Current Year Resources (2 + 3d)</b>	<b>16,546,233</b>	<b>17,708,717</b>	<b>18,889,954</b>	<b>19,340,463</b>	<b>19,799,602</b>	<b>20,261,155</b>	<b>20,717,804</b>	<b>21,204,808</b>	<b>21,722,446</b>	<b>22,272,824</b>
<b>5 Total Available Resources (1 + 3d)</b>	<b>31,422,437</b>	<b>32,898,192</b>	<b>33,885,135</b>	<b>33,623,562</b>	<b>33,221,154</b>	<b>32,346,417</b>	<b>30,611,229</b>	<b>29,798,505</b>	<b>29,906,893</b>	<b>31,027,745</b>
<b>Commitments:</b>										
<b>6a Existing Debt Service Payments General Fund</b>	(6,249,510)	(5,978,395)	(5,332,870)	(4,872,365)	(4,592,515)	(4,419,559)	(4,142,159)	(3,870,069)	(3,533,119)	(3,356,669)
<b>6b Existing Debt Service Payments Enterprise Funds</b>	(1,340,795)	(1,283,975)	(1,238,895)	(705,850)	(371,675)	(358,950)	(317,075)	(301,875)	(292,925)	(284,275)
<b>6c Existing Debt Service (6a + 6b)</b>	(7,590,305)	(7,262,370)	(6,571,765)	(5,578,215)	(4,964,190)	(4,778,509)	(4,459,234)	(4,171,944)	(3,826,044)	(3,640,944)
<b>7a Authorized Unissued Debt Prior Years CIP (\$14.6m)</b>	(1,542,657)	(1,503,981)	(1,465,306)	(1,426,630)	(1,387,955)	(1,349,279)	(1,310,604)	(1,271,929)	(1,233,253)	(1,194,578)
<b>7b Estimated Debt Service on FY25 CIP (\$12 million)</b>	-	(1,186,659)	(1,158,632)	(1,130,606)	(1,102,580)	(1,074,554)	(1,046,528)	(1,018,502)	(990,476)	(962,450)
<b>7c Estimated Debt Service on FY26 CIP (\$16 million)</b>	-	-	(1,606,333)	(1,568,225)	(1,530,117)	(1,492,008)	(1,453,900)	(1,415,792)	(1,377,683)	(1,339,575)
<b>7d Estimated Debt Service on FY27 CIP (\$16 million)</b>	-	-	-	(1,598,333)	(1,560,717)	(1,523,100)	(1,485,483)	(1,447,867)	(1,410,250)	(1,372,633)
<b>7e Estimated Debt Service on FY28 CIP (\$16 million)</b>	-	-	-	-	(1,590,333)	(1,553,208)	(1,516,083)	(1,478,958)	(1,441,833)	(1,404,708)
<b>7f Estimated Debt Service on FY29 CIP (\$16 million)</b>	-	-	-	-	-	(1,582,333)	(1,545,700)	(1,509,067)	(1,472,433)	(1,435,800)
<b>7g Total Estimated Debt Service (7a to 7f)</b>	(1,542,657)	(2,690,640)	(4,230,272)	(5,723,795)	(7,171,702)	(8,574,483)	(8,358,299)	(8,142,114)	(7,925,929)	(7,709,744)
<b>8 Commitment to the CWMP</b>	(4,250,000)	(5,000,000)	(5,750,000)	(5,750,000)	(5,750,000)	(5,750,000)	(5,750,000)	(5,750,000)	(5,750,000)	(5,750,000)
<b>9 Cash Program (Public Roads)</b>	(2,850,000)	(2,950,000)	(3,050,000)	(3,150,000)	(3,250,000)	(3,350,000)	(3,450,000)	(3,550,000)	(3,650,000)	(3,750,000)
<b>10 Cash Program (8 + 9)</b>	(7,100,000)	(7,950,000)	(8,800,000)	(8,900,000)	(9,000,000)	(9,100,000)	(9,200,000)	(9,300,000)	(9,400,000)	(9,500,000)
<b>12 Total Current Year Commitments (6c + 7g + 10)</b>	(16,232,962)	(17,903,010)	(19,602,037)	(20,202,010)	(21,135,892)	(22,452,992)	(22,017,532)	(21,614,057)	(21,151,973)	(20,850,688)
<b>13 Net Increase (Decrease) in Trust Fund Balance (4 - 12)</b>	313,271	(194,293)	(712,083)	(861,547)	(1,336,290)	(2,191,837)	(1,299,728)	(409,250)	570,473	1,422,137
<b>14 Ending Trust Fund Balance (1 + 13)</b>	<b>\$ 15,189,475</b>	<b>\$ 14,995,182</b>	<b>\$ 14,283,099</b>	<b>\$ 13,421,552</b>	<b>\$ 12,085,262</b>	<b>\$ 9,893,425</b>	<b>\$ 8,593,697</b>	<b>\$ 8,184,447</b>	<b>\$ 8,754,921</b>	<b>\$ 10,177,058</b>
<b>15 Commitments as a % of Available Resources (12 ÷ 5)</b>	52%	54%	58%	60%	64%	69%	72%	73%	71%	67%

This table illustrates the Capital Trust Fund’s (CTF) cash flow incorporating all existing loan payments on previously authorized projects (lines 6c and 7a) and the recommended projects for FY25 (7b). Cash funded projects in FY25 total \$7.1 million (lines 8 and 9) and bond funded projects total \$12.1 million (line 7b). The bonds will be issued in FY25 and the first estimated loan payment of \$1.1 million is anticipated to be made in FY26. Lines 7c through 7f illustrate the estimated loan payments on a \$16 million bond issue for projects to be authorized in outer years. 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 \$76 million in new debt service over the next 5 years (\$12 million in FY25 and \$16 million for FY26 through FY29).

# DEBT POSITION ANALYSIS

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## Type and Purpose of Debt

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The Town sells bonds to finance major capital improvements that require large cash outlays. General Obligation Bonds (G.O.B) have been sold to fund capital improvements managed by various municipal operations such as schools, public works, marine, recreation, conservation, and the Town's Enterprise Fund operations. General Obligation Bonds are supported by the full faith and credit of the Town and is repaid from property taxes collected from both current and future property owners throughout the term of the debt, except for the bonds issued to fund most capital improvements for Enterprise Fund operations. Although property taxes are pledged as collateral for Enterprise Funds, most of the GOB's



**Strawberry Hill Road Sewer Construction**

are repaid with revenue generated by the Enterprise Funds and not property taxes. This arrangement provides for a more favorable borrowing rate on Enterprise Fund debt. Alternatively, Enterprise Funds would have to issue what are referred to as "Revenue Bonds", which would typically carry much higher interest rates because the collateral is Enterprise Fund revenue as opposed to property taxes.

Properly structured municipal debt is tax exempt. This feature is attractive to many investors who, in turn, require less interest than they would from non-tax-exempt investments. Typical rates for municipal bonds over the past several years have been in the 1.5% to 3% range. Rates have climbed as the economy is experiencing extraordinary inflation. The Federal Reserve has increased interest the federal funds target rate several times which translates into higher borrowing costs for all including the interest incurred on municipal bonds. However, when netted out against inflation, municipal borrowing costs, especially for strong credit worthy Towns such as Barnstable is desirable form of investment for many due to its income tax advantages.

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

## Current Debt Position

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As of June 30, 2023, the Town of Barnstable had total bonded debt outstanding of \$117 million. The Town issued a general obligation municipal purpose loan totaling \$14,550,000. Longterm debt issued for governmental funds totaled \$10,203,500. Long-term debt issued for business-type activities (enterprise funds) totaled \$4,346,500 of which \$1,626,000 related to Hyannis Youth and Community Center facility improvements, \$1,643,000 related to water supply pipe replacement and water pollution control facility improvements, \$760,000 related to sewer infiltration and inflow projects and \$317,500 related to golf course maintenance.

## Projected Debt Payments by Project and Fund

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

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

	<b>Maturities Through</b>	<b>Original Loan Amount</b>	<b>Interest Rate (%)</b>	<b>Outstanding at June 30, 2023</b>
<b>General Obligation Bonds Payable:</b>				
Municipal Purpose Bonds of 2014	2024	6,248,000	2.00 - 3.00	500,000
Municipal Purpose Refunding of 2015	2027	5,265,500	2.00 - 4.50	1,252,000
Municipal Purpose Bonds of 2015	2035	3,089,000	2.00 - 4.50	1,740,000
Municipal Purpose Bonds of 2016	2036	12,113,000	2.00 - 4.00	6,905,000
Municipal Purpose Refunding of 2016	2028	1,674,000	2.00 - 4.00	175,000
Municipal Purpose Bonds of 2017	2037	5,105,700	3.00 - 4.00	2,650,000
Municipal Purpose Bonds of 2018	2038	6,380,000	3.00 - 5.00	5,465,000
Municipal Purpose Bonds of 2019	2039	8,266,800	3.00 - 5.00	5,700,000
Municipal Purpose Bonds of 2020	2040	8,049,100	2.00 - 5.00	6,460,000
Municipal Purpose Refunding of 2021	2031	2,529,450	4.00 - 5.00	1,445,000
Municipal Purpose Bonds of 2021	2041	4,315,100	2.00 - 5.00	3,705,000
Municipal Purpose Bonds 2022	2042	8,370,321	3.00 - 5.00	7,780,000
Municipal Purpose Bonds 2023	2043	10,203,500	4.00 - 5.00	10,203,500
<b>Subtotal Governmental General Obligation Bonds Payable</b>				<b>\$ 53,980,500</b>
<b>Direct Borrowings Payable:</b>				
MCWT Title V Bonds of 2006	2026	400,000	0.00	60,000
MCWT Title V Bond of 2007	2027	200,000	0.00	40,000
<b>Subtotal Governmental Direct Borrowings Payable</b>				<b>\$ 100,000</b>
<b>Special Assessment Bonds Payable:</b>				
Roadway Improvement Bonds of 2021	2036	2,745,000	1.20 - 2.00	2,285,000
<b>Total Bonds Payable</b>				<b>\$ 56,365,500</b>
<b>Add: Unamortized premium on bonds</b>				<b>4,185,888</b>
<b>Total Bonds Payable, net</b>				<b>\$ 60,551,388</b>

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

<b>General Obligation Bonds Payable</b>				<b>Direct Borrowings Payable</b>			
<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>	<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2024	5,572,500	2,123,786	7,696,286	2024	30,000	0	\$30,000
2025	4,810,500	1,891,910	6,702,410	2025	30,000	0	\$30,000
2026	4,481,500	1,668,830	6,150,330	2026	30,000	0	\$30,000
2027	4,007,000	1,468,666	5,475,666	2027	10,000	0	\$10,000
2028	3,716,000	1,293,183	5,009,183	<b>Total</b>	<b>\$ 100,000</b>	<b>\$ 0</b>	<b>\$ 100,000</b>
2029	3,596,500	1,127,364	4,723,864				
2030	3,573,000	971,906	4,544,906				
2031	3,323,500	818,656	4,142,156				
2032	3,175,000	695,064	3,870,064				
2033	2,950,000	583,112	3,533,112				
2034	2,875,000	481,670	3,356,670				
2035	2,560,000	389,056	2,949,056				
2036	2,290,000	305,994	2,595,994				
2037	1,810,000	229,280	2,039,280				
2038	1,685,000	165,584	1,850,584				
2039	1,075,000	111,728	1,186,728				
2040	945,000	79,870	1,024,870				
2041	715,000	52,200	767,200				
2042	565,000	29,700	594,700				
2043	255,000	10,200	265,200				
<b>Total</b>	<b>\$53,980,500</b>	<b>\$14,497,759</b>	<b>\$68,478,259</b>				

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

<b>Special Assessment Bonds Payable</b>			
<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2024	230,000	40,930	270,930
2025	225,000	36,320	261,320
2026	225,000	31,830	256,830
2027	220,000	27,320	247,320
2028	215,000	22,930	237,930
2029	210,000	18,620	228,620
2030	205,000	14,430	219,430
2031	200,000	10,320	210,320
2032	195,000	7,930	202,930

2033	185,000	5,390	190,390
2034	80,000	2,800	82,800
2035	50,000	1,520	51,520
2036	45,000	720	45,720
<b>Total</b>	<b>\$ 2,285,000</b>	<b>\$ 221,060</b>	<b>\$ 2,506,060</b>

**Bonds Payable Schedule – Enterprise Funds**

	<b>Maturities Through</b>	<b>Original Loan Amount</b>	<b>Interest Rate (%)</b>	<b>Outstanding at June 30, 2023</b>
<b>General Obligation Bonds Payable:</b>				
<b>Airport Enterprise Fund</b>	<b>2039</b>	<b>\$ 2,118,900</b>	<b>3.00 – 5.00</b>	<b>\$ 1,625,000</b>
Golf Course Enterprise Fund	2037	3,897,879	2.00 - 5.00	1,741,500
Add: unamortized premium				19,056
<b>Total Golf Course Enterprise Fund Bonds Payable, net</b>				<b>\$ 1,760,556</b>
<b>Solid Waste Enterprise Fund</b>	<b>2027</b>	<b>526,400</b>	<b>2.00 - 4.50</b>	<b>\$ 112,000</b>
<b>Wastewater Enterprise Fund</b>	<b>2043</b>	<b>7,459,200</b>	<b>2.00 - 5.00</b>	<b>\$ 5,785,000</b>
Water Supply Enterprise Fund	2043	17,009,700	2.00 - 5.00	11,436,000
Add: unamortized premium				182,650
<b>Total Water Supply Bonds Enterprise Fund Payable, net</b>				<b>\$ 11,618,650</b>
Marina Enterprise Fund	2037	2,890,250	2.00 - 5.00	1,300,000
Add: unamortized premium				92,977
<b>Total Marina Enterprise Fund Bonds Payable, net</b>				<b>\$ 1,392,977</b>
Sandy Neck Enterprise Fund	2031	595,200	4.00 – 5.00	485,000
Add: unamortized premium				83,397
<b>Total Sandy Neck Enterprise Fund Bonds Payable, net</b>				<b>\$ 568,397</b>
Hyannis Youth and Community Center	2043	13,486,700	2.00 – 5.00	7,800,000
Add: unamortized premium				455,811
<b>Total Hyannis Youth and Community Center Bonds Payable, net</b>				<b>\$ 8,255,811</b>
<b>Subtotal Enterprise Funds General Obligation Bonds Payable, net</b>				<b>\$ 31,118,391</b>
<b>Direct Borrowings Payable:</b>				
Wastewater – MCWT	2033	19,391,750	0.00 - 2.00	6,697,046
Water Supply - MCWT	2046	24,978,765	2.00	18,699,714
<b>Subtotal Enterprise Funds Direct Borrowings Payable</b>				<b>25,396,714</b>
<b>Total Bonds Payable, net</b>				<b>\$ 56,515,151</b>

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

<b>General Obligation Bonds Payable</b>				<b>Direct Borrowings Payable</b>			
<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>	<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2024	3,567,500	1,131,116	4,698,616	2024	1,980,733	456,213	2,436,946

2025	3,564,500	979,974	4,544,474	2025	1,861,796	419,328	2,281,124
2026	3,238,500	831,858	4,070,358	2026	1,898,561	384,339	2,282,900
2027	3,168,000	711,264	3,879,264	2027	1,936,105	348,604	2,284,709
2028	1,959,000	594,148	2,553,148	2028	1,974,449	312,101	2,286,550
2029	1,498,500	512,922	2,011,422	2029	1,575,390	279,204	1,854,594
2030	1,477,000	445,854	1,922,854	2030	1,564,497	250,395	1,814,892
2031	1,396,500	382,454	1,778,954	2031	1,595,487	221,377	1,816,864
2032	1,300,000	329,396	1,629,396	2032	1,254,928	195,441	1,450,369
2033	1,250,000	284,188	1,534,188	2033	1,279,766	172,661	1,452,427
2034	1,230,000	243,292	1,473,292	2034	869,435	152,842	1,022,277
2035	1,230,000	204,828	1,434,828	2035	885,914	137,816	1,023,730
2036	1,205,000	166,364	1,371,364	2036	902,765	122,447	1,025,212
2037	1,040,000	128,616	1,168,616	2037	796,705	106,728	903,433
2038	790,000	95,262	885,262	2038	720,399	93,115	813,514
2039	705,000	72,364	777,364	2039	733,698	81,014	814,712
2040	640,000	52,226	692,226	2040	582,836	70,274	653,110
2041	530,000	34,200	564,200	2041	593,175	60,929	654,104
2042	305,000	18,650	323,650	2042	472,970	51,362	524,332
2043	190,000	7,600	197,600	2043	483,598	41,566	525,164
<b>Totals</b>	<b>\$ 30,284,500</b>	<b>\$ 7,226,576</b>	<b>\$37,511,076</b>	2044	466,666	31,538	498,204
				2045	477,763	21,272	499,035
				2046	489,124	10,760	499,884
				<b>Totals</b>	<b>\$ 25,396,760</b>	<b>\$ 4,021,324</b>	<b>\$ 29,418,084</b>

The Town has entered into several loan agreements with the Massachusetts Clean Water Trust (MCWT) for which the Town has recorded the total amount of debt outstanding. However, as of June 30, 2023, the Town has not incurred \$22,309,124 of the eligible construction costs related to the projects and as a result has not yet received the corresponding loan proceeds from MCWT. Accordingly, the Town has recorded \$22,309,124 as an intergovernmental receivable in the accompanying basic financial statements, as of June 30, 2023.

The Town is scheduled to be subsidized by the MCWT on a periodic basis for principal in the amount of \$46,526. The principal subsidies are guaranteed and therefore a \$46,526 intergovernmental receivable has been reported in the business-type financial statements. Since the Town is legally obligated for the total amount of the debt, such amounts have been reported in the accompanying basic financial statements. The 2023 principal and interest subsidies totaled \$52,445 and \$8,407, respectively.

The Town is subject to various debt limits by statute and may issue additional general obligation debt under the normal debt limit. At June 30, 2023, the Town had the following authorized and unissued debt:

<b>Purpose</b>	<b>Amount</b>
Sewer projects	\$ 20,478,282
Water projects	17,123,443
Airport projects	41,343,050
School improvements	2,792,100
Cotuit Bay entrance channel dredging project	2,550,233
Private road repairs	1,036,336

Clear vegetation and obstruction project	300,000
Golf Course Improvements	61,000
Town Hall improvements	2,025,852
Police Facility	1,167,321
Ocean St. Sidewalks & Kalmus Beach Entrance	2,950,000
Snows Creek Culvert Replacement	1,400,000
Centerville Recreation Site Improvements	827,376
Hathaways Pond Bath House & Site Improvements	450,000
<b>Totals</b>	<b>\$ 91,554,993</b>

## **General Obligation Debt – Credit Ratings**

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

In March 2023, the Town Treasurer conducted a \$14.55 million bond sale, which required a rating to be assigned to it prior to the sale. In their most recent bond rating analysis dated March 07, 2023 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:

*“Supporting the long-term rating are Barnstable's very strong economy and budgetary reserves and flexibility. The town benefits from its central location in Cape Cod, and over several years has seen robust tax base growth and economic development, providing it the flexibility to invest in capital projects and manage long-term liabilities. Budgetary performance and reserves remain solid and comparable to those of 'AAA' rated communities in the commonwealth (see "U.S. Local Governments Credit Brief: Massachusetts Municipalities Means And Medians," published Oct. 28, 2022, on RatingsDirect. The town is anticipating balanced operations for fiscal 2023 with revenues outperforming budgetary estimates. Although we think long-term retirement liabilities and costs and potential additional debt could pressure the budget, we believe that the town will likely manage these costs appropriately and that additional debt will likely remain relatively affordable due to Barnstable's size and wealthy tax base”*

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

*The town's general creditworthiness reflects our opinion of Barnstable's:*

- *Coastal residential community in Cape Cod, with strong wealth and income indicators, albeit with some exposure to environmental hazards;*
- *Comprehensive set of formalized financial policies and practices;*
- *History of strong financial performance with the maintenance of very strong reserves;*
- *Low overall debt and contingent liability profile; and*
- *Strong institutional framework.”*

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

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

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

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

## **General Obligation Debt - Limitations**

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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 \$911 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>\$18,221,137,000</u>
Debt Limit – 5% of EQV	\$911,056,850
Less:	
Outstanding Debt Applicable to Limit	\$70,822,512
Authorized and Unissued Debt	<u>\$91,554,993</u>
Legal Debt Margin	<u>\$748,679,345</u>
% of debt limit debt applicable to the limit	32.29%

## **General Obligation Debt – Affordability**

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

**Overlapping Debt.** Overlapping debt is the G.O. debt that is issued by other government entities whose jurisdictions include the citizens of Barnstable. The Town also has to be aware of the debt management practices of overlapping

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

**Direct and Overlapping Governmental Activities Debt  
As of June 30, 2023**

<b>Town of Barnstable, Massachusetts</b>	<b>Debt Outstanding</b>	<b>Percentage Applicable (1), (2)</b>	<b>Share of Overlapping Debt</b>
Debt repaid with property taxes and user charges:			
Barnstable County	\$17,153,680	16.98%	\$2,912,695
Cape Cod Regional Technical High School	59,245,000	28.48%	16,872,976
Barnstable Fire District	1,625,000	100.00%	1,625,000
Centerville-Osterville-Marston Mills Fire District	1,190,630	100.00%	1,190,630
Cotuit Fire District	3,016,840	100.00%	3,016,840
Hyannis Fire District	15,165,000	100.00%	15,165,000
Subtotal, overlapping debt			40,783,141
Town direct debt			60,551,388
<b>Total direct and overlapping debt</b>			<b>\$ 101,334,529</b>

(1) County expenses, including debt service, are assessed upon the towns within the county in proportion to their taxable valuation.

(2) The fire districts are special governmental units. The Town serves as a collecting agent for taxes and transfers funds directly to the fire districts on a weekly basis.

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

**Town of Barnstable Debt Ratios**

<b>Current Status</b>	<b>Criteria</b>
0.35%	<p>Direct Debt - General Fund Debt as a % of the Town's Equalized Property Valuation as calculated by the state.</p> <p>Formula – Total Government Obligation Bonds Debt Service ÷ Equalized Valuation</p> <p><b>Standard &amp; Poor's rates this as Low (Less than 3%)</b></p>
3.64%	<p>Municipal Debt Burden – Current Year</p> <p>Formula - Total Government Obligation Bonds Debt Service ÷ Total General Fund Expenditures</p> <p><b>Standard &amp; Poor's rates this as Low (Below 8%)</b></p>
\$302	<p>Net Debt Per Capita</p> <p>Formula – Governmental Fund Debt (Short + Long Term Debt- Cash &amp; Cash Equivalents) ÷ Town population</p> <p><b>Standard &amp; Poor's rates this as Low (below \$2,000)</b></p>
\$331,612	Per Capita Market Value

## Administrative Polices In Relation To Debt

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

### Debt Refinancing

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Refunding (or refinancing) bonds are characterized as either current refunding's or advance refunding's. A current refunding is one in which the outstanding (refunded) bonds are redeemed within 90 days of the date the refunding bonds are issued. In an advance refunding, the refunded bonds are redeemed more than 90 days from the date the refunding bonds are issued. Changes to federal tax law in late 2017 eliminated the ability of governments to issue tax-exempt advance refunding bonds. Taxable advance refunding's of tax-exempt or taxable bonds are still permitted. However, if this opportunity is reintroduced, an advance refunding of outstanding debt shall only be considered when present value savings of at least 3% of the principal amount of the refunded bonds are produced, unless: (1) a debt restructuring is necessary or (2) bond covenant revisions are necessary in order to facilitate the ability to provide services or to issue additional debt. The Town, in collaboration with its Financial Advisor, will continually monitor the municipal bond market conditions to identify refinancing opportunities. An analysis shall be conducted when necessary to determine whether debt financing, cash purchase, or leasing is the most cost effective method of financing for the Town.

### General Obligation Debt

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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 0.35%.**

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 3.64%.**

5. The Town shall target a 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 4.9%.**

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 \$28 million in the next five years as “pay-as-you-go” and anticipates financing about \$87 million in capital with new debt issues resulting in a 35/65 ratio.**

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

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

## **Capital Trust Fund**

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

1. The Capital Trust Fund will be funded through a general operation set aside of at least \$1.9 million annually. The estimated commitment for FY 2023 is approximately \$12 million. This is expected to increase by 2.5% for the next 5 years.
2. The Capital Trust Fund shall not be utilized for any purpose other than that stated herein.
3. The criteria for reviewing capital project eligibility for Capital Trust Fund borrowing include the following:
  - a. The capital project shall have a financing term of 20 years or less,
  - b. The capital project shall have a minimum project cost of \$250,000,
  - c. The capital project is approved by the Town Council for funding through an appropriation and loan order submitted by the Town Manager.
4. The Capital Trust Fund will have a commitment restriction on the fund, such that obligated estimates from authorized orders shall not exceed, at any one time, more than 80% of the amount in the fund as of the close of the fiscal year prior to the next debt service authorization, unless recommended by the Town Manager.
5. The Capital Trust Fund shall otherwise function in accordance with related financial policies of the Town.

## **Debt Summarized**

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

## **Debt Amortization Schedules as of June 30, 2023**

**GENERAL FUND OUTSTANDING BONDS**

SCHOOLS INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033
CTF Advance Refund 6/15/2003 School Remodel II	Inside	04/18/12	09/15/22	193,400	-	-	-	-	-	-	-	-	-	-
CTF Advance Refund 6/15/2003 School Remodel I	Inside	04/18/12	09/15/22	242,700	-	-	-	-	-	-	-	-	-	-
CTF School Roof Repairs	Inside	11/22/13	11/15/23	600,000	60,750	-	-	-	-	-	-	-	-	-
CTF HS Library AC Units	Inside	11/22/13	11/15/23	450,000	45,563	-	-	-	-	-	-	-	-	-
CTF School Fire & Communications System	Inside	11/22/13	11/15/23	200,000	20,250	-	-	-	-	-	-	-	-	-
CTF School Computer Network Infrastructure	Inside	11/22/13	11/15/23	189,000	15,188	-	-	-	-	-	-	-	-	-
CTF Early Learning Center Modular Facility	Inside	02/17/15	02/15/35	2,000,000	137,125	133,125	129,125	126,125	123,125	120,625	118,000	115,000	112,000	109,000
CTF School Health & Safety Improvements \$478,000 Refunded	Inside	02/17/15	02/15/26	193,400	19,980	19,260	18,540	-	-	-	-	-	-	-
CTF MME Roof Replacement (I) \$750,000 Refunded	Inside	02/17/15	02/15/26	329,800	40,720	34,240	32,960	-	-	-	-	-	-	-
CTF School Upgrades 2 (I) \$150,000 Refunded	Inside	02/17/15	02/15/27	47,400	5,620	4,920	4,240	4,120	-	-	-	-	-	-
CTF BHMCPs Roof (I) \$910,000 Refunded	Inside	02/17/15	02/15/27	426,900	48,890	46,170	44,490	42,230	-	-	-	-	-	-
CTF Elementary School Modular Classroom (#2015-115)	Inside	02/25/16	06/30/36	3,720,000	258,306	250,906	243,506	236,106	232,406	227,781	223,850	218,300	212,750	207,200
CTF BIS Façade & Roof Improvements (#2015-116)	Inside	02/25/16	06/30/36	3,353,000	235,981	229,181	222,381	210,581	207,281	203,156	199,650	194,700	189,750	184,800
CTF BCHMCPs Façade & Roof Improvements (#2015-117)	Inside	02/25/16	06/30/26	260,000	28,000	27,000	26,000	-	-	-	-	-	-	-
CTF High School & Middle School Boiler Upgrades (#2015-119)	Inside	02/25/16	06/30/26	350,000	39,200	37,800	36,400	-	-	-	-	-	-	-
CTF W Village Elementary A/C Replacement (#2015-120)	Inside	02/25/16	06/30/26	250,000	28,000	27,000	26,000	-	-	-	-	-	-	-
CTF School Facility Improvements 1 (I) \$916,600 Refunded	Inside	06/21/16	06/30/28	295,700	33,600	32,400	31,800	31,200	30,600	-	-	-	-	-
CTF School Parking Lot Light Pole Replacement (I) (#2016-082)	Inside	02/23/17	06/30/27	51,600	51,600	44,800	43,200	41,600	-	-	-	-	-	-
CTF School Unit Ventilator Upgrade (I) (#2016-083)	Inside	02/23/17	06/30/27	230,000	23,200	22,400	21,600	20,800	-	-	-	-	-	-
CTF Horace Mann Roof (I) (#2016-081)	Inside	02/27/18	06/30/38	2,350,000	187,519	181,519	175,519	169,519	163,519	152,519	147,919	143,319	139,869	136,419
CTF Barnstable Public Schools Unit Ventilator (I) (#2017-062)	Inside	02/27/18	06/30/28	225,000	25,000	24,000	23,000	22,000	21,000	-	-	-	-	-
CTF Barnstable High School Learning Center (I) (#2017-063)	Inside	02/27/18	06/30/38	2,968,500	235,356	227,856	220,356	212,856	205,356	197,856	191,856	185,856	176,356	172,006
CTF Barnstable Public Schools Asbestos Abatement (I) (#2017-066)	Inside	02/27/18	06/30/28	270,000	31,250	30,000	28,750	27,500	26,250	-	-	-	-	-
CTF Barnstable High School Stadium Bleachers (I) (#2017-067)	Inside	02/27/18	06/30/33	966,000	92,000	88,750	85,500	82,250	79,000	75,750	73,150	70,550	63,600	61,800
CTF Barnstable High School Cafeteria Window (I) (#2017-068)	Inside	02/27/18	06/30/38	400,000	31,525	30,525	29,525	28,525	27,525	26,525	25,725	24,925	24,325	23,725
CTF Hyannis West Elementary School Roof Truss System (2019-058)	Inside	02/26/19	06/30/39	850,000	71,550	69,300	67,050	64,800	62,550	60,300	53,050	51,050	49,850	48,650
CTF Barnstable High School Sports Field Upgrade (#2018-064)	Inside	02/26/19	06/30/34	4,600,000	453,600	433,100	417,850	402,600	387,350	372,100	356,850	341,600	332,450	323,300
CTF Barnstable High School Engineering Phase 2 Sports Field (#2019-093)	Inside	02/25/20	06/30/25	144,000	32,750	26,250	-	-	-	-	-	-	-	-
CTF Barnstable Public Schools Mechanical Upgrades (#2019-096)	Inside	02/25/20	06/30/40	250,000	22,475	21,725	20,975	20,225	19,475	18,725	17,975	12,375	12,075	11,775
CTF Barnstable Public Schools Environmental Lab (#2019-097)	Inside	02/25/20	06/30/40	222,000	21,025	15,275	14,775	14,275	13,775	13,275	12,775	12,375	12,075	11,775
CTF BPS & BIS Roof Top Ventilators (#2019-098)	Inside	02/25/20	06/30/40	1,500,000	118,313	114,563	110,813	107,063	103,313	99,563	95,813	92,813	90,563	88,313
CTF Centerville Elementary Ventilator (#2019-099)	Inside	02/25/20	06/30/40	500,000	39,438	38,188	36,938	35,688	34,438	33,188	31,938	30,938	30,188	29,438
CTF Hyannis West Elementary School Roof (#2019-101)	Inside	02/25/20	06/30/40	450,000	38,250	37,000	35,750	34,500	33,250	32,000	30,750	24,750	24,150	23,550
CTF Centerville Elementary Roof (#2019-102)	Inside	02/25/20	06/30/40	250,000	22,475	21,725	20,975	20,225	19,475	18,725	17,975	12,375	12,075	11,775
CTF Barnstable High School Sports Field Upgrades (#2019-211)	Inside	02/25/20	06/30/35	1,100,000	109,600	105,850	102,100	98,350	94,600	90,850	87,100	79,100	77,000	74,900
CTF School Building Improvements Refi 6/15/10	Inside	03/15/21	06/30/30	337,450	50,200	48,850	46,975	45,600	43,700	41,800	39,900	-	-	-
CTF School Improvement (I) Refi 6/15/11	Inside	03/15/21	06/30/26	133,250	30,500	29,175	28,350	-	-	-	-	-	-	-
CTF School Facilities Upgrades/Repairs II Refi 6/15/11	Inside	03/15/21	06/30/26	44,400	10,350	9,900	9,450	-	-	-	-	-	-	-
CTF School Facilities Upgrades/Repairs III Refi 6/15/11	Inside	03/15/21	06/30/26	44,400	10,350	9,900	9,450	-	-	-	-	-	-	-
CTF School Facilities Upgrades/Repairs V (I) Refi 6/15/11	Inside	03/15/21	06/30/31	358,750	50,840	49,490	48,115	46,215	39,315	37,665	36,515	34,840	-	-
CTF School District-Wide Communication, Surveillance, and Entry Improvements (#2020-	Inside	03/15/21	06/30/26	404,500	92,000	88,000	84,000	-	-	-	-	-	-	-
CTF Elementary School HVAC Chiller Replacement (#2020-084)	Inside	03/15/21	06/30/41	400,000	32,000	31,000	30,000	29,000	28,000	27,000	26,000	25,000	24,200	23,600
CTF BHS and BIS Rooftop Ventilator Replacement (I) (#2021-084)	Inside	03/15/22	03/15/42	3,205,000	278,400	270,400	262,400	256,000	248,000	240,000	232,000	224,000	216,000	209,600
CTF BHS and BIS Rooftop Ventilator Replacement (#2022-121)	Inside	03/15/23	03/15/43	4,156,984	403,188	394,950	384,450	373,950	363,450	352,950	342,450	331,950	321,450	310,950
School Window & Door Replacement (#2022-122)	Inside	03/15/23	03/15/38	1,000,000	95,956	94,500	92,000	89,500	87,000	84,500	82,000	79,500	77,000	74,500
BHS Tennis Court Replacement (2022-124)	Inside	03/15/23	03/15/38	1,039,516	124,701	117,600	114,100	110,600	107,100	103,600	100,100	96,600	93,100	89,600
<b>Total Schools Interest &amp; Principal</b>					<b>3,802,582</b>	<b>3,518,593</b>	<b>3,379,408</b>	<b>3,004,003</b>	<b>2,800,853</b>	<b>2,630,453</b>	<b>2,543,340</b>	<b>2,401,915</b>	<b>2,290,825</b>	<b>2,226,675</b>

LAND ACQUISITION INTEREST & PRINCIPAL		-	Issue Date	Maturity Date	Original Amount	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033
CTF Land Acquisition (I) - Hyannis Golf Course \$748,000 Refunded	Inside	02/17/15	02/15/26	325,200	35,520	34,240	32,960	-	-	-	-	-	-	-	-
CTF Land Acquisition - CAP \$365,200 Refunded	Inside	06/21/16	06/30/23	115,000	-	-	-	-	-	-	-	-	-	-	-
<b>Total Land Acquisition Interest &amp; Principal</b>						<b>35,520</b>	<b>34,240</b>	<b>32,960</b>	<b>-</b>						
PUBLIC WAYS INTEREST & PRINCIPAL		-	Issue Date	Maturity Date	Original Amount	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033
CTF Advance Refund 6/15/2003 Drainage 1 (I)	Inside	04/18/12	09/15/22	193,200	-	-	-	-	-	-	-	-	-	-	-
CTF Private Road Repairs (I) \$633,000	Inside	11/22/13	11/15/23	633,000	60,750	-	-	-	-	-	-	-	-	-	-
CTF Sidewalk Overlays	Inside	11/22/13	11/15/23	190,000	15,188	-	-	-	-	-	-	-	-	-	-
CTF Bumps River Bridge Repair	Inside	11/22/13	11/15/23	120,000	10,125	-	-	-	-	-	-	-	-	-	-
CTF Guardrail Improvements (#2015-098)	Inside	02/25/16	06/30/36	170,000	16,800	16,200	15,600	-	-	-	-	-	-	-	-
CTF Sidewalk Improvements (#2015-098)	Inside	02/25/16	06/30/36	230,000	22,400	21,600	20,800	-	-	-	-	-	-	-	-
CTF Road Repairs (#2015-102)	Inside	02/25/16	06/30/31	518,000	43,319	41,919	40,519	39,119	38,419	37,544	31,800	30,900	-	-	-
CTF Road Repairs - Governor's Way (#2016-037)	Inside	02/25/16	06/30/31	304,000	24,925	24,125	23,325	22,525	22,125	21,625	21,200	20,600	-	-	-
CTF Private Road Repairs \$1,607,900	Inside	06/21/16	06/30/23	509,000	-	-	-	-	-	-	-	-	-	-	-
CTF Private Roads Repairs (I) \$167,300	Inside	02/23/17	06/30/31	167,300	13,000	12,600	12,200	11,800	11,400	11,000	10,600	10,300	-	-	-
CTF Guardrail & Sidewalk Improvement Program (I) (#2016-103)	Inside	02/23/17	06/30/32	680,750	59,850	58,050	56,250	54,450	52,650	50,850	49,050	47,700	46,350	-	-
CTF Guardrail & Sidewalk (I) (#2017-073)	Inside	02/27/18	06/30/33	287,000	27,950	26,950	25,950	24,950	23,950	22,950	22,150	16,350	15,900	15,450	-
CTF Sidewalk Improvements (#2019-125)	Inside	02/25/20	06/30/35	314,000	29,400	28,400	27,400	26,400	25,400	24,400	23,400	22,600	22,000	21,400	-
CTF Crosswalk Improvements (#2019-128)	Inside	02/25/20	06/30/35	113,100	13,350	12,850	12,350	11,850	6,350	6,100	5,850	5,650	5,500	5,350	-
CTF Baxter's Neck Road - Private Way Refi 6/15/11	Inside	03/15/21	06/30/26	138,338	20,175	19,800	18,900	-	-	-	-	-	-	-	-
CTF Bumps River Bridge Repair (#2019-124)	Inside	03/15/21	06/30/41	900,000	72,000	69,750	67,500	65,250	63,000	60,750	58,500	56,250	54,450	53,100	-
CTF Public Bridge Maintenance and Repairs (I) (#2021-111)	Inside	03/15/22	03/15/32	500,000	71,500	69,000	66,500	64,500	62,000	59,500	57,000	54,500	52,000	-	-
CTF Emergency Generator Implementation Plan (I) (#2021-112)	Inside	03/15/22	03/15/32	615,250	91,300	88,050	79,800	77,400	74,400	71,400	68,400	65,400	62,400	-	-
Ocean St. Sidewalks & Kalmus Beach Entrance (2022-103)	Inside	03/15/23	03/15/38	2,950,000	342,316	335,550	325,550	315,550	305,550	290,550	280,800	271,050	261,300	251,550	-
<b>Total Public Ways Interest &amp; Principal</b>						<b>934,347</b>	<b>824,844</b>	<b>792,644</b>	<b>713,794</b>	<b>685,244</b>	<b>656,669</b>	<b>628,750</b>	<b>601,300</b>	<b>519,900</b>	<b>346,850</b>



WATERWAYS INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033
CTF East Bay Dredging	Inside	11/22/13	11/15/23	600,000	60,750	-	-	-	-	-	-	-	-	-
CTF Hyannis Harbor Bulkhead Construction	Inside	11/22/13	11/15/23	142,000	10,125	-	-	-	-	-	-	-	-	-
CTF Millway Boat Ramp & Dock Upgrades	Inside	11/22/13	11/15/23	133,000	10,125	-	-	-	-	-	-	-	-	-
CTF Marstons Mills Fish Run Reconstruction	Inside	02/17/15	02/15/30	326,000	24,425	23,625	22,825	22,225	21,625	21,125	20,600	-	-	-
CTF Pleasant St. Dock - 1 \$350,000 Refunded	Inside	06/21/16	06/30/23	109,500	-	-	-	-	-	-	-	-	-	-
CTF Pleasant St. Dock - 2 \$350,000 Refunded	Inside	06/21/16	06/30/23	110,000	-	-	-	-	-	-	-	-	-	-
CTF Boat Ramps - CAP \$927,000 Refunded	Inside	06/21/16	06/30/23	290,000	-	-	-	-	-	-	-	-	-	-
CTF Paving: Bay Street Boat Ramp (#2015-099)	Inside	02/25/16	06/30/26	142,000	16,400	10,800	10,400	-	-	-	-	-	-	-
CTF Channel Dredging- Barnstable Harbor (#2016-035)	Inside	02/25/16	06/30/26	490,000	55,600	48,600	46,800	-	-	-	-	-	-	-
CTF Blish Point Boat Access Channel Dredging (I) (#2016-111)	Inside	02/23/17	06/30/37	943,900	72,506	70,506	63,506	61,706	59,906	58,106	56,306	54,956	53,606	52,256
CTF Dredging Refi 6/15/10	Inside	03/15/21	06/30/24	78,800	24,150	-	-	-	-	-	-	-	-	-
CTF Prince Cove/Hayward Rd. Boat Ramp Refi 6/15/11	Inside	03/15/21	06/30/26	177,650	40,850	39,075	37,800	-	-	-	-	-	-	-
CTF Channel Dredging - (#2019-119)	Inside	03/15/21	06/30/41	406,000	32,000	31,000	30,000	29,000	28,000	27,000	26,000	25,000	24,200	23,600
CTF Patrol Vessel Replacement (I) (#2021-103)	Inside	03/15/22	03/15/32	310,000	48,150	41,400	39,900	38,700	37,200	35,700	34,200	32,700	31,200	-
CTF Channel Dredging (2020-108)	Inside	03/15/23	03/15/38	1,057,000	127,991	118,300	114,800	111,300	107,800	104,300	100,800	97,300	93,800	90,300
<b>Total Waterways Interest &amp; Principal</b>					<b>523,072</b>	<b>383,306</b>	<b>366,031</b>	<b>262,931</b>	<b>254,531</b>	<b>246,231</b>	<b>237,906</b>	<b>209,956</b>	<b>202,806</b>	<b>166,156</b>
WATER QUALITY INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033
CTF Advance Refund 6/15/2003 Drainage 2 (i)	Inside	04/18/12	09/15/22	96,700	-	-	-	-	-	-	-	-	-	-
CTF Water Quality Evaluation	Outside	11/22/13	11/15/23	230,000	20,250	-	-	-	-	-	-	-	-	-
CTF Hamblin Pond Alum Treatment (#2015-112)	Inside	02/25/16	06/30/31	300,000	24,925	24,125	23,325	22,525	22,125	21,625	21,200	20,600	-	-
CTF Lake Treatment Refi 6/15/10	Inside	03/15/21	06/30/25	54,350	14,875	14,700	-	-	-	-	-	-	-	-
CTF Stormwater Improvements - Impaired Ponds (#2020-110)	Inside	03/15/21	06/30/41	300,000	24,000	23,250	22,500	21,750	21,000	20,250	19,500	18,750	18,150	17,700
CTF Stormwater Improvements - Impaired Ponds (#2021-110)	Inside	03/15/22	03/15/32	325,000	48,850	47,100	45,350	43,950	37,200	35,700	34,200	32,700	31,200	-
<b>Total Water Quality Interest &amp; Principal</b>					<b>132,900</b>	<b>109,175</b>	<b>91,175</b>	<b>88,225</b>	<b>80,325</b>	<b>77,575</b>	<b>74,900</b>	<b>72,050</b>	<b>49,350</b>	<b>17,700</b>

AIRPORT INTEREST & PRINCIPAL			Issue Date	Maturity Date	Original Amount	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033
Airport Terminal Ramp Construction - Phase 2 (O) (#2013-0101)	Outside		02/23/17	06/30/37	428,000	31,613	30,813	30,013	29,213	28,413	27,613	26,813	26,013	25,213	24,413
Airport New Fuel Farm (I) (#2013-102)	Inside		02/23/17	06/30/36	634,500	46,675	45,475	44,275	43,075	41,875	40,675	39,475	38,275	37,075	35,875
Airport East Ramp Design & Construction (O) (#2014-053)	Outside		02/23/17	06/30/37	641,200	47,169	45,969	44,769	43,569	42,369	41,169	39,969	38,769	37,569	36,369
Runway Reconstruction & Generator Replacement	Outside		02/26/19	06/30/39	355,500	31,144	30,144	29,144	28,144	27,144	26,144	25,144	24,144	23,144	22,144
Airfield Improvements	Outside		02/26/19	06/30/31	59,700	6,900	6,650	6,400	6,150	5,900	5,650	5,400	5,150	4,900	4,650
<b>Total Airport Fund Bonds</b>						<b>163,500</b>	<b>159,050</b>	<b>154,600</b>	<b>155,150</b>	<b>150,500</b>	<b>155,850</b>	<b>150,800</b>	<b>146,700</b>	<b>138,100</b>	<b>139,650</b>
GOLF COURSE INTEREST & PRINCIPAL			Issue Date	Maturity Date	Original Amount	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033
Hyannis Golf Course Acquisition \$3,900,000 Refunded	Inside		02/17/15	02/15/25	1,951,500	291,960	290,160	-	-	-	-	-	-	-	-
Olde Barnstable Building Improvements (#2015-105)	Inside		02/25/16	06/30/26	174,000	22,400	21,600	20,800	20,000	19,200	18,400	17,600	16,800	16,000	15,200
Hyannis Building Improvements (#2015-106)	Inside		02/25/16	06/30/26	140,000	16,800	16,200	15,600	15,000	14,400	13,800	13,200	12,600	12,000	11,400
Olde Barnstable Fairgrounds Golf Course (I) (#2016-107)	Inside		02/23/17	06/30/37	245,000	20,513	19,913	19,313	18,713	18,113	17,513	16,913	16,313	15,713	15,113
Hyannis Golf Course Improvements (I) (#2016-108)	Inside		02/23/17	06/30/37	292,700	21,875	21,275	20,675	20,075	19,475	18,875	18,275	17,675	17,075	16,475
Hyannis Golf Course Turf Maintenance (I) (#2017-085)	Inside		02/27/18	06/30/23	310,000	-	-	-	-	-	-	-	-	-	-
Olde Barnstable Turf Maintenance Equipment Replacement (I) (#2021-096)	Inside		03/15/22	03/15/32	467,179	65,150	52,900	51,150	49,500	48,000	46,500	45,000	43,500	42,000	40,500
Hyannis Golf Course Cart Path System (2019-118)	Inside		03/15/23	03/15/38	317,500	42,827	39,300	38,050	31,800	30,800	29,800	28,800	27,800	26,800	25,800
<b>Total Golf Course</b>						<b>481,524</b>	<b>461,348</b>	<b>165,588</b>	<b>115,338</b>	<b>131,588</b>	<b>126,838</b>	<b>122,088</b>	<b>117,588</b>	<b>108,088</b>	<b>54,338</b>
WATER POLLUTION CONTROL INTEREST & PRINCIPAL			Issue Date	Maturity Date	Original Amount	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033
Shallow Well Injection - CW-00-60 - Pool 8	Inside		08/25/04	08/01/22	436,370	-	-	-	-	-	-	-	-	-	-
Shallow Well Injection - CW-00-60 - Pool 8 (Subsidy)	Inside		08/25/04	08/01/22	(subsidy)	-	-	-	-	-	-	-	-	-	-
Sewer 98-44A	Inside		07/14/06	08/01/23	1,582,178	115,000	-	-	-	-	-	-	-	-	-
Sewer 98-44A (Subsidy)	Inside		07/14/06	08/01/23	(subsidy)	(34,430)	-	-	-	-	-	-	-	-	-
Sewer 98-49A	Inside		12/14/06	08/01/23	556,458	40,000	-	-	-	-	-	-	-	-	-
Sewer 98-49A (Subsidy)	Inside		12/14/06	08/01/23	(subsidy)	(12,096)	-	-	-	-	-	-	-	-	-
MWPAT CW-04-35	Outside		12/15/09	07/15/27	4,938,114	326,668	326,668	326,668	326,668	326,668	326,668	326,668	326,668	326,668	326,668
Sewer 05-28 Restructured	Outside		03/15/11	07/15/28	629,403	41,637	41,637	41,637	41,637	41,637	41,637	41,637	41,637	41,637	41,637
Sewer CW-04-35A Pool 13	Inside		06/06/12	07/15/27	1,469,137	107,247	107,234	107,221	107,207	107,193	107,179	107,165	107,151	107,137	107,123
Rehab Clarifiers (#2015-091)	Inside		06/21/16	06/30/28	251,000	33,200	27,000	26,500	26,000	25,500	25,000	24,500	24,000	23,500	23,000
Pump Station/Sewer Main Const (#2009-132)	Outside		02/25/16	06/30/36	1,000,000	69,813	67,813	65,813	63,813	61,813	59,813	57,813	55,813	53,813	51,813
Wastewater Treatment Plant Clarifiers Rehab (O) (#2016-097)	Outside		02/23/17	06/30/37	1,146,000	87,619	85,219	82,819	75,419	73,219	71,019	68,819	67,169	65,519	63,869
Wastewater Treatment Plant Backup Generator (O) (#2016-098)	Outside		02/23/17	06/30/37	862,000	65,850	64,050	62,250	60,450	58,650	56,850	55,050	53,250	51,450	49,650
Sewer System Evaluation Surveys (#2019-131)	Inside		02/25/20	06/30/25	343,500	76,750	68,250	-	-	-	-	-	-	-	-
Rendezvous Lane Pump Station Replacement (#2019-132)	Outside		03/15/21	06/30/41	1,160,000	95,200	92,200	89,200	86,200	83,200	80,200	77,200	74,200	71,200	68,200
Pump Station Rehabilitation (#2020-175)	Outside		03/15/21	06/30/29	40,300	6,500	6,250	6,000	5,750	5,500	5,250	5,000	4,750	4,500	4,250
720 Main Street Sewer Pump Station Replacement (#2021-125)	Inside		03/15/22	03/15/26	23,500	5,700	5,450	5,200	-	-	-	-	-	-	-
Water Pollution control Facility Improvements (2022-088)	Inside		03/15/23	03/15/43	240,000	31,147	25,400	24,650	23,900	23,150	22,400	21,650	20,900	20,150	19,400
Sewer System Rehab Infiltration & Inflow	Inside		03/15/23	03/15/43	760,000	75,102	73,900	71,900	69,900	67,900	65,900	63,900	61,900	59,900	57,900
Pump Station Improvements (2020-175) CWP-20-18	Inside		11/21/23	01/15/44	576,776	-	34,492	33,236	33,276	33,318	33,360	33,403	33,447	33,490	33,536
Solids Handling Upgrades (2021-009) CWP-20-43	Inside		11/21/23	01/15/54	7,346,134	-	328,493	310,069	310,385	310,705	311,032	311,366	311,704	312,051	312,402
Solids Handling Upgrades (2021-009) CWP-20-43-A	Inside		11/21/23	01/15/54	765,864	-	34,247	32,326	32,359	32,392	32,426	32,461	32,497	32,533	32,570
<b>Total Water Pollution Control Enterprise Fund</b>						<b>1,130,905</b>	<b>1,388,301</b>	<b>1,285,488</b>	<b>1,262,963</b>	<b>1,251,844</b>	<b>781,636</b>	<b>719,348</b>	<b>704,667</b>	<b>695,842</b>	<b>687,627</b>
SOLID WASTE INTEREST & PRINCIPAL			Issue Date	Maturity Date	Original Amount	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033
Advance Refund 6/15/2003 Transfer Station Improvements	Outside		04/18/12	09/15/22	241,500	-	-	-	-	-	-	-	-	-	-
Solid Waste Facility (I) \$630,000 Refunded	Inside		02/17/15	02/15/27	284,900	31,920	30,800	29,680	28,840	-	-	-	-	-	-
<b>Total Solid Waste Fund</b>						<b>31,920</b>	<b>30,800</b>	<b>29,680</b>	<b>28,840</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

WATER SUPPLY INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033
MWPAT DWS-09-02	Outside	07/08/10	07/15/30	2,788,911	169,184	169,185	169,184	169,184	169,184	169,184	169,184	169,184	-	-
DWP-11-10 Series 17A	Outside	05/22/13	01/15/33	560,761	34,332	34,382	34,431	34,482	34,534	34,587	34,641	34,698	34,754	34,812
Water Co. (Level Debt) (O) \$10,000,000 Refunded	Outside	02/17/15	02/15/27	5,704,800	691,870	689,750	692,750	692,160	-	-	-	-	-	-
Water Main Loop	Outside	02/17/15	02/15/35	540,000	39,338	38,138	36,938	36,038	35,138	34,388	23,600	23,000	22,400	21,800
DW-09-02 Series 16	Outside	05/14/15	07/15/32	533,117	35,256	35,300	35,346	35,391	35,439	35,487	35,536	35,586	35,637	35,689
DWP-11-09 Series 17A	Outside	05/14/15	01/15/33	793,438	52,904	52,980	53,057	53,135	53,215	53,298	53,381	53,466	53,553	53,643
Pipe Replacement Upgrade FY17 (#2015-085)	Outside	02/25/16	06/30/36	900,000	62,831	61,031	59,231	57,431	55,631	55,406	54,450	53,100	51,750	50,400
Hyannis Water System Pipe Replacement (O) (#2016-093)	Outside	02/23/17	06/30/37	858,400	65,650	63,850	62,050	60,250	58,450	51,650	50,050	48,850	47,650	46,450
DWP-14-09 Mass Clean Water Trust (#2014-071, 2013-085, 2013-088)	Outside	04/13/17	07/15/37	1,467,339	89,354	89,471	89,591	89,713	89,838	89,966	90,096	90,229	90,366	90,505
Well Reactivation (O) (#2017-080)	Outside	02/27/18	06/30/38	276,000	22,863	22,113	21,363	20,613	19,863	19,113	18,313	17,913	17,463	17,013
Water Pipe Replacement (O) (#2017-081)	Outside	02/27/18	06/30/38	468,000	38,325	37,075	35,825	34,575	33,325	32,075	31,075	30,075	24,325	23,725
Mary Dunn Water Storage Tank Site Work (O) (#2017-083)	Outside	02/27/18	06/30/38	600,500	47,288	45,788	44,288	42,788	41,288	39,788	38,588	37,388	36,488	35,588
Water Carbon Filter Units (O) (#2017-079)	Outside	02/27/18	06/30/18	440,000	55,750	53,500	51,250	44,000	42,000	-	-	-	-	-
Pipe Replacement Upgrade FY19 (#2018-081)	Outside	02/26/19	06/30/39	1,050,000	87,813	85,063	82,313	79,563	76,813	74,063	66,313	63,813	62,313	60,813
Carbon Treatment System Construction at Maher Wellfield (2017-099)	Outside	02/26/19	06/30/28	318,500	43,750	42,000	40,250	38,500	36,750	-	-	-	-	-
Well Exploration Program (2013-087)	Outside	02/26/19	06/30/28	489,500	68,250	65,500	62,750	55,000	52,500	-	-	-	-	-
MCWT Series 19 DWP-13-01 Reamortization	Outside	04/11/19	07/15/36	1,736,865	120,898	121,059	121,225	121,394	121,566	121,742	121,922	122,106	122,294	122,486
Water Pipe Replacement (#2019-135)	Outside	02/25/20	06/30/40	950,500	77,688	75,188	72,688	70,188	67,688	65,188	62,688	55,688	54,388	52,988
MCWT Bonds; Series 21 DWP-16-17 (#2014-073, 2016-146, 2016-163 & 2017-010)	Outside	09/25/20	06/30/39	2,428,471	159,479	159,656	159,837	160,021	160,209	160,403	160,599	160,800	161,006	161,216
New Well Exploration Program (#2018-083)	Outside	03/15/21	06/30/41	314,500	24,000	23,250	22,500	21,750	21,000	20,250	19,500	18,750	18,150	17,700
CTF 50% Water Infrastructure Construction (#2019-212)	Outside	03/15/21	06/30/41	1,000,000	80,000	77,500	75,000	72,500	70,000	67,500	65,000	62,500	60,500	59,000
Pipe Replacement & Upgrades (#2020-120)	Outside	03/15/21	06/30/41	750,000	62,950	60,950	58,950	56,950	54,950	52,950	50,950	48,950	42,350	41,300
MCWT DWP-18-10 (#2017-099, 2018-173)	Outside	05/11/21	01/15/46	9,754,852	201,689	195,000	188,151	181,139	173,960	166,611	159,087	151,384	143,498	135,424
MCWT DWP-19-28 (#2019-215)	Outside	05/11/21	01/15/41	2,642,303	-	-	-	-	-	-	-	-	-	-
Water Pipe Replacement and Upgrades (O) (#2021-119)	Outside	03/15/22	03/15/42	946,000	85,250	82,750	80,250	78,250	75,750	73,250	70,750	68,250	60,750	58,950
Water Pipe Replacement (2022-092)	Outside	03/15/23	03/15/43	1,000,500	103,400	101,750	99,000	96,250	93,500	90,750	88,000	85,250	82,500	79,750
Ocean St Water Main Looping (2022-094)	Outside	03/15/23	03/15/43	353,000	39,378	35,600	34,600	33,600	32,600	31,600	30,600	29,600	28,600	27,600
<b>Total Water Enterprise Fund</b>					<b>2,559,490</b>	<b>2,517,825</b>	<b>2,482,815</b>	<b>2,434,863</b>	<b>1,706,089</b>	<b>1,539,246</b>	<b>1,494,521</b>	<b>1,460,577</b>	<b>1,250,681</b>	<b>1,226,849</b>
MARINA INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033
Advance Refund 6/14/2004 Prince Cove Marina Acquisition	Inside	04/18/12	09/15/22	864,000	-	-	-	-	-	-	-	-	-	-
Gateway Marina Dredging (#2015-108)	Inside	02/25/16	06/30/26	280,000	28,000	27,900	26,000	-	-	-	-	-	-	-
Prince Cover Marina Bulkhead (#2015-109)	Inside	02/25/16	06/30/36	570,000	40,988	39,788	38,588	37,388	36,788	36,038	35,400	29,500	28,750	28,000
Gateway Marina Maintenance Dredging (I) (#2016-109)	Inside	02/23/17	06/30/37	476,500	36,475	35,475	34,475	33,475	32,475	31,475	30,475	29,725	28,975	23,225
CTF Marina Bulkhead Repair I Refi 6/15/11	Inside	03/15/21	06/30/30	271,950	38,725	37,800	36,350	35,400	33,925	32,450	30,975	-	-	-
Marina Bulkhead Repair II Refi 6/15/11	Inside	03/15/21	06/30/30	243,800	33,775	32,575	31,875	35,650	34,175	32,700	36,225	-	-	-
Marina Bismore Park Bulkhead Imp. Design (I) (#2021-101)	Inside	03/15/22	03/15/27	184,000	41,650	39,900	38,150	36,750	-	-	-	-	-	-
<b>Total Marina Enterprise Fund</b>					<b>219,613</b>	<b>212,538</b>	<b>205,438</b>	<b>178,663</b>	<b>137,363</b>	<b>132,663</b>	<b>133,075</b>	<b>59,225</b>	<b>57,725</b>	<b>51,225</b>
SANDY NECK INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033
Sandy Neck Beach House I Refi 6/15/11	Inside	03/15/21	06/30/31	470,600	58,690	56,190	55,715	64,665	62,065	58,965	59,890	55,640	-	-
Sandy Neck Beach House II Refi 6/15/11	Inside	03/15/21	06/30/26	26,250	4,900	5,200	9,975	-	-	-	-	-	-	-
Sandy Neck Beach House III Refi 6/15/11	Inside	03/15/21	06/30/31	98,350	11,495	11,120	10,745	10,870	15,470	14,820	14,170	13,520	-	-
<b>Total Sandy Neck Enterprise Fund</b>					<b>75,085</b>	<b>72,510</b>	<b>76,435</b>	<b>75,535</b>	<b>77,535</b>	<b>73,785</b>	<b>74,060</b>	<b>69,160</b>	<b>-</b>	<b>-</b>
HYCC INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033
CTF HYCC 1 (I) \$1,000,000 Refunded	Inside	02/17/15	02/15/27	474,900	53,550	51,670	49,790	47,380	-	-	-	-	-	-
CTF HYCC 2 (I) \$8,000,000 Refunded	Inside	02/17/15	02/15/27	3,794,400	430,450	413,330	396,290	380,070	-	-	-	-	-	-
CTF HYCC 3 (I) \$1,600,000 Refunded	Inside	02/17/15	02/15/27	759,000	86,510	82,470	79,470	76,220	-	-	-	-	-	-
CTF HYCC 4 (I) \$6,765,000 Refunded	Inside	06/21/16	06/30/28	3,320,000	374,200	360,800	344,100	332,600	316,200	-	-	-	-	-
CTF HYCC Roof, HVAC, and Parking & Security (#2019-115)	Inside	02/25/20	06/30/40	679,000	54,675	52,925	51,175	49,425	47,675	45,925	44,175	42,775	41,725	40,675
CTF HYCC Facility Improvements (#2020-103)	Inside	03/15/21	06/30/41	674,700	60,450	58,450	51,450	49,700	47,950	46,200	44,450	42,700	36,300	35,400
CTF HYCC Facility Improvements (I) (#2021-106)	Inside	03/15/22	03/15/42	1,484,000	129,900	126,150	122,400	119,400	115,650	111,900	108,150	104,400	100,650	97,650
CTF HYCC Mechanical Improvements (2022-111)	Inside	03/15/23	03/15/43	1,626,000	160,800	157,200	152,950	148,700	144,450	135,200	131,200	127,200	123,200	119,200
<b>Total HYCC Enterprise Fund</b>					<b>1,350,535</b>	<b>1,302,995</b>	<b>1,247,625</b>	<b>1,203,495</b>	<b>671,925</b>	<b>339,225</b>	<b>327,975</b>	<b>317,075</b>	<b>301,875</b>	<b>292,925</b>

ROAD BETTERMENT REVOLVING FUND INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033
Gleneagle Drive Private Road Repairs (#2019-197)	Inside	02/25/20	06/30/30	675,000	92,600	89,100	80,600	77,350	74,100	70,850	67,600	-	-	-
Crosby Circle Private Road Repairs (#2017-148)	Inside	02/25/21	06/30/30	44,000	5,700	5,600	5,500	5,400	5,300	5,200	5,100	-	-	-
Pine Ridge & Waquoit Private Road (#2017-149)	Inside	02/25/21	06/30/33	113,200	11,720	11,520	11,320	11,120	10,920	10,720	10,520	10,320	10,200	5,070
Woodland Avenue Private Road Repair (#2017-150)	Inside	02/25/21	06/30/33	71,900	5,895	5,795	5,695	5,595	5,495	5,395	5,295	5,195	5,135	5,070
Bunker Hill Private Road Repair (#2017-168)	Inside	02/25/21	06/30/33	296,450	29,405	28,905	28,405	27,905	27,405	26,905	26,405	25,905	25,605	20,280
Beach Plum & Smoke Valley Private Road (#2017-169)	Inside	02/25/21	06/30/33	447,600	46,665	45,865	45,065	44,265	43,465	42,665	41,865	41,065	40,265	35,490
Ice Valley & Fox Island Private Road (#2017-170)	Inside	02/25/21	06/30/33	512,300	52,660	51,760	50,860	49,960	49,060	48,160	47,260	46,360	45,460	40,560
Locust Lane Private Road (#2018-140)	Inside	02/25/21	06/30/29	38,750	5,600	5,500	5,400	5,300	5,200	5,100	-	-	-	-
Multiple Temporary Private Road (#2018-151)	Inside	02/25/21	06/30/34	335,300	34,975	29,375	28,875	28,375	27,875	27,375	26,875	26,375	26,075	25,750
Laura Road Private Road (#2018-167)	Inside	02/25/21	06/30/26	28,500	5,300	5,200	5,100	-	-	-	-	-	-	-
Wheeler Road Private Road (#2020-045)	Inside	02/25/21	06/30/36	510,650	42,785	42,085	41,385	40,685	39,985	39,285	38,585	37,885	37,465	37,010
Goodview Way Private Road (#2020-080)	Inside	02/25/21	06/30/36	218,850	18,325	18,025	17,725	17,425	17,125	16,825	16,525	16,225	16,045	15,850
Nyes Neck Private Road (#2020-189)	Inside	02/25/21	06/30/36	127,500	11,895	11,695	11,495	11,295	11,095	10,895	10,695	10,495	5,375	5,310
<b>Total Road Betterment Revolving Fund</b>					<b>363,525</b>	<b>350,425</b>	<b>337,425</b>	<b>324,675</b>	<b>312,025</b>	<b>299,475</b>	<b>287,025</b>	<b>210,325</b>	<b>202,925</b>	<b>190,390</b>
COMMUNITY PRESERVATION FUND INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033
Advance Refund 6/15/2003 Landbank Acquisitions	Inside	04/18/12	09/15/22	964,600	-	-	-	-	-	-	-	-	-	-
Advance Refund 6/15/2004 Landbank Acquisitions 3	Inside	04/18/12	09/15/22	5,385,600	-	-	-	-	-	-	-	-	-	-
Advance Refund 6/15/2004 Landbank Acquisitions 2	Inside	04/18/12	09/15/22	227,300	-	-	-	-	-	-	-	-	-	-
Land Acquisition - 2004-105 Bone Hill \$200k Refunded	Inside	02/17/15	02/15/25	90,850	9,720	9,360	-	-	-	-	-	-	-	-
Land Acquisition - 06-15-05 - 2004-106 \$180k Refunded	Inside	02/17/15	02/15/25	73,600	4,320	4,160	-	-	-	-	-	-	-	-
Land Acquisition - Hyannis Golf \$5,500,000 Refunded	Inside	02/17/15	02/15/25	2,496,300	266,700	255,320	-	-	-	-	-	-	-	-
Land Acquisition - Archibald \$500,000 Refunded	Inside	02/17/15	02/15/26	212,100	25,530	24,610	23,690	-	-	-	-	-	-	-
Town Hall Renovations Refi 6/15/10	Inside	03/15/21	06/30/30	487,550	72,525	70,350	67,650	65,450	62,725	60,500	57,750	-	-	-
<b>Total Community Preservation Fund</b>					<b>378,795</b>	<b>363,800</b>	<b>91,340</b>	<b>65,450</b>	<b>62,725</b>	<b>60,500</b>	<b>57,750</b>	<b>-</b>	<b>-</b>	<b>-</b>
TITLE V FUND INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033
Title V - Phase I - 97-1131 Series 6	Outside	07/01/04	08/01/22	190,580	-	-	-	-	-	-	-	-	-	-
Title V - Phase I - 97-1131 Series 6 (Subsidy)	Outside	07/01/04	08/01/22	(subsidy)	-	-	-	-	-	-	-	-	-	-
Title V - Phase III - Pool 11 T5-97-1131-2	Outside	10/31/05	07/15/25	200,000	10,000	10,000	10,000	-	-	-	-	-	-	-
Title V - Phase IV - Pool 11 T5-97-1131-3	Outside	10/31/05	07/15/25	200,000	10,000	10,000	10,000	-	-	-	-	-	-	-
Title V - Phase V - Pool 12 97-1131-4D	Outside	12/14/06	07/15/26	200,000	10,000	10,000	10,000	10,000	-	-	-	-	-	-
<b>Total Title V</b>					<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
SEWER CONSTRUCTION & PRIVATE WAY MAINT. IMP. FUND INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032	Pymts FY 2033
MWPAT CWS-09-07	Inside	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	-	-
Sewer CWS-09-07-A Series 16	Inside	05/14/15	07/15/32	4,592,367	303,701	304,082	304,471	304,868	305,273	305,688	306,111	306,544	306,986	307,438
310 Main Street, Barnstable (Centerville) Acquisition (#2020-025)	Inside	02/25/20	06/30/40	549,000	45,938	44,438	42,938	41,438	39,938	38,438	36,938	30,938	30,188	29,438
1456 Falmouth Road, Route 28, Barnstable (Centerville) Acquisition (#2020-026)	Inside	02/25/20	06/30/40	283,900	23,225	22,475	21,725	20,975	20,225	19,475	18,725	18,125	17,675	17,225
RT 28 East Sewer Expansion Pump Station, Roadway & Utility Work (#2020-030)	Outside	03/15/21	06/30/41	800,000	64,000	62,000	60,000	58,000	56,000	54,000	52,000	50,000	48,400	47,200
Strawberry Hill Rd Sewer Expansion (2019-213) CWP-20-23	Inside	11/21/03	01/15/54	9,456,935	-	422,956	399,235	399,641	400,055	400,475	400,904	401,341	401,786	402,239
Strawberry Hill Rd Sewer Expansion (2019-213) CWP-20-23-A	Inside	11/21/03	01/15/54	338,450	-	15,135	14,286	14,300	14,315	14,330	14,345	14,361	14,376	14,393
Rt. 28/Yarmouth Rd. Intersection (2020-002) CWP-20-24	Inside	11/21/23	01/15/44	1,241,484	-	74,245	71,538	71,626	71,715	71,807	71,898	71,993	72,088	72,185
Rt. 28 East Sewer Expansion (2021-180) CWP-21-49	Inside	11/21/23	01/15/54	12,236,623	-	547,178	516,490	517,015	517,550	518,094	518,649	519,214	519,789	520,375
Rt. 28 East Sewer Expansion (2021-180) CWP-21-49-A	Inside	11/21/23	01/15/54	908,504	-	40,625	38,347	38,386	38,426	38,466	38,507	38,549	38,592	38,635
<b>Total Sewer Construction &amp; Private Way Maintenance and Improvement Fund</b>					<b>636,182</b>	<b>1,732,452</b>	<b>1,668,347</b>	<b>1,665,567</b>	<b>1,662,814</b>	<b>1,660,090</b>	<b>1,652,395</b>	<b>1,650,382</b>	<b>1,449,880</b>	<b>1,449,127</b>
<b>TOTAL ENTERPRISE FUND AND OTHER FUND BOND OBLIGATIONS</b>					<b>7,421,073</b>	<b>8,622,044</b>	<b>7,774,780</b>	<b>7,520,538</b>	<b>6,164,407</b>	<b>5,169,306</b>	<b>5,019,036</b>	<b>4,735,698</b>	<b>4,205,116</b>	<b>4,092,130</b>
<b>GRAND TOTAL TOWN OF BARNSTABLE BOND OBLIGATIONS</b>					<b>14,645,960</b>	<b>14,871,554</b>	<b>13,753,175</b>	<b>12,853,408</b>	<b>11,036,772</b>	<b>9,761,821</b>	<b>9,438,595</b>	<b>8,877,857</b>	<b>8,075,185</b>	<b>7,625,249</b>

SCHOOLS INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043
CTF Early Learning Center Modular Facility	Inside	02/17/15	02/15/35	2,000,000	106,000	103,000	-	-	-	-	-	-	-	-
CTF Elementary School Modular Classroom (#2015-115)	Inside	02/25/16	06/30/36	3,720,000	201,650	196,100	190,550	-	-	-	-	-	-	-
CTF BIS Façade & Roof Improvements (#2015-116)	Inside	02/25/16	06/30/36	3,353,000	179,850	174,900	169,950	-	-	-	-	-	-	-
CTF Horace Mann Roof (I) (#2016-081)	Inside	02/27/18	06/30/38	2,350,000	132,969	129,519	126,069	122,475	118,738	-	-	-	-	-
CTF Barnstable High School Learning Center (I) (#2017-063)	Inside	02/27/18	06/30/38	2,968,500	167,656	163,306	158,956	154,425	149,713	-	-	-	-	-
CTF Barnstable High School Stadium Bleachers (I) (#2017-067)	Inside	02/27/18	06/30/33	966,000	-	-	-	-	-	-	-	-	-	-
CTF Barnstable High School Cafeteria Window (I) (#2017-068)	Inside	02/27/18	06/30/38	400,000	23,125	22,525	21,925	21,300	20,650	-	-	-	-	-
CTF Hyannis West Elementary School Roof Truss System (2019-058)	Inside	02/26/19	06/30/39	850,000	47,450	46,250	45,050	43,850	42,600	41,300	-	-	-	-
CTF Barnstable High School Sports Field Upgrade (#2018-064)	Inside	02/26/19	06/30/34	4,600,000	314,150	-	-	-	-	-	-	-	-	-
CTF Barnstable Public Schools Mechanical Upgrades (#2019-096)	Inside	02/25/20	06/30/40	250,000	11,475	11,275	11,075	10,875	10,663	10,450	10,225	-	-	-
CTF Barnstable Public Schools Environmental Lab (#2019-097)	Inside	02/25/20	06/30/40	222,000	11,475	11,275	11,075	10,875	10,663	10,450	10,225	-	-	-
CTF BPS & BIS Roof Top Ventilators (#2019-098)	Inside	02/25/20	06/30/40	1,500,000	86,063	84,563	83,063	81,563	79,969	78,375	76,688	-	-	-
CTF Centerville Elementary Ventilator (#2019-099)	Inside	02/25/20	06/30/40	500,000	28,688	28,188	27,688	27,188	26,656	26,125	25,563	-	-	-
CTF Hyannis West Elementary School Roof (#2019-101)	Inside	02/25/20	06/30/40	450,000	22,950	22,550	22,150	21,750	21,325	20,900	20,450	-	-	-
CTF Centerville Elementary Roof (#2019-102)	Inside	02/25/20	06/30/40	250,000	11,475	11,275	11,075	10,875	10,663	10,450	10,225	-	-	-
CTF Barnstable High School Sports Field Upgrades (#2019-211)	Inside	02/25/20	06/30/35	1,100,000	72,800	71,400	-	-	-	-	-	-	-	-
CTF Elementary School HVAC Chiller Replacement (#2020-084)	Inside	03/15/21	06/30/41	400,000	23,200	22,800	22,400	22,000	21,600	21,200	20,800	20,400	-	-
CTF BHS and BIS Rooftop Ventilator Replacement (I) (#2021-084)	Inside	03/15/22	03/15/42	3,205,000	203,200	198,400	193,600	188,800	184,000	179,200	174,400	169,600	164,800	-
<b>Total Schools Interest &amp; Principal</b>					<b>2,102,725</b>	<b>1,734,375</b>	<b>1,510,425</b>	<b>1,115,775</b>	<b>1,081,038</b>	<b>704,450</b>	<b>644,375</b>	<b>475,600</b>	<b>440,200</b>	<b>265,200</b>
LAND ACQUISITION INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043
<b>Total Land Acquisition Interest &amp; Principal</b>					<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
PUBLIC WAYS INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043
CTF Guardrail Improvements (#2015-098)	Inside	02/25/16	06/30/36	170,000	-	-	-	-	-	-	-	-	-	-
CTF Sidewalk Improvements (#2015-098)	Inside	02/25/16	06/30/36	230,000	-	-	-	-	-	-	-	-	-	-
CTF Guardrail & Sidewalk (I) (#2017-073)	Inside	02/27/18	06/30/33	287,000	-	-	-	-	-	-	-	-	-	-
CTF Sidewalk Improvements (#2019-125)	Inside	02/25/20	06/30/35	314,000	20,800	20,400	-	-	-	-	-	-	-	-
CTF Crosswalk Improvements (#2019-128)	Inside	02/25/20	06/30/35	113,100	5,200	5,100	-	-	-	-	-	-	-	-
CTF Bumps River Bridge Repair (#2019-124)	Inside	03/15/21	06/30/41	900,000	52,200	51,300	50,400	49,500	48,600	47,700	46,800	45,900	-	-
<b>Total Public Ways Interest &amp; Principal</b>					<b>320,000</b>	<b>308,850</b>	<b>272,700</b>	<b>262,050</b>	<b>251,400</b>	<b>47,700</b>	<b>46,800</b>	<b>45,900</b>	<b>-</b>	<b>-</b>

PUBLIC FACILITIES INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043
CTF Centerville Recreation Building	Inside	02/17/15	02/15/35	185,000	5,300	5,150	-	-	-	-	-	-	-	-
CTF Police Facilities	Inside	02/17/15	02/15/35	288,000	10,600	10,300	-	-	-	-	-	-	-	-
CTF Police Station Remodeling (#2015-100)	Inside	02/25/16	06/30/36	355,000	16,350	15,900	15,450	-	-	-	-	-	-	-
CTF Town Hall Remodeling (#2015-101)	Inside	02/25/16	06/30/36	939,000	49,050	47,700	46,350	-	-	-	-	-	-	-
CTF Craigville Beach Bathhouse (#2016-031)	Inside	02/25/16	06/30/36	450,000	21,800	21,200	20,600	-	-	-	-	-	-	-
CTF Osterville Bay Elem School Improvements (I) (#2016-112)	Inside	02/23/17	06/30/37	724,300	39,594	38,456	37,319	36,181	-	-	-	-	-	-
CTF Lombard Field Improvements (I) (#2016-113)	Inside	02/23/17	06/30/37	895,000	50,738	49,275	47,813	41,350	-	-	-	-	-	-
CTF Senior Center Renovations (#2018-076)	Inside	02/26/19	06/30/39	659,000	35,588	34,688	33,788	32,888	31,950	30,975	-	-	-	-
CTF Osterville Recreation Building Design & Construction (#2017-086)	Inside	02/26/19	06/30/39	675,000	40,738	34,688	33,788	32,888	31,950	30,975	-	-	-	-
CTF Town Hall Restroom Renovations	Inside	02/26/19	06/30/39	560,000	29,656	28,906	28,156	27,406	26,625	25,813	-	-	-	-
CTF School Administration Building Remodeling (#2019-148)	Inside	02/25/20	06/30/40	996,000	57,263	56,263	55,263	54,263	53,200	52,138	46,013	-	-	-
CTF Craigville Bath House (#2019-116)	Inside	02/25/20	06/30/40	255,000	11,475	11,275	11,075	10,875	10,663	10,450	10,225	-	-	-
CTF Craigville Parking Lot (#2019-116)	Inside	02/25/20	06/30/35	160,000	10,400	10,200	-	-	-	-	-	-	-	-
CTF Marston Mills Tennis Courts (#2019-117)	Inside	02/25/20	06/30/35	620,000	41,600	40,800	-	-	-	-	-	-	-	-
CTF Public Bridge Improvements and Repairs (#2019-122)	Inside	02/25/20	06/30/40	500,000	28,688	28,188	27,688	27,188	26,656	26,125	25,563	-	-	-
CTF Town Hall Security Improvements (#2019-129)	Inside	03/15/21	06/30/41	480,000	28,600	28,100	27,600	27,100	21,600	21,200	20,800	20,400	-	-
CTF Osterville Field Construction & Site Improvement (#2019-146)	Inside	03/15/21	06/30/36	705,600	47,700	46,800	45,900	-	-	-	-	-	-	-
CTF 200 Main Street Mansard Evaluation & Repair (#2020-106)	Inside	03/15/21	06/30/41	374,000	22,600	22,200	16,800	16,500	16,200	15,900	15,600	15,300	-	-
CTF Salt Storage Facility Design & Construction (#2020-107)	Inside	03/15/21	06/30/41	345,000	17,400	17,100	16,800	16,500	16,200	15,900	15,600	15,300	-	-
CTF Police Facility Improvements (I) (#2021-098)	Inside	03/15/22	03/15/42	806,432	50,800	49,600	48,400	47,200	46,000	44,800	43,600	42,400	41,200	-
CTF Police Site Security Fence (I) (#2021-099)	Inside	03/15/22	03/15/42	340,032	19,050	18,600	18,150	17,700	17,250	16,800	16,350	15,900	15,450	-
CTF Town Hall Mechanical Improvements (I) (#2021-114)	Inside	03/15/22	03/15/42	1,908,596	120,650	117,800	114,950	112,100	109,250	106,400	103,550	100,700	97,850	-
					-	-	-	-	-	-	-	-	-	-
					-	-	-	-	-	-	-	-	-	-
Total Public Facilities Interest & Principal					755,638	733,188	645,888	500,138	407,544	397,475	297,300	210,000	154,500	-
WATERWAYS INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043
CTF Blish Point Boat Access Channel Dredging (I) (#2016-111)	Inside	02/23/17	06/30/37	943,900	50,906	49,444	47,981	46,519	-	-	-	-	-	-
CTF Channel Dredging - (#2019-119)	Inside	03/15/21	06/30/41	406,000	23,200	22,800	22,400	22,000	21,600	21,200	20,800	20,400	-	-
Total Waterways Interest & Principal					160,906	155,544	150,181	144,819	94,400	21,200	20,800	20,400	-	-
WATER QUALITY INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043
CTF Stormwater Improvements - Impaired Ponds (#2020-110)	Inside	03/15/21	06/30/41	300,000	17,400	17,100	16,800	16,500	16,200	15,900	15,600	15,300	-	-
Total Water Quality Interest & Principal					17,400	17,100	16,800	16,500	16,200	15,900	15,600	15,300	-	-
<b>TOTAL GENERAL FUND BOND OBLIGATIONS</b>					<b>3,356,669</b>	<b>2,949,056</b>	<b>2,595,994</b>	<b>2,039,281</b>	<b>1,850,581</b>	<b>1,186,725</b>	<b>1,024,875</b>	<b>767,200</b>	<b>594,700</b>	<b>265,200</b>

AIRPORT INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043
Airport Terminal Ramp Construction - Phase 2 (O) (#2013-0101)	Outside	02/23/17	06/30/37	428,000	28,613	27,800	31,988	31,013	-	-	-	-	-	-
Airport New Fuel Farm (I) (#2013-102)	Inside	02/23/17	06/30/36	634,500	44,225	47,925	46,463	-	-	-	-	-	-	-
Airport East Ramp Design & Construction (O) (#2014-053)	Outside	02/23/17	06/30/37	641,200	45,419	44,119	42,819	46,519	-	-	-	-	-	-
Runway Reconstruction & Generator Replacement	Outside	02/26/19	06/30/39	355,500	17,794	17,344	16,894	16,444	15,975	15,488	-	-	-	-
<b>Total Airport Fund Bonds</b>					<b>136,050</b>	<b>137,188</b>	<b>138,163</b>	<b>93,975</b>	<b>15,975</b>	<b>15,488</b>	-	-	-	-
GOLF COURSE INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043
Olde Barnstable Fairgrounds Golf Course (I) (#2016-107)	Inside	02/23/17	06/30/37	245,000	11,313	10,988	10,663	10,338	-	-	-	-	-	-
Hyannis Golf Course Improvements (I) (#2016-108)	Inside	02/23/17	06/30/37	292,700	16,475	10,988	10,663	10,338	-	-	-	-	-	-
<b>Total Golf Course</b>					<b>52,588</b>	<b>45,775</b>	<b>44,125</b>	<b>42,475</b>	<b>20,800</b>	-	-	-	-	-
WATER POLLUTION CONTROL INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043
Pump Station/Sewer Main Const (#2009-132)	Outside	02/25/16	06/30/36	1,000,000	54,500	53,000	51,500	-	-	-	-	-	-	-
Wastewater Treatment Plant Clarifiers Rehab (O) (#2016-097)	Outside	02/23/17	06/30/37	1,146,000	62,219	60,431	58,644	56,856	-	-	-	-	-	-
Wastewater Treatment Plant Backup Generator (O) (#2016-098)	Outside	02/23/17	06/30/37	862,000	45,250	43,950	42,650	41,350	-	-	-	-	-	-
Rendezvous Lane Pump Station Replacement (#2019-132)	Outside	03/15/21	06/30/41	1,160,000	63,800	62,700	61,600	60,500	59,400	58,300	57,200	56,100	-	-
Sewer System Rehab Infiltration & Inflow	Inside	03/15/23	03/15/43	760,000	55,900	53,900	46,900	45,150	43,400	42,000	40,600	39,200	37,800	36,400
Pump Station Improvements (2020-175) CWP-20-18	Inside	11/21/23	01/15/44	576,776	33,582	33,629	33,676	33,724	33,773	33,822	33,873	33,925	33,978	34,030
<b>Total Water Pollution Control Enterprise Fund</b>					<b>675,018</b>	<b>667,281</b>	<b>654,551</b>	<b>597,081</b>	<b>496,000</b>	<b>493,583</b>	<b>491,177</b>	<b>488,780</b>	<b>431,391</b>	<b>430,111</b>
SOLID WASTE INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043
<b>Total Solid Waste Fund</b>					-	-	-	-	-	-	-	-	-	-
WATER SUPPLY INTEREST & PRINCIPAL		Issue Date	Maturity Date	Original Amount	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043
DWP-11-10 Series 17A	Outside	05/22/13	01/15/33	560,761	-	-	-	-	-	-	-	-	-	-
Water Main Loop	Outside	02/17/15	02/15/35	540,000	21,200	20,600	-	-	-	-	-	-	-	-
DWP-11-09 Series 17A	Outside	05/14/15	01/15/33	793,438	-	-	-	-	-	-	-	-	-	-
Pipe Replacement Upgrade FY17 (#2015-085)	Outside	02/25/16	06/30/36	900,000	49,050	47,700	46,350	-	-	-	-	-	-	-
Hyannis Water System Pipe Replacement (O) (#2016-093)	Outside	02/23/17	06/30/37	858,400	45,250	43,950	42,650	41,350	-	-	-	-	-	-
DWP-14-09 Mass Clean Water Trust (#2014-071, 2013-085, 2013-088)	Outside	04/13/17	07/15/37	1,467,339	90,647	90,791	90,939	91,091	-	-	-	-	-	-
Well Reactivation (O) (#2017-080)	Outside	02/27/18	06/30/38	276,000	11,563	11,263	10,963	10,650	10,325	-	-	-	-	-
Water Pipe Replacement (O) (#2017-081)	Outside	02/27/18	06/30/38	468,000	23,125	22,525	21,925	21,300	20,650	-	-	-	-	-
Mary Dunn Water Storage Tank Site Work (O) (#2017-083)	Outside	02/27/18	06/30/38	600,500	34,688	33,788	32,888	31,950	30,975	-	-	-	-	-
Pipe Replacement Upgrade FY19 (#2018-081)	Outside	02/26/19	06/30/39	1,050,000	59,313	57,813	56,313	54,813	53,250	51,625	-	-	-	-
MCWT Series 19 DWP-13-01 Reamortization	Outside	04/11/19	07/15/36	1,736,865	122,682	122,882	123,087	-	-	-	-	-	-	-
Water Pipe Replacement (#2019-135)	Outside	02/25/20	06/30/40	950,500	51,638	50,738	49,838	48,938	47,981	47,025	46,013	-	-	-
MCWT Bonds; Series 21 DWP-16-17 (#2014-073, 2016-146, 2016-163 & 2017-010)	Outside	09/25/20	06/30/39	2,428,471	161,430	161,649	161,873	162,103	162,336	162,575	-	-	-	-
New Well Exploration Program (#2018-083)	Outside	03/15/21	06/30/41	314,500	17,400	17,100	16,800	16,500	16,200	15,900	15,600	15,300	-	-
CTF 50% Water Infrastructure Construction (#2019-212)	Outside	03/15/21	06/30/41	1,000,000	58,000	57,000	56,000	55,000	54,000	53,000	52,000	51,000	-	-
Pipe Replacement & Upgrades (#2020-120)	Outside	03/15/21	06/30/41	750,000	40,600	39,900	39,200	38,500	37,800	37,100	36,400	35,700	-	-
MCWT DWP-18-10 (#2017-099, 2018-173)	Outside	05/11/21	01/15/46	9,754,852	127,158	118,696	110,033	101,163	92,083	82,786	73,269	63,525	53,550	43,337
MCWT DWP-19-28 (#2019-215)	Outside	05/11/21	01/15/41	2,642,303	-	-	-	-	-	-	-	-	-	-
Water Pipe Replacement and Upgrades (O) (#2021-119)	Outside	03/15/22	03/15/42	946,000	57,150	55,800	54,450	53,100	51,750	50,400	49,050	47,700	46,350	-
<b>Total Water Enterprise Fund</b>					<b>1,064,492</b>	<b>1,042,543</b>	<b>1,000,407</b>	<b>810,307</b>	<b>657,950</b>	<b>578,411</b>	<b>347,731</b>	<b>286,025</b>	<b>170,100</b>	<b>110,937</b>

MARINA INTEREST & PRINCIPAL	-	Issue Date	Maturity Date	Original Amount	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043
Prince Cover Marina Bulkhead (#2015-109)	Inside	02/25/16	06/30/36	570,000	27,250	26,500	25,750	-	-	-	-	-	-	-
Gateway Marina Maintenance Dredging (I) (#2016-109)	Inside	02/23/17	06/30/37	476,500	22,625	21,975	21,325	20,675	-	-	-	-	-	-
<b>Total Marina Enterprise Fund</b>					<b>49,875</b>	<b>48,475</b>	<b>47,075</b>	<b>20,675</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
SANDY NECK INTEREST & PRINCIPAL	-	Issue Date	Maturity Date	Original Amount	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043
<b>Total Sandy Neck Enterprise Fund</b>					<b>-</b>									
HYCC INTEREST & PRINCIPAL	-	Issue Date	Maturity Date	Original Amount	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043
CTF HYCC Roof, HVAC, and Parking & Security (#2019-115)	Inside	02/25/20	06/30/40	679,000	39,625	38,925	33,225	32,625	31,988	31,350	30,675	-	-	-
CTF HYCC Facility Improvements (#2020-103)	Inside	03/15/21	06/30/41	674,700	34,800	34,200	33,600	33,000	32,400	31,800	31,200	30,600	-	-
CTF HYCC Facility Improvements (I) (#2021-106)	Inside	03/15/22	03/15/42	1,484,000	94,650	92,400	90,150	87,900	85,650	78,400	76,300	74,200	72,100	-
<b>Total HYCC Enterprise Fund</b>					<b>284,275</b>	<b>276,725</b>	<b>264,175</b>	<b>256,725</b>	<b>249,238</b>	<b>237,550</b>	<b>230,975</b>	<b>194,400</b>	<b>158,500</b>	<b>83,200</b>
ROAD BETTERMENT REVOLVING FUND INTEREST & PRINCIPAL	-	Issue Date	Maturity Date	Original Amount	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043
Pine Ridge & Waquoit Private Road (#2017-149)	Inside	02/25/21	06/30/33	113,200	-	-	-	-	-	-	-	-	-	-
Woodland Avenue Private Road Repair (#2017-150)	Inside	02/25/21	06/30/33	71,900	-	-	-	-	-	-	-	-	-	-
Bunker Hill Private Road Repair (#2017-168)	Inside	02/25/21	06/30/33	296,450	-	-	-	-	-	-	-	-	-	-
Beach Plum & Smoke Valley Private Road (#2017-169)	Inside	02/25/21	06/30/33	447,600	-	-	-	-	-	-	-	-	-	-
Ice Valley & Fox Island Private Road (#2017-170)	Inside	02/25/21	06/30/33	512,300	-	-	-	-	-	-	-	-	-	-
Multiple Temporary Private Road (#2018-151)	Inside	02/25/21	06/30/34	335,300	25,400	-	-	-	-	-	-	-	-	-
Wheeler Road Private Road (#2020-045)	Inside	02/25/21	06/30/36	510,650	36,520	30,960	30,480	-	-	-	-	-	-	-
Goodview Way Private Road (#2020-080)	Inside	02/25/21	06/30/36	218,850	15,640	15,400	10,160	-	-	-	-	-	-	-
Nyes Neck Private Road (#2020-189)	Inside	02/25/21	06/30/36	127,500	5,240	5,160	5,080	-	-	-	-	-	-	-
<b>Total Road Betterment Revolving Fund</b>					<b>82,800</b>	<b>51,520</b>	<b>45,720</b>	<b>-</b>						
COMMUNITY PRESERVATION FUND INTEREST & PRINCIPAL	-	Issue Date	Maturity Date	Original Amount	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043
<b>Total Community Preservation Fund</b>					<b>-</b>									
TITLE V FUND INTEREST & PRINCIPAL	-	Issue Date	Maturity Date	Original Amount	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043
<b>Total Title V</b>					<b>-</b>									
SEWER CONSTRUCTION & PRIVATE WAY MAINT. IMP. FUND INTEREST & PRINCIPAL	-	Issue Date	Maturity Date	Original Amount	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	Pymts FY 2043
310 Main Street, Barnstable (Centerville) Acquisition (#2020-025)	Inside	02/25/20	06/30/40	549,000	28,688	28,188	27,688	27,188	26,656	26,125	25,563	-	-	-
1456 Falmouth Road, Route 28, Barnstable (Centerville) Acquisition (#2020-026)	Inside	02/25/20	06/30/40	283,900	16,775	16,475	16,175	10,875	10,663	10,450	10,225	-	-	-
RT 28 East Sewer Expansion Pump Station, Roadway & Utility Work (#2020-030)	Outside	03/15/21	06/30/41	800,000	46,400	45,600	44,800	44,000	43,200	42,400	41,600	40,800	-	-
Strawberry Hill Rd Sewer Expansion (2019-213) CWP-20-23	Inside	11/21/03	01/15/54	9,456,935	402,700	403,171	403,650	404,138	404,635	405,142	405,657	406,183	406,718	407,264
Strawberry Hill Rd Sewer Expansion (2019-213) CWP-20-23-A	Inside	11/21/03	01/15/54	338,450	14,410	14,427	14,443	14,461	14,478	14,497	14,515	14,534	14,554	14,572
Rt. 28 East Sewer Expansion (2021-180) CWP-21-49-A	Inside	11/21/23	01/15/54	908,504	38,679	38,724	38,771	38,817	38,865	38,914	38,964	39,014	39,065	39,118
<b>Total Sewer Construction &amp; Private Way Maintenance and Improvement Fund</b>					<b>1,140,909</b>	<b>1,140,549</b>	<b>1,140,213</b>	<b>1,134,901</b>	<b>1,134,668</b>	<b>1,134,462</b>	<b>1,134,234</b>	<b>1,099,032</b>	<b>1,059,643</b>	<b>1,061,080</b>
<b>TOTAL ENTERPRISE FUND AND OTHER FUND BOND OBLIGATIONS</b>					<b>3,486,007</b>	<b>3,410,056</b>	<b>3,334,428</b>	<b>2,956,138</b>	<b>2,574,629</b>	<b>2,459,494</b>	<b>2,204,117</b>	<b>2,068,237</b>	<b>1,819,634</b>	<b>1,685,328</b>
<b>GRAND TOTAL TOWN OF BARNSTABLE BOND OBLIGATIONS</b>					<b>6,842,676</b>	<b>6,359,113</b>	<b>5,930,422</b>	<b>4,995,420</b>	<b>4,425,211</b>	<b>3,646,219</b>	<b>3,228,992</b>	<b>2,835,437</b>	<b>2,414,334</b>	<b>1,950,528</b>

WATER SUPPLY INTEREST & PRINCIPAL	-	Issue Date	Maturity Date	Original Amount	Pymts FY 2044	Pymts FY 2045	Pymts FY 2046	Payments FY 2047	Payments FY 2048	Payments FY 2049	Payments FY 2050	Payments FY 2051	Payments FY 2052	Payments FY 2053	Payments FY 2054
MCWTP DWP-18-10 (#2017-099, 2018-173)	Outside	05/11/21	01/15/46	9,754,852	32,882	22,178	11,219	-	-	-	-	-	-	-	-
<b>Total Water Enterprise Fund</b>					<b>32,882</b>	<b>22,178</b>	<b>11,219</b>	<b>-</b>							

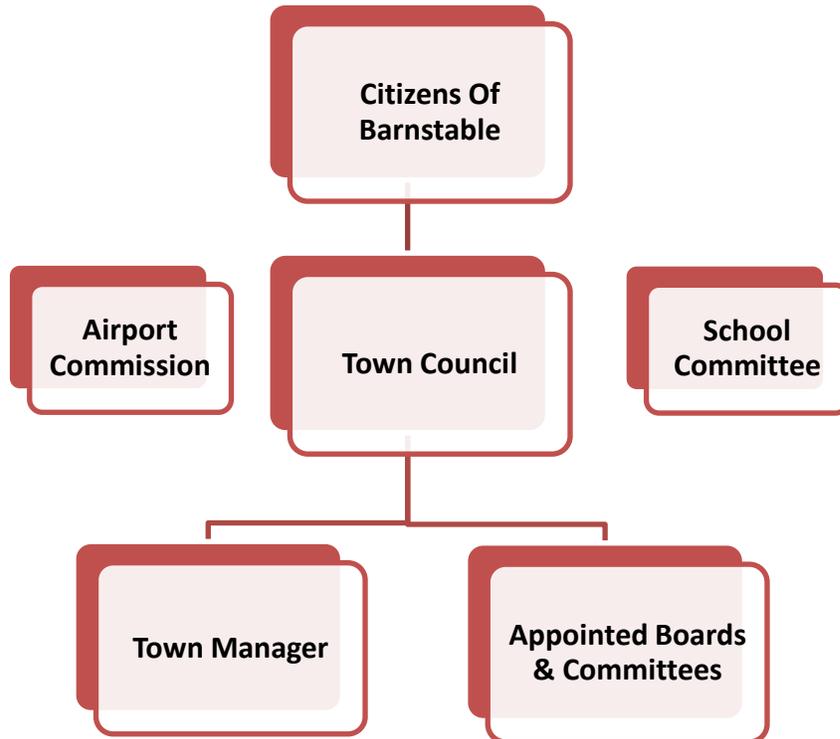
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# TOWN COUNCIL DEPARTMENT

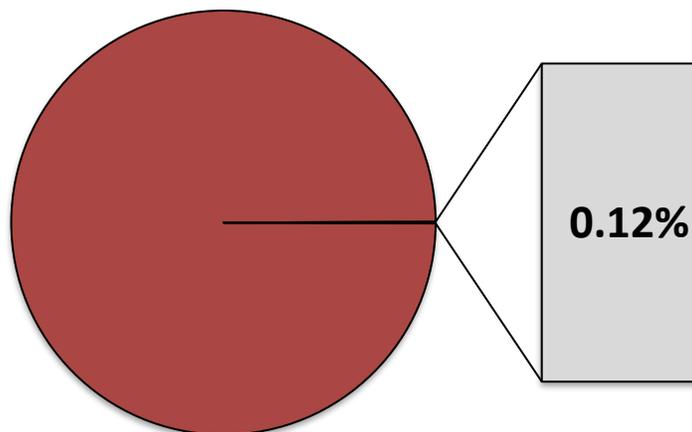
## Department Mission Statement

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

### Focus Areas



% of FY 2025 Total General Fund Budget



The Town Council budget comprises 0.12% of the overall General Fund budget.

## Town Council Department Services Provided

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

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



**"James H. Crocker Jr." Hearing Room**

### Town Council

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

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

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

## Town Council Department Recent Accomplishments

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- ✓ Approved a Strategic Plan for Fiscal Years 2024-2025
- ✓ Conducted Policy Workshop on Private Roads
- ✓ Acted on numerous appointments to Boards and Committees
- ✓ Acted on and approved a \$67 million Capital Improvement Plan
- ✓ Acted on and approved a \$237 million operating budget.
- ✓ Acted upon numerous grant acceptances and appropriations outside of the annual budget process
- ✓ Increased Residential Exemption for FY24 Tax Levy from 20% to 25%

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

1. **Finance** – Provide a viable financial plan for meeting the operational and capital needs of the town with a balanced budget that includes ongoing cost reductions, cost savings for residents, maintaining reserves, and aggressively pursuing new growth dollars and revenue sources, with an eye towards sustainability.

2. **Public Health and Safety** – Protect and promote the health, safety, well being, and high quality of life of all town residents and visitors.

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



*Town Hall*

4. **Economic Development** – Town Council and Town Manager to support and grow a vibrant economy with a diversity of businesses, both for-profit and non-profit, and a strong labor force, taking into consideration promotion of sustainability.

5. **Town Infrastructure & Assets** – Maintain and improve existing infrastructure, capital assets, and aquatic resources, make improvements when necessary, and ensure town assets are managed, maintained, and disposed of to serve the highest and best uses moving forward.

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

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

8. **Environment and Natural Resources** – Conserve and protect areas in the town that are most significant as natural and historical resources for water supply, visual quality, outdoor recreation, public access, wildlife habitat and cultural history.

9. **Diversity, Equity, and Inclusion** – Protect the Town's quality of life and unique character, engage our citizens, and enact policies that respond to and anticipate the needs of our community, which is diverse in culture, gender, gender identification, race, ethnic background, religious beliefs, and national origin.

10. **Regulatory Access and Performance** – Work with Town Manager and staff to have an efficient, customer-friendly, predictable regulatory process.

## Town Council Department Budget Comparison

Town Council Sources of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$205,999	\$200,428	\$210,577	\$215,823	\$5,246	2.49%
Enterprise Funds	40,416	50,751	50,751	48,269	7,853	19.43%
<b>Total Sources of Funding</b>	<b>\$246,415</b>	<b>\$251,179</b>	<b>\$261,328</b>	<b>\$264,092</b>	<b>\$13,099</b>	<b>1.06%</b>

Expenditure Category						
Personnel	\$224,846	\$230,000	\$233,906	\$ 236,670	\$2,764	1.18%
Operating Expenses	21,569	21,179	27,422	27,422	-	0.00%
<b>Total Appropriation</b>	<b>\$246,415</b>	<b>\$251,179</b>	<b>\$261,328</b>	<b>\$264,092</b>	<b>\$2,764</b>	<b>1.06%</b>

## Town Council Department Reconciliation

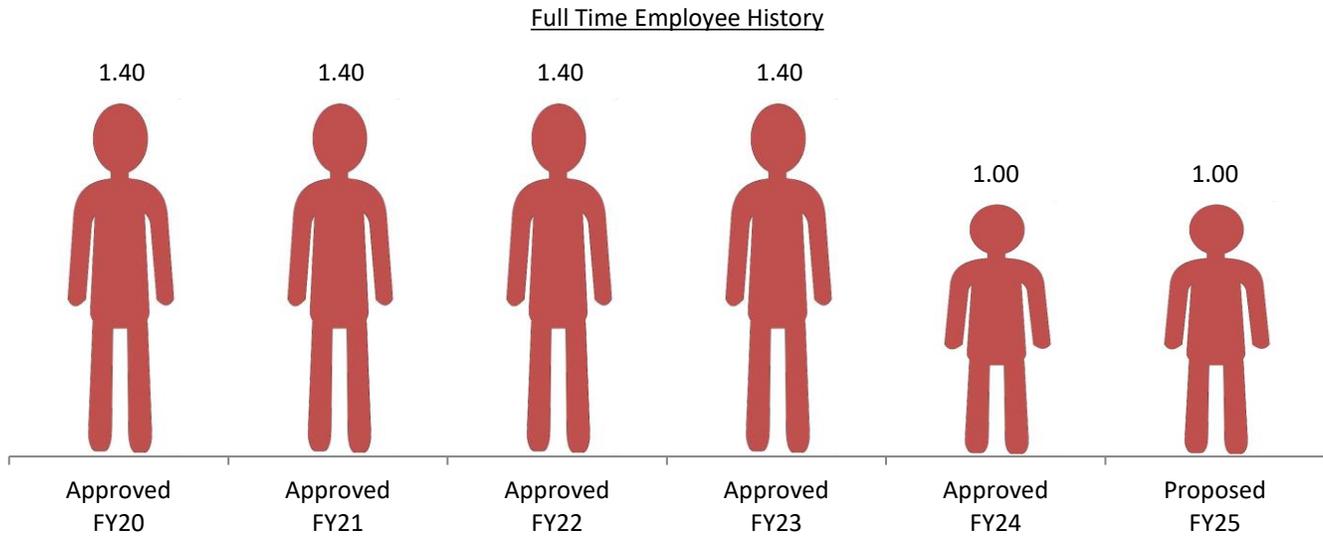
Job Title	FY 2023	FY 2024	FY 2025	Change
Administrator to Town Council	1.00	1.00	1.00	-
Administrative Assistant to Town Council	0.40	-	-	-
<b>Full-time Equivalent Employees</b>	<b>1.40</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
<b>FY 2024 Approved Budget</b>				<b>\$261,328</b>	
Contractual Obligations Net of Staff Turnover	2,764	-	-	<b>2,764</b>	-
One-time Charges	-	-	-	-	-
<b>FY 2025 Budget Changes</b>					
	-	-	-	-	-
	-	-	-	-	-
<b>FY 2025 Proposed Budget</b>	<b>2,764</b>	<b>-</b>	<b>-</b>	<b>\$264,092</b>	<b>-</b>

### Summary of Budget Changes

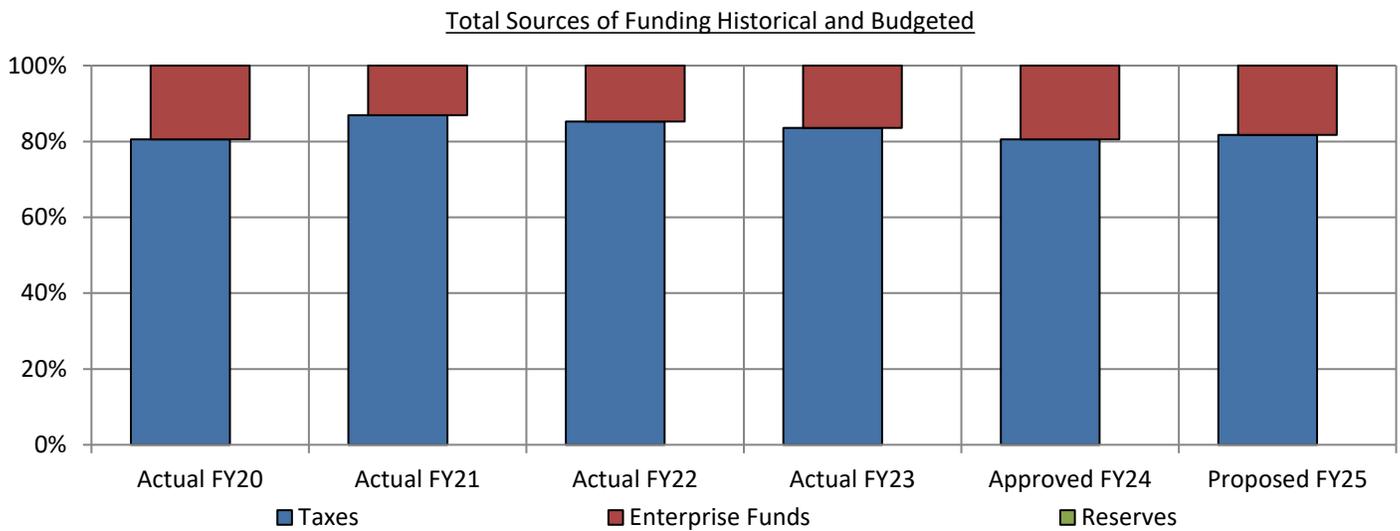
The Town Council proposed budget for FY 2025 is increasing \$2,764 for anticipated contractual increases. Operating expenses are level funded at \$27,422.

## Town Council Department Factors Affecting FTE's



Full-time equivalent employees have been level funded with FY2024.

## Town Council Department Factors Affecting Revenues



Taxes cover the majority of this operation at 82% followed by charge backs from Enterprise Funds for Town Council services provided. Reserves used are for one-time budget requests within that fiscal year.

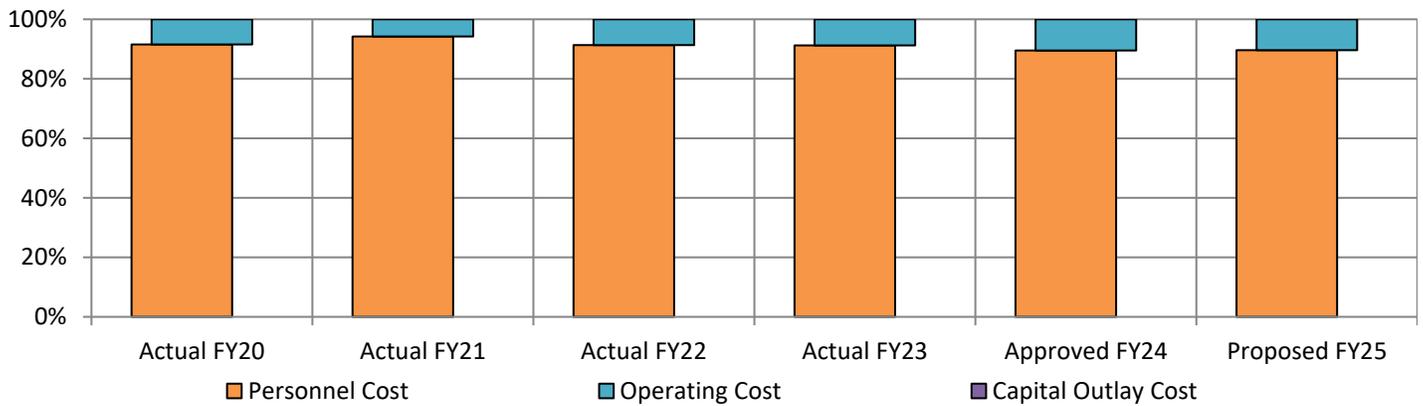
# Town Council Department Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



The Town Council budget has decreased 0.30% over a six-year period. This budget has also remained within the 0.5-0.7% range of total municipal operating budget (excludes Other Requirements and schools).

Total Expenditures By Category Historical and Budgeted



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

# TOWN MANAGER DEPARTMENT

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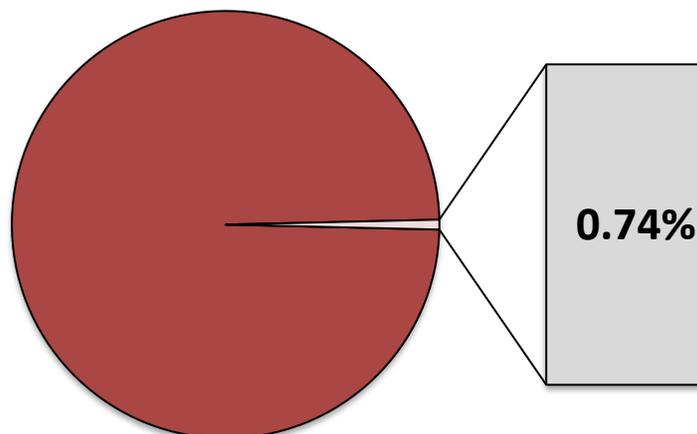
## Department Purpose Statement

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

### Program Areas



% of FY 2025 Total General Fund Budget



The Town Manager Department comprises 0.74% of the overall General Fund budget.

## Town Manager Department Services Provided

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

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

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



**Mark S. Ells, Town Manager**



**M. Andrew Clyburn, Assistant Town Manager**

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

The Town Manager does extensive planning and evaluation for establishing short and long-term management strategies to implement and evaluate departmental management programs and activities. Additional emphasis is placed upon the introduction of modern management concepts and programs. The Town Manager is responsible for annually submitting

## **Town Manager Department Services Provided (Continued)**

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a balanced budget, capital improvement program, five-year forecast, and other reports to the Town Council. This includes projecting revenue, analyzing the use of reserves for capital purchases and operations, and working with the School Department in trying to develop an equitable split of revenues for their operations.

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

## **Town Manager Department Recent Accomplishments**

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### **Asset Management (licensing, energy, property, insurance)**

- ✓ Migrated Special Events permitting application process to online platform, OpenGov, thereby expanding the use of an existing system which is familiar to our business owners and allows for multilateral review of applications.
- ✓ Hosted Regional Training for Municipal Officials by Alcoholic Beverages Control Commission; attended by over 40 individuals from across Cape Cod.
- ✓ Applied for and received grants to acquire hardware for the second phase of EV chargers at public parking lots. Partnering with Eversource to do makeready work heavy electrical work or installation.
- ✓ Applied for and received grants to acquire Electric vehicles through state and federal funds. Three EVs were acquired to reduce combustion fleet for Town operations.
- ✓ Wind Turbine replacement cleared with FAA. Proceeding to design for replacement. Cooperative effort with Department of Public Works.
- ✓ Applied for multimillion dollar Federal Transportation Grant for potential microgrid for School Department at High School, Intermediate School, and Barnstable Adult Community Center.
- ✓ Conducted site visits to Town-owned properties and met with tenants who rent, lease, license or permit Town-owned property. Conducted on-site inspections of all new and altered licensees upon approval.
- ✓ In cooperation with DPW Structures and Grounds, invested over \$65,000 into tenant properties to address necessary repairs or improvements. These investments are funded through the tenant revolving fund.
- ✓ Completed Notice of Intent process to enhance trail ways with elevated walkways, preserving and protecting open space and wetlands while enhancing resident enjoyment of public space; supported several AmeriCorps projects to maintain trails, remove brush and enhance open space in the Town.
- ✓ Permitted 147 special events occurring at 42 different locations on Town-owned property (\$12,000 in revenue.)
- ✓ Evaluating artwork and memorabilia at Town Hall for preservation and refurbishment including artifacts in hearing room and various Vernon Coleman Murals in Building.
- ✓ Working with Information Technology to enhance Cyber response plan and Cyber coverage from insurance companies.

## **Town Manager Department Recent Accomplishments (Continued)**

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- ✓ Managed 143 claims against Town, School and Airport ranging from routine slip & fall claims to substantial property loss claims. Also, supported professional liability claims involving Human Resources and Town/School legal issues.
- ✓ Commenced library of Conservation restrictions for properties where Town has a role as owner or holder of CR.
- ✓ In cooperation with the Planning and Development Department, sold property located at 164 Route 149 in Marstons Mills to Habitat for Humanity for development into two affordable housing units.
- ✓ Sold property located at 259 Barnstable Road to abutter eliminating oversight and maintenance of vacant parcel.

### **Communications**

- ✓ The Communications Program has many tools for reaching citizens, businesses, employees, and the public. These tools include a combination of digital and traditional: websites; press releases; legal notices; CodeRED alerts (email, phone, text through Barnstable Police Department); weekly subscriber-based email newsletter; video and image-based public service announcements (PSA's); traditional TV through Barnstable Government Access Television or On Demand Video; social media (YouTube, Facebook, Instagram, X formerly known as Twitter); and traditional distribution channels through local organizations and the press. Engaging our stakeholders with timely, tailored, and educational content helps, on the communication platform of their choice, convey our Town's commitment to the quality of life in Barnstable as addressed in the Town Council's 2020 Strategic Plan.
- ✓ A Communications Survey was included in the Town Clerk's Annual Census. The survey was available on paper and a digital option was available in English, Portuguese, and Spanish. Over 7,000 surveys were returned. The survey was a listening tool and we are using the new insights on how the Town of Barnstable can leverage our communication channels in emergencies and community messaging.
- ✓ Based upon survey responses, MyBarnstable (a new mobile citizen engagement application powered by [GOGov](#)) was added in June 2023. This application puts the power of town hall in the palm of our residents' hands. The app is a great source of information with links to the town website, news, construction updates and ongoing events.
- ✓ As of August of 2023, Barnstable Government Access Television is available through Comcast/Xfinity's standard definition Channels 8 or 1070 or high-definition Channel 1072.
- ✓ Barnstable Government Access Television plays a big role in producing content that is shared in a variety of ways beyond television. We have streaming and video on demand capabilities on the Town's website. Barnstable Government Access Television also produces content that is distributed digitally.
- ✓ The Communications Program oversees over 40 social media accounts (Facebook, Instagram, X formerly known as Twitter, YouTube) through Divisions and Departments in the Town of Barnstable. The Town uses ArchiveSocial to keep the public records associated with social media.
- ✓ 2023 brought a year of growth and engagement to the Town of Barnstable's social channels. Facebook, Instagram, X formerly known as Twitter, and YouTube all increased their outreach to new followers and our digital newsletters (eNews Weekly and Community Currents) also experienced increased subscriber rates.
- ✓ Our content strategy in 2023 included a visual overhaul for social accounts and newsletters to make it easier to disseminate information. We utilized three websites to archive content – [BarnstableWaterResources.com](#), [BarnstableEnews.com](#) and [BarnstableHealth.com](#).

## **Town Manager Department Recent Accomplishments (Continued)**

- ✓ Upgrades were made to the James H. Crocker, Jr. Hearing Room. These upgrades allow for virtual public participation during Town Council Meetings and provide improved hearing assistance devices for those who may need it.
- ✓ Communications staff utilizes Zoom to hold meetings for the Town Council, Boards, Committees, and Commissions to conduct the Town's business. This platform continued to provide public engagement, with the addition of the Zoom webinar feature, and provided support for Town staff to continue to meet daily.
- ✓ We continue to use the *Discover Barnstable* podcast to inform our residents with news they can use.

Worked with WAZE and Google Maps to assist citizens with getting around town with myriad construction projects.

### **Safety**

- ✓ Increased automatic external defibrillator (AED) availability within Town buildings and beaches. Currently there are 23 AEDs in town buildings and 12 AEDs at Town Beaches that are maintained by Town Manager's Office staff.
- ✓ Completed employee training in CPR, AED, and First Aid.
- ✓ Conducted outreach to more than 200 citizens with Hyannis Fire Department and Barnstable Police Department for CPR and Stop the Bleed. Outreach will continue throughout the year on the first Wednesday evening of each month.
- ✓ Partnered with Hyannis Fire and Department of Public Works (DPW) to conduct Confined Space Training for Water Pollution Control and Structures and Grounds employees who are routinely exposed to confined spaces with live personnel extraction from the spaces.
- ✓ Created Safe Operating Procedures (SOPs) and Job Hazard Analysis (JHA) for multitude of tasks to identify hazards related to work conducted.
- ✓ Created Draft Emergency Action Plans for Town Hall, Barnstable Adult Community Center, Hyannis Youth and Community Center, Centerville Recreation Center, and School Administration Building.

# Town Manager Department Goals and Objectives

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

## Short-Term:

1. Leverage AmeriCorps to assist in inventory all existing memorials, monuments, and plaques to revitalize and streamline the legacy program. Working with staff and outside volunteers, establish locations where future memorial benches are appropriate. **(SP: Infrastructure, Economic Development)**
2. Continue expanding, updating, and streamlining the outside dining patio process and use of Public Right of Way Licenses. **(SP: Regulatory Process and Performance, Communication)**
3. Prepare and execute natural gas energy bid/procurement exercise for all 60+ natural gas accounts municipal operations. **(SP: Finance, Infrastructure)**
4. Evaluate and update Town of Barnstable's website keeping in mind mobile compatibility. Increase resident participation in Code RED emergency notification system with BPD. Keep pace with modern communication formats (WAZE, podcasts, etc.). **(SP: Education, Communication)**
5. Upgrade lighting in James H. Crocker, Jr. Hearing Room. **(SP: Infrastructure, Communication)**
6. Upgrade audio in Selectmen's Conference Room. **(SP: Infrastructure, Communication)**
7. Produce FY 2024 Annual Report in a timely manner. **(SP: Education, Communication)**
8. Work through various energy related partners for solar projects to be bid out in a cooperative bid. Possible roof top solar at Barnstable Intermediate School and Ground Mounted solar and/or canopy solar at Department of Public Works Highway/Water Pollution Control location. **(SP: Infrastructure, Finance, Economic Development)**
9. Continue work on marshaling town assets into a comprehensive database that allows quick and ready access by all town personnel of key property related documents on a map and parcel identified basis. **(SP: Education, Communication, Infrastructure)**
10. Continue to 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. Identify areas of investment in supporting tenant properties, possibly expanding the list of properties where the money can be spent and prepare short and long term plans to invest into improvements of these building and land. **(SP: Infrastructure, Finance, Communication, Regulatory Process and Performance)**
11. Support the Comprehensive Wastewater Management Program by identifying property to be acquired, by sale or through easement, for the siting of pump stations for each segment of the project. This includes negotiation with property owners, appraisal activities and eventual acquisition activities. **(SP: Infrastructure, Finance)**
12. Continue to identify, research, and prepare excess Town-owned property for potential disposal through a sealed bid or auction process. **(SP: Infrastructure, Finance, Economic Development)**
13. With the support of DPW, collect and catalog existing easements associated with public land, sidewalks, and roadways. **(SP: Infrastructure, Communication, Public Health and Safety)**

## Town Manager Department Goals and Objectives (Continued)

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### Long-Term:

1. Support the Comprehensive Wastewater Management Plan effort to help identify and acquire properties for future pump stations. **(SP: Education, Communication, Economic Development, Infrastructure, Regulatory Process and Performance, Environment and Natural Resources)**
2. Develop a Town Diversity, Equity, and Inclusion (DEI) Policy. Coordinate an organization-wide Diversity, Equity, and Inclusion Training. Establish Diversity, Equity, and Inclusion (DEI) Director relationship with community stakeholders. Establish a Town of Barnstable DEI Taskforce. **(SP: Education, Communication, Public Health and Safety)**
3. Identify, research and prepare, in conjunction with the Planning and Development Department, potential properties to be considered for use in developing affordable housing lots. **(SP: Housing, Economic Development, Infrastructure)**
4. Create a comprehensive strategic communications plan. **(SP: Education, Communication)**
5. Increase awareness of all communication methods used to inform citizenry; and keep pace with modern communication formats. **(SP: Education, Communication)**
6. Continue to push innovative on-line solutions, including full implementation and online features of the file and data management system. **(SP: Finance, Communication, Regulatory Process and Performance)**
7. Continue to identify, research, and prepare excess Town-owned property for potential disposal through a sealed bid or auction process. **(SP: Infrastructure, Finance, Economic Development)**
8. Update work done to date in cooperation with Planning and Development Department as well as Inspectional Services, on the Community Ratings System (CRS), a voluntary incentive program that recognizes and encourages community floodplain management practices that exceed the minimum requirements of the National Flood Insurance Program (NFIP) to bring flood insurance premium relief to coastal residents. **(SP: Education, Economic Development, Infrastructure, Regulatory Process and Performance, Environment and Natural Resources)**
9. Continue to develop a complete acquisition history consisting of deeds, Town Meeting and Town Council authorization documents, and other relevant documents for every municipal property currently owned by the town. How the land was acquired and the source of funding will many times influence the programmatic uses of the land, and without this information consolidated into a master file, it can hinder the ability of the town to react to opportunities and can limit the uses. **(SP: Finance, Education, Communication, Infrastructure, Regulatory Process and Performance)**
10. Continue to develop creative ways to acquire and protect property in conjunction with conservation partners. Through these cooperative efforts, land can be appropriately protected and conserved. **(SP: Communication, Infrastructure, Environment and Natural Resources)**
11. Increase employee participation in creation of Job Hazard Analysis and safety training relevant to Job duties. Conduct training in Active Threat and Stop the Bleed for Town employees. **(SP: Public Health and Safety, Education, Communication)**

## Town Manager Department Budget Comparison

Town Manager Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$255,782	\$722,913	\$878,575	\$866,336	(\$12,239)	-1.39%
Fees, Licenses, Permits	530,172	464,600	482,950	498,500	(600)	3.22%
Interest and Other	390,538	10,898	10,000	10,000	-	0.00%
Enterprise Funds	131,903	164,008	164,008	200,463	36,455	22.23%
<b>Total Sources of Funding</b>	<b>\$1,308,394</b>	<b>\$1,362,419</b>	<b>\$1,535,533</b>	<b>\$1,575,299</b>	<b>\$39,766</b>	<b>2.59%</b>

Expenditure Category						
Personnel	\$1,164,623	\$1,237,919	\$1,407,421	\$1,403,597	(\$3,824)	-0.27%
Operating Expenses	143,771	124,500	128,112	171,702	43,590	34.02%
<b>Total Appropriation</b>	<b>\$1,308,394</b>	<b>\$1,362,419</b>	<b>\$1,535,533</b>	<b>\$1,575,299</b>	<b>\$39,766</b>	<b>2.59%</b>

### Summary of Budget Changes

The Town Manager's proposed FY 2025 budget increased by \$39,766, or 2.59% from the approved FY 2024 budget. The budget sees a shift in translation services from in-house personnel to contracted services. Minor increases in operating expenses for uniforms and safety equipment.

## Town Manager Department Budget Reconciliation

Job Title	FY 2023	FY 2024	FY 2025	Change
Assistant Town Manager	1.00	1.00	1.00	-
Assistant Safety Officer	-	1.00	1.00	-
Clerical Assistant	0.50	0.50	0.50	-
Communications Director	0.60	0.40	0.40	-
Administrative Assistant	1.00	-	-	-
Coordinator of Municipal Interpretative Serv.	1.00	1.00	-	(1.00)
Deputy Director of Asset Management	1.00	1.00	-	(1.00)
DEI Director	-	1.00	1.00	-
Director of Asset Management	1.00	1.00	1.00	-
Environmental Sustainability & Integration Manager	1.00	1.00	1.00	-
Insurance & Asset Coordinator	1.00	1.00	1.00	-
Property Management Coordinator	-	-	1.00	1.00
Licensing Assistant	1.00	1.00	1.00	-
Licensing Director	-	-	-	-
Officer Manager/Executive Assistant	1.00	1.00	1.00	-
Town Manager	1.00	1.00	1.00	-
Town Safety Officer	1.00	1.00	1.00	-
Web/Intranet Developer	1.00	1.00	1.00	-
<b>Full-time Equivalent Employees</b>	<b>13.10</b>	<b>13.90</b>	<b>12.90</b>	<b>(1.00)</b>

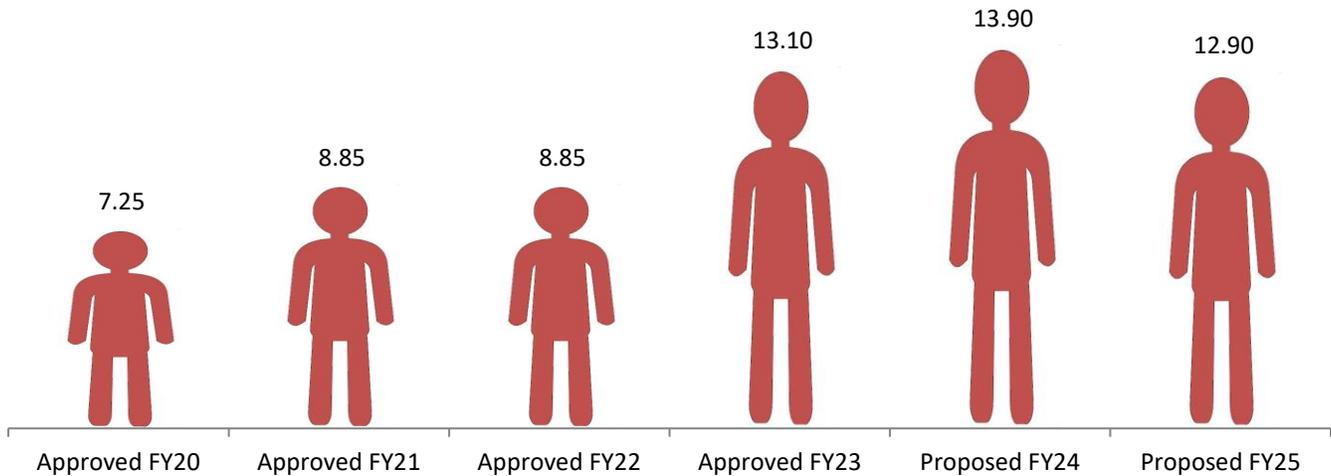
# Town Manager Department Budget Reconciliation

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
<b>FY 2024 Approved Budget</b>				<b>\$1,535,533</b>	
Contractual Obligations Net of Staff Turnover	96,416	-	-	<b>96,416</b>	-
One-time Charges	-	2,340	-	<b>2,340</b>	-
<b>FY 2025 Budget Changes</b>					
1. Eliminate Deputy Director of Asset Management	(102,848)	-	-	<b>(102,848)</b>	(1.00)
2. Property Management position from revolving fund	67,170	-	-	<b>67,170</b>	1.00
3. Eliminate Translation Specialist	(64,562)	30,000	-	<b>(34,562)</b>	(1.00)
4. Uniforms & Safety Equipment		11,250		<b>11,250</b>	
<b>FY 2025 Proposed Budget</b>	<b>\$ (3,824)</b>	<b>43,590</b>	<b>\$0</b>	<b>\$1,575,299</b>	<b>(1.00)</b>

- 1. Eliminate Deputy Director of Asset Management** – Tactical shift to support technical needs for function in Asset Management led to decision to redirect funds to other aspects of personnel in the office.
- 2. Property Manager position from revolving fund** – The Property Manager position has been moved from a revolving fund to the general fund. The funding source for the revolving fund (proceeds for the disposition of tax title property) falls within a revenue category subject to recent court proceedings. Until further legislative clarification further spending from the revolving fund is paused.
- 3. Eliminate Translation Specialist** – This Translation Specialist position has been difficult to fill, when trying to meet the diverse needs of the Town. For FY2025 it is proposed to access services through contracted services.
- 4. Uniforms & Safety Equipment** – Provide Personal Protective Equipment (PPE) to help identify employees in the field as well as ensure they have the proper PPE to conduct their job safely and effectively. Nine employees routinely are out in the field and would benefit from protective clothing.

# Town Manager Department Factors Affecting FTE's

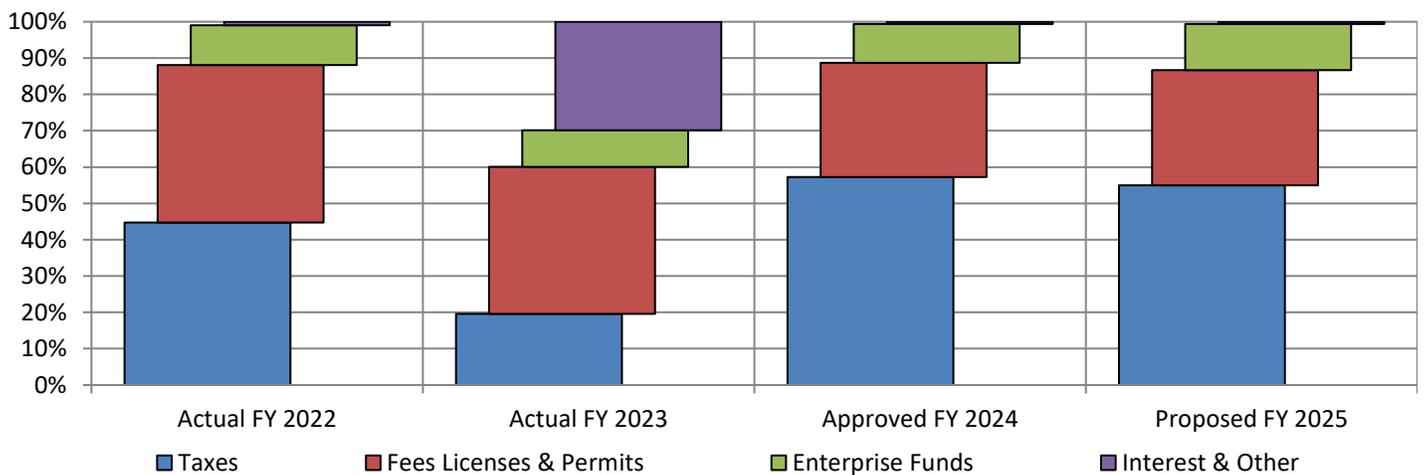
Full Time Employee History



The FY 2025 budget includes the reduction of 2 full-time equivalents, Coordinator of Municipal Translation Services, and the Deputy Director of Asset Management. The Property Manager, an existing position has been moved into the general fund from a revolving fund revenue source.

# Town Manager Department Revenues

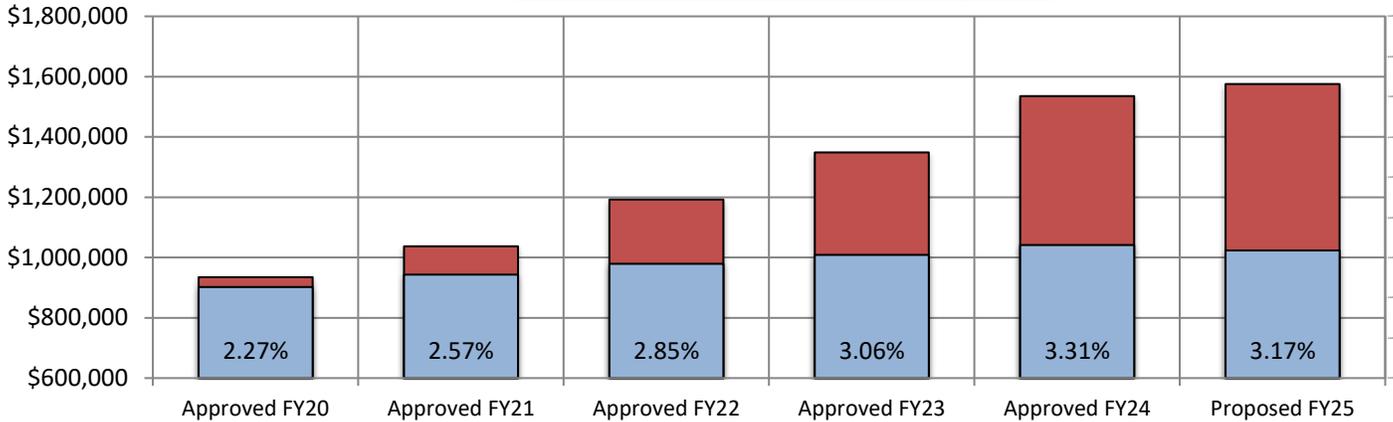
Total Revenue Sources



Taxes provided 55% of this department's total sources of funding to support the proposed budget. Licensing fees and charge backs against the Enterprise Funds for Town Manager services provided cover 45%.

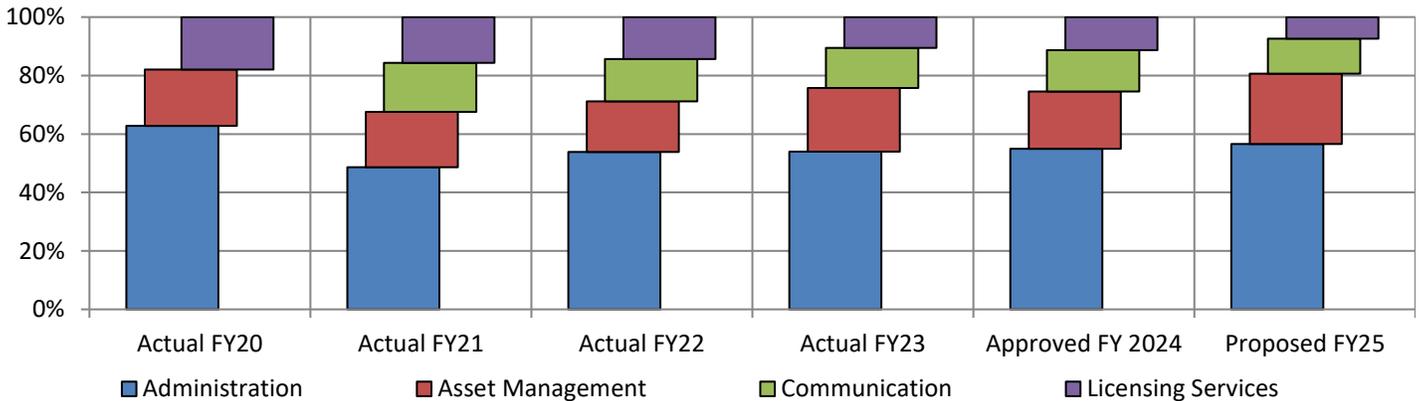
# Town Manager Department Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



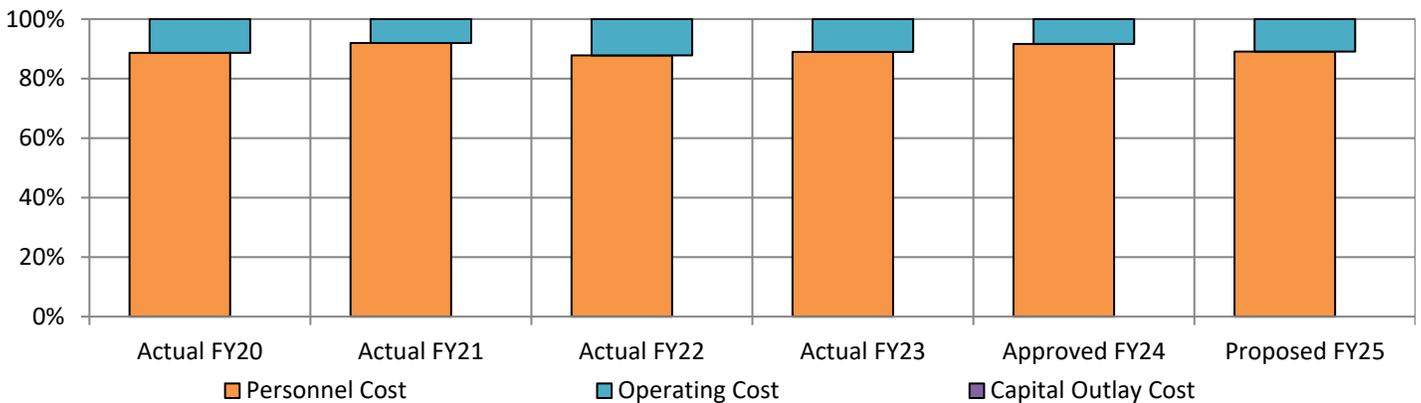
The Town Manager’s budget has increased 11.42% annually on average over a six-year period, as two new divisions have been added and additional personnel. This budget has also increased from 2.1% to 3.3% of total municipal operating budget.

Total Expenditures By Program Historical and Budgeted



The Administration program represents 56% of the Town Manager’s proposed budget. Asset Management is the second largest program at 24%, Licensing is 7%, and Communication 12%.

Total Expenditures By Category Historical and Budgeted



Personnel cost account for over 89% of the department’s proposed budget.

# Town Manager Program Services Provided

## Administration Program

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

Administration Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$167,596	\$579,763	\$655,263	\$666,664	\$11,401	1.74%
Fees, Licenses, Permits	16,597	14,600	14,600	14,000	(600)	-4.11%
Interest and Other	389,938	10,000	10,000	10,000	-	0.00%
Enterprise Funds	131,903	164,008	164,008	200,463	36,455	22.23%
<b>Total Sources of Funding</b>	<b>\$706,034</b>	<b>\$768,371</b>	<b>\$843,871</b>	<b>\$891,127</b>	<b>\$47,256</b>	<b>5.60%</b>
Expenditure Category						
Personnel	\$589,842	\$661,871	\$736,871	\$ 772,877	\$36,006	4.89%
Operating Expenses	116,193	106,500	107,000	118,250	11,250	10.51%
<b>Total Appropriation</b>	<b>\$706,034</b>	<b>\$768,371</b>	<b>\$843,871</b>	<b>\$891,127</b>	<b>\$47,256</b>	<b>5.60%</b>

## Communications Program

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

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

Communication Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$180,097	\$194,551	\$217,351	\$189,105	(\$28,246)	-13.00%
<b>Total Sources of Funding</b>	<b>\$180,097</b>	<b>\$194,551</b>	<b>\$217,351</b>	<b>\$189,105</b>	<b>(\$28,246)</b>	<b>-13.00%</b>
Expenditure Category						
Personnel	\$175,357	\$190,551	\$212,551	\$154,305	(\$58,246)	-27.40%
Operating Expenses	4,740	4,000	4,800	34,800	30,000	625.00%
<b>Total Appropriation</b>	<b>\$180,097</b>	<b>\$194,551</b>	<b>\$217,351</b>	<b>\$189,105</b>	<b>(\$28,246)</b>	<b>-13.00%</b>

## Asset Management Program

<https://townofbarnstable.us/Departments/RiskManagement/>

The Asset Management Program has three distinct areas of responsibility, but generally provides ongoing analysis of all municipal assets owned and used by the Town of Barnstable. The primary focus continues to be enhancing land-management from an administrative viewpoint. Ongoing administrative work in FY 2024 has included regular support to Recreation for the public's use of recreational athletic fields, reviewing contracts and leases to use public space, public buildings, and the identification of assets to be disposed of through sale or transfer to other quasi-municipal agencies.

There is a continued effort to better use or dispose of Town Real Property assets and this will continue. The focus in 2025 will be to formalize the internal staff review to streamline the process for sale, lease, or disposal of real property assets.

Future work will continue to include multi-departmental projects, coordinating the use of town assets with outside land management agencies and direct support for the CWMP in locating land or negotiating easements for future pump stations. Several key sites, identified and secured in FY23, remain in process to finalize, with a focus on future years and future pump station and support sites. Ongoing work associated with the enhancement of a master property database to consolidate critical information about Town property continues. The anticipation is that this will be made available to all Town Departments. The ongoing strategic purchase and disposal of certain assets that are identified as no longer necessary and are surplus to Town needs remains a critical yet sporadic function. This includes hard assets like equipment and buildings as well as real property or land and the response is limited to the clear identification of these assets.

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

The energy and sustainability effort, started in FY23 continues to gain momentum. A heavy focus on grant funded expansion of the Electric Charger infrastructure and Electric vehicle fleet has produced upgraded chargers, three new electric vehicles (to replace gas powered vehicles) and the commencement of an EV charger expansion in public parking lots of close to 30 additional charging stations. In addition, grants to electrify buildings, install more solar, and plans for future sustainable buildings is underway. Energy contracting remains a critical piece of this program as we contract of energy at favorable rates over the short and long term. The Town’s roles in the Cape Light Compact (CLC) and Cape and Vineyard Electric Coop (CVEC) are attended to in this program with our participation on the governing and executive boards to determine local and regional activities handled by the Director of Asset Management.

Additional efforts are managed in Asset Management, including the permitting of special events that occur on public land places a cyclical and robust demand on program staff. As we approach over 150 events on an annual basis the effort to provide effective communication between multiple departments including the various Fire districts is paramount.

Finally, the continued obligation to oversee our historical monuments and memorials, the naming rights process and existing/new memorial benches is here in Asset Management. A critical effort to inventory and document the existing installations all while balancing the request from the public to memorialize loved ones with new placements is a growing management effort requiring careful consideration and communication with multiple Town Departments. The preserving of this unique aspect of Town History is an important, time consuming and easily overlooked function.

Asset Management Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$283,710	\$275,500	\$300,502	\$379,447	\$78,945	26.27%
Interest and Other	500	500	-	-	-	0.00%
<b>Total Sources of Funding</b>	<b>\$284,210</b>	<b>\$276,000</b>	<b>\$300,502</b>	<b>\$379,447</b>	<b>\$78,945</b>	<b>26.27%</b>

Expenditure Category						
Personnel	\$270,830	\$271,000	\$293,502	\$372,447	\$78,945	26.90%
Operating Expenses	13,380	5,000	7,000	7,000	-	0.00%
<b>Total Appropriation</b>	<b>\$284,210</b>	<b>\$276,000</b>	<b>\$300,502</b>	<b>\$379,447</b>	<b>\$78,945</b>	<b>26.27%</b>

## Licensing Program

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

Licensing provides support to both the Licensing Authority and the Town Manager for permits issued by this office. The Licensing Program processes and holds public hearings for new licenses, changes to existing licenses, and renewal of existing licenses. These areas include alcohol and non-alcohol restaurants, package stores, inns, parking lots, cinemas/theatres, junk dealers, lodging houses, entertainment, sidewalk cafés, taxis and limos, and fortunetellers. Licensing coordinates all licenses for One Day Special Events involving Entertainment and Alcohol and maintains records of all licensing applications and show cause hearings held annually. The field staff provides inspection and enforcement activities in licensed establishments throughout the Town as well as education efforts to licensees. Staff assists applicants seeking to obtain a license, and in understanding their obligations under Massachusetts General Laws with respect to license terms and conditions (M.G.L. Ch. 138, 140, 148).

Licensing Services Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Fees, Licenses, Permits	\$513,575	\$450,000	\$468,350	\$484,500	\$16,150	3.45%
Interest and Other	100	398	-	-	-	0.00%
<b>Total Sources of Funding</b>	<b>\$513,675</b>	<b>\$450,398</b>	<b>\$468,350</b>	<b>\$484,500</b>	<b>\$16,150</b>	<b>3.45%</b>

Expenditure Category						
Personnel	\$128,595	114,498	\$164,498	\$103,969	(\$60,529)	-36.80%
Operating Expenses	9,458	9,000	9,312	11,652	2,340	25.13%
<b>Total Appropriation</b>	<b>\$138,053</b>	<b>\$123,498</b>	<b>\$173,810</b>	<b>\$115,621</b>	<b>(\$58,189)</b>	<b>-33.48%</b>

## Safety Program

The Town Safety Office supports Town Departments in providing a safe and healthy work environment for all municipal employees. Additionally it promotes a culture focused on safety education, awareness, safe working procedures and open communication. It is the principal program to ensure the Town's compliance with the newly approved Massachusetts Occupational Safety and Health Administration (OSHA) State Plan enforced by the Mass Department of Labor Standards. They are responsible for tracking employee licensure, safety training and heads the Commercial Driver License (CDL) training within Department of Public Works. The Safety Office conducts workplace observations and assists Human Resources in accident investigation. They identify potential deficiencies in work practices or equipment and recommend necessary action to prevent future incidents from occurring. The Safety Office strives to promote a safe and healthy work environment for all departments while reducing injuries, accidents and ensuring compliance.

# ADMINISTRATIVE SERVICES DEPARTMENT

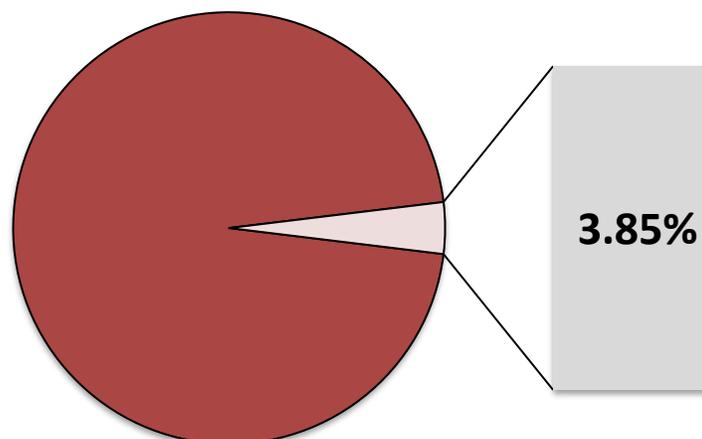
## Department Purpose Statement

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

## Sub-Department Areas

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

% of FY 2025 Total General Fund Budget



The Administrative Services Department budget represents 3.85% of the overall General Fund budget.

## Administrative Services Department Budget Comparison

Source of Funding	FY 2023	FY 2024	FY 2024	FY 2025	FY24 - 25	Change
Taxes	\$416,049	\$2,240,029	\$4,199,723	\$2,361,790	(\$1,837,933)	-43.76%
Intergovernmental	560,919	543,474	430,221	447,943	17,722	4.12%
Fines, Forfeitures, Penalties	1,565,739	1,588,970	1,087,000	1,384,000	297,000	27.32%
Fees, Licenses, Permits	334,120	303,377	282,100	291,100	9,000	3.19%
Charges for Services	36	36	-	-	-	0.00%
Interest and Other	2,978,896	1,917,266	818,000	2,703,671	1,885,671	230.52%
Special Revenue Funds	-	-	-	-	-	0.00%
Enterprise Funds	674,899	921,657	920,657	1,017,154	96,497	10.48%
Reserves	-	206,391	206,391	-	(206,391)	-100.00%
<b>Total Sources of Funding</b>	<b>\$6,530,658</b>	<b>\$7,721,200</b>	<b>\$7,944,092</b>	<b>\$8,205,658</b>	<b>\$261,566</b>	<b>3.29%</b>

Expenditure Category	FY 2023	FY 2024	FY 2024	FY 2025	FY24 - 25	Change
Personnel	\$4,818,059	\$5,197,940	\$5,332,700	\$5,706,081	\$373,381	7.00%
Operating Expenses	1,608,372	2,418,261	2,506,392	2,394,577	(111,815)	-4.46%
Capital Outlay	104,227	105,000	105,000	105,000	-	0.00%
<b>Total Appropriation</b>	<b>\$6,530,658</b>	<b>\$7,721,200</b>	<b>\$7,944,092</b>	<b>\$8,205,658</b>	<b>\$261,566</b>	<b>3.29%</b>

### Summary of Budget Changes

The Administrative Department's proposed FY 2025 budget increased by \$261,566 or 3.29% over the approved FY 2024 budget. The personnel cost increase is mostly due to contractual obligations. One additional Records and Elections Assistant is proposed in the Town Clerks office. Operating expenses overall have declined as one-time costs from FY 2024 are removed from the budget. Minor increases to auditing, software support and license cost. Capital outlay includes the annual technology hardware replacements.

## Administrative Services Department Budget Reconciliation

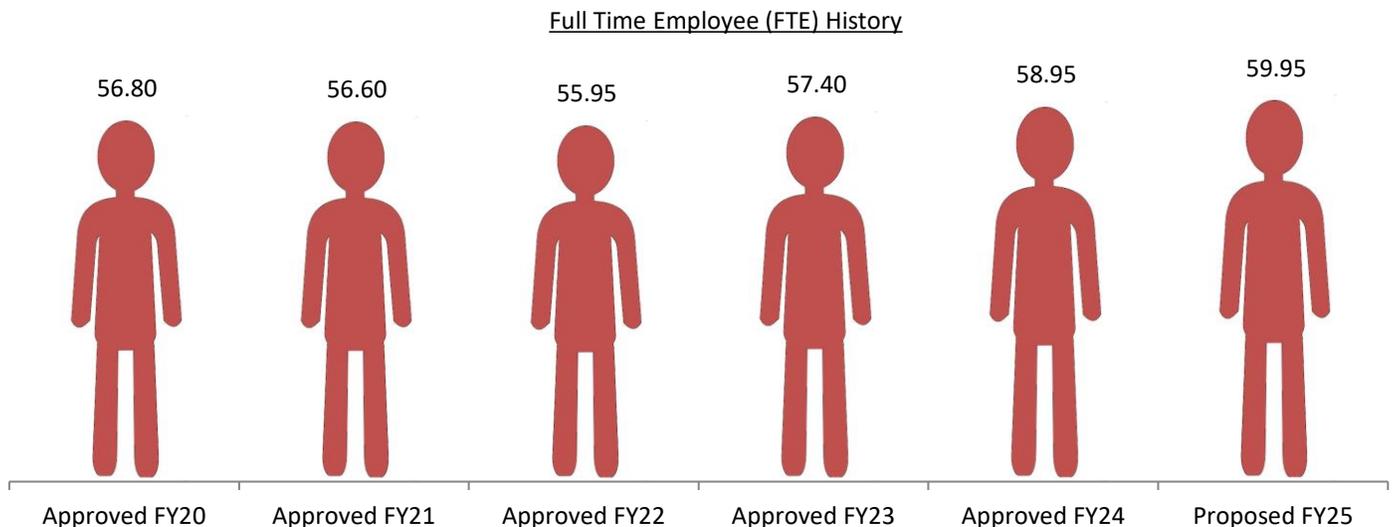
Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
<b>FY 2024 Approved Budget</b>				<b>\$7,944,092</b>	
Contractual Obligations Net of Staff Turnover	334,462	-	-	<b>334,462</b>	
One-time Costs	-	(117,000)	(105,000)	<b>(222,000)</b>	-
<b>FY 2025 Budget Changes</b>					
1. RAO/Elections Assistant position	38,919			<b>38,919</b>	1.00
2. Cell Phones		(33,000)		<b>(33,000)</b>	
3. Technology Refresh			105,000	<b>105,000</b>	
4. Hardware / Software Maintenance		27,845		<b>27,845</b>	
5. Increase in Audit Fees & OPEB Fee		8,000		<b>8,000</b>	
6. New Vehicle Lease Contract		2,340		<b>2,340</b>	
<b>FY 2025 Proposed Budget</b>	<b>373,381</b>	<b>(111,815)</b>	<b>\$0</b>	<b>\$8,205,658</b>	<b>1.00</b>

- RAO / Elections Assistant** - the request is for a new position in the Clerks Office for a Records Access Officer and Elections Assistant. Due to the volume and timelines of freedom of information requests an additional position is requested. The position will provide support for the election process that is becoming more complicated due to absentee, early voting requirements.
- Cell Phones** – As we move to a post pandemic operating environment the use of cell phones has stabilized and we can see a reduction in the towns' cell phone budgets.

## Administrative Services Dept. Budget Reconciliation (Continued)

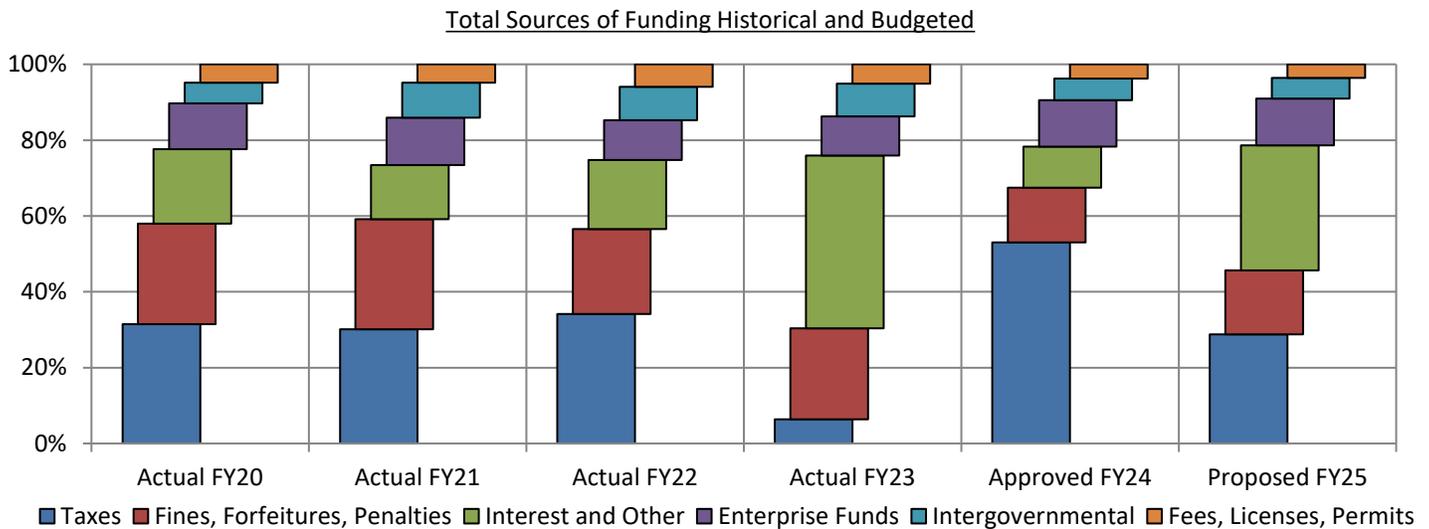
- 3. Technology Refresh** – IT relies on yearly operating capital to keep important systems up to date. As technology changes and systems become outdated, it's important to keep pace ensuring that systems remain secure and continue to run efficiently for their intended purpose.
- 4. Hardware / Software Maintenance** - All Town departments rely on a myriad of hardware and software to keep the Town running. These products form the core functionality for all services and programs that the Town provides. By their very nature these products have yearly cost increases that must be maintained, or support for hardware and software will be lost. If something were to fail, be it hardware or software, we would not have the manufacturer's support to correct the problem, potentially putting the town at risk of not functioning in certain areas, many of them critical in nature. In addition, many of these software packages are subscription based. Meaning that if the annual fees are not paid, the Town can no longer use the software.
- 5. Audit & OPEB Fees** – Annually we must engage outside independent auditors to complete the Comprehensive Annual Financial Report (CAFR) and Other Post Employment Benefit (OPEB) calculations. These services are subject to annual contract increases.
- 6. New Vehicle Lease** –The Administrative Services Department utilizes vehicles on a daily basis to fulfill various tasks across the town. Recently, the Town has entered into a new lease agreement and is seeking funding to cover the costs associated with this contract.

## Administrative Services Dept. Factors Affecting FTE's



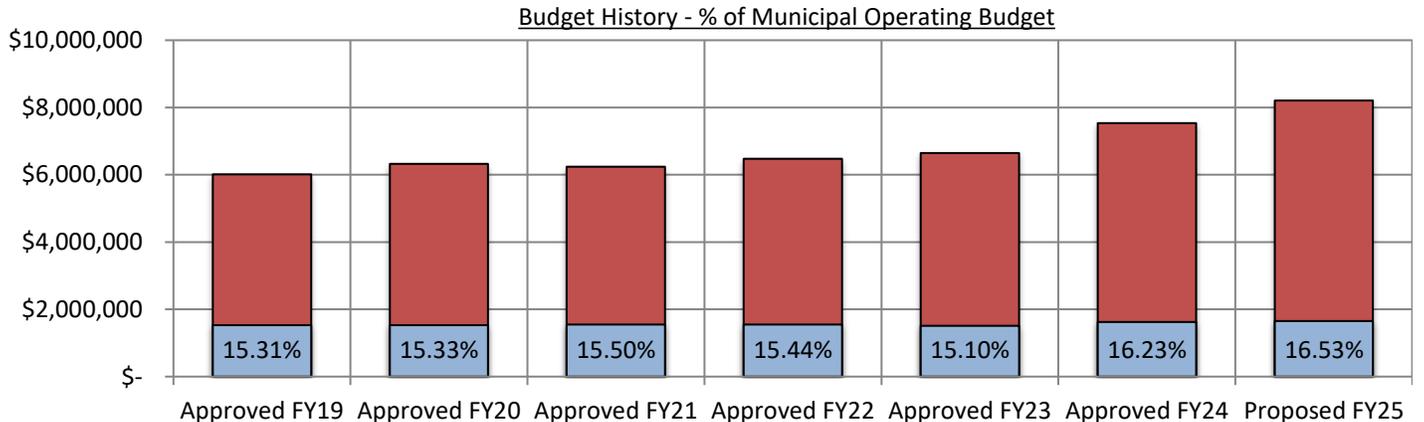
The total FTE's for this department have not changed significantly over the past several years. The FY 2024 proposed budget includes an additional Town Attorney for 0.75 FTE's, a reduction of a part-time Legal Clerk (0.6 FTE) and the movement of a Microcomputer Specialist (1 FTE) from a grant to the General Fund. In addition, 0.40 more FTE's of the procurement staff have been moved to this budget from the Comprehensive Wastewater Management Plan budget for a total increase of 1.55 FTE's. FY 2025 includes an additional position in the Town Clerks office to support Information requests and election.

## Administrative Services Dept. Factors Affecting Revenues



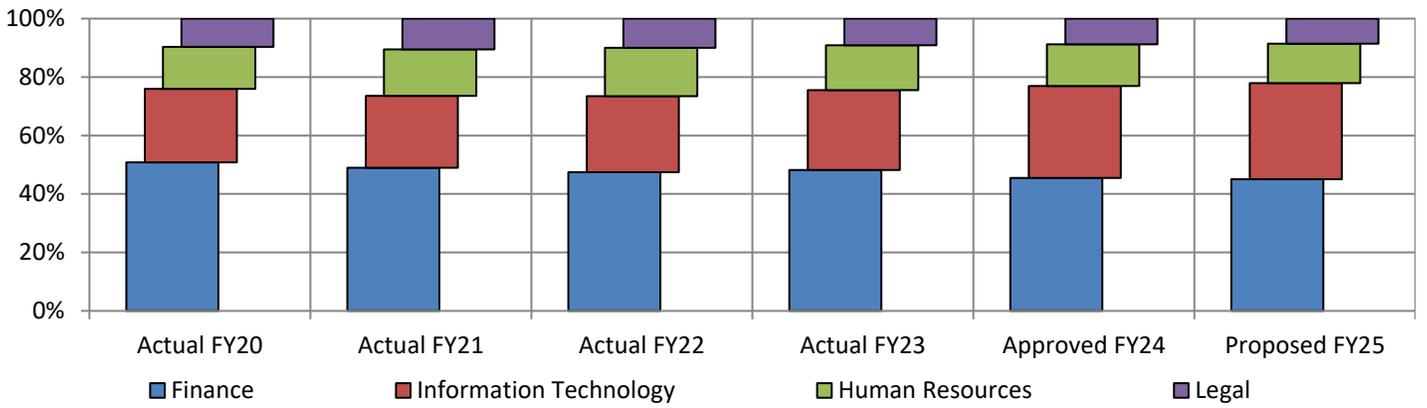
Taxes provided 29% of this department’s total sources of funding for the proposed budget, this is a reduction from previous years as interest income has grown in recent years. This department receives 16.8% of it’s funding through fines and penalties on late payments, and 12% from charge backs for services provided to the Enterprise Funds (Accounting, Technology Support, Legal, and Human Resources), and 5.4% intergovernmental aid.

## Administrative Services Dept. Factors Affecting Expenses



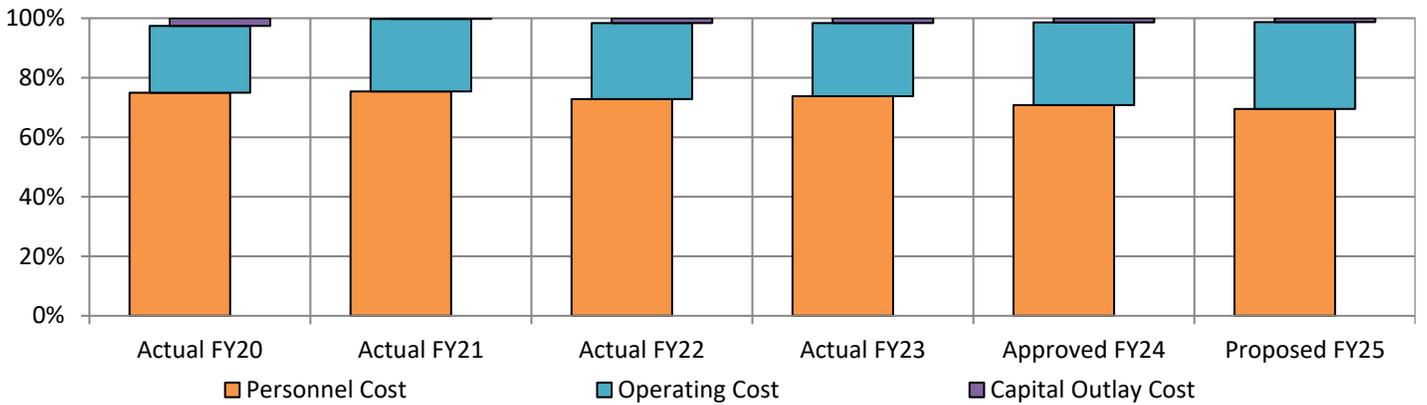
The Administrative Services budget has increased 4.96% annually on average over a six-year period. This budget has also remained within the 15% to 16.5% range of total municipal operating budget (excludes Other Requirements and schools).

Total Expenditures By Division Historical and Budgeted



The Finance Division (Accounting, Treasury, Clerk, Collections, Assessing, and Procurement) represents almost 45% of the department’s proposed budget. The Information Technology area has become a larger portion of the budget due to increased efforts to avoid cyber-attacks through outside managed services and an additional staff.

Total Expenditures By Category Historical and Budgeted



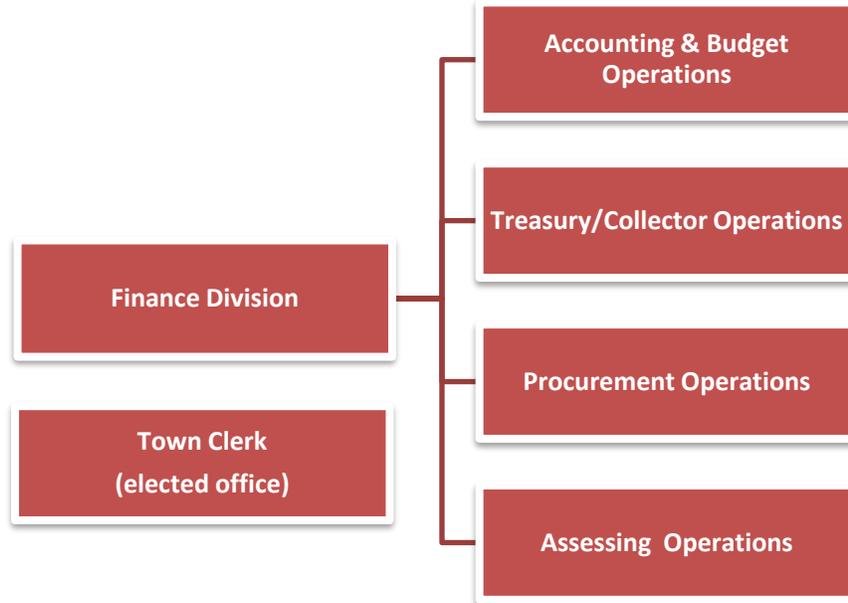
Personnel cost account for over 70% of the Administrative Services Department proposed budget, operating cost account for 29% and capital outlay 1%.

# FINANCE DIVISION

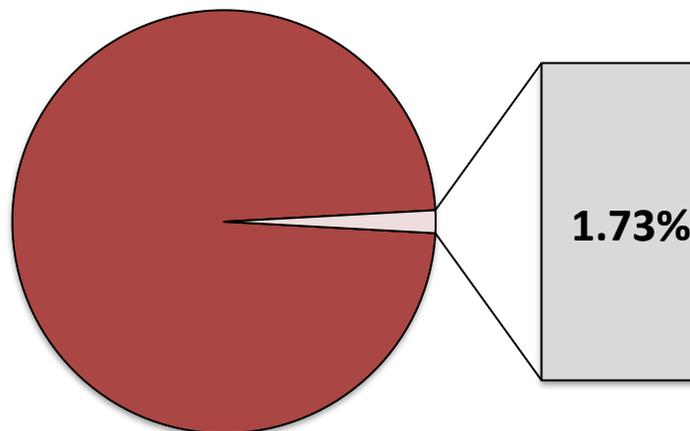
## Purpose Statement

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

## Program Areas



% of FY 2025 General Fund Budget



The Finance Division represents 1.73% of the overall General Fund budget.

## Finance Division Services Provided

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

## Finance Division Recent Accomplishments

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- ✓ Through proactive financial management practices, we successfully maintained the Town's AAA bond rating by maintaining strong reserve levels and very strong budget flexibility.
- ✓ Received a clean audit opinion on the June 30, 2023, Comprehensive Annual Financial Report and there were no audit findings.
- ✓ Created a funding plan that will direct more property tax resources to the Town's capital program enhancing this area of the Town's budget.
- ✓ Worked with outside attorney to enhance Tax Title collection rates.
- ✓ Updated property assessments to reflect extraordinary market changes while minimizing exposure to property abatements.
- ✓ Updated cash management practices that provide for more FDIC insurance on town deposits.
- ✓ Designed an implementation plan for the move of Town payroll from a weekly to a biweekly cycle.

## Finance Division Goals and Objectives

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

### Short-Term:

1. Update monthly financial reporting model for the Operating and Capital budgets. **(SP: Finance)**
2. Practice and promote sound financial policies and procedures in order to maintain the Town's AAA bond rating. **(SP: Finance)**
3. Working with Channel 18 staff, produce more videos which explain town finances to enhance the public's awareness and knowledge. **(SP: Finance)**
4. Implement a cloud based Operating and Capital budget development tool. **(SP: Finance)**

### Long-Term:

1. Explore ways to enhance the town's Open Budget website. **(SP: Communication)**
2. Continue to participate in the GFOA award programs for budgeting and financial reporting. **(SP: Finance)**
3. Identify areas where the town can expand the use of Tyler Content Manager in order to reduce the consumption of paper and improve staff efficiency. **(SP: Finance)**
4. Continue with succession planning efforts in order to avoid a significant drop-off in institutional knowledge. **(SP: Finance)**

## Finance Division Budget Comparison

Finance Division Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$0	\$0	\$452,365	\$0	\$0	-100.00%
Intergovernmental	560,919	543,474	430,221	447,943	17,722	4.12%
Fines, Forfeitures, Penalties	1,565,739	1,588,970	1,087,000	1,384,000	297,000	27.32%
Fees, Licenses, Permits	334,120	303,377	282,100	291,100	9,000	3.19%
Charges for Services	36	36	-	-	-	0.00%
Interest and Other	2,976,730	1,917,266	818,000	2,703,671	1,885,671	230.52%
Enterprise Funds	275,929	390,080	389,080	427,714	38,634	9.93%
<b>Total Sources of Funding</b>	<b>\$5,713,473</b>	<b>\$4,743,203</b>	<b>\$3,458,766</b>	<b>\$5,254,428</b>	<b>\$2,248,027</b>	<b>51.92%</b>

Expenditure Category						
Personnel	\$2,704,166	\$2,973,026	\$2,995,674	\$3,219,623	\$223,949	7.48%
Operating Expenses	445,053	417,631	463,092	473,432	10,340	2.23%
<b>Total Appropriation</b>	<b>\$3,149,219</b>	<b>\$3,390,658</b>	<b>\$3,458,766</b>	<b>\$3,693,055</b>	<b>\$234,289</b>	<b>6.77%</b>

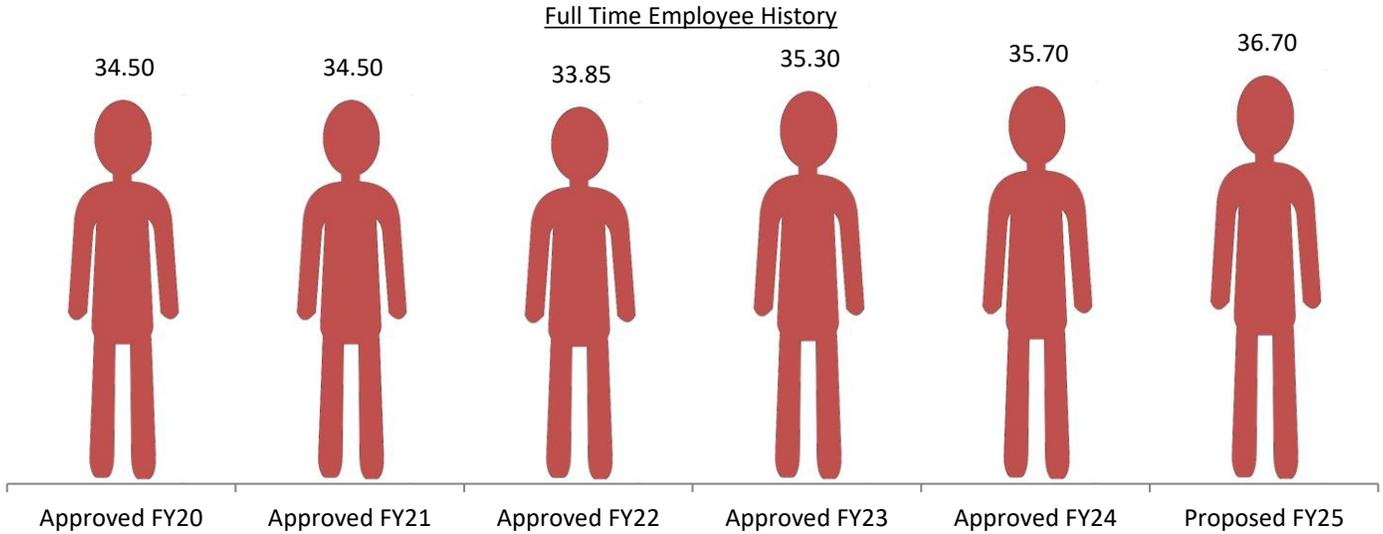
### Summary of Budget Changes

The Finance Division's proposed FY 2025 budget is increasing \$234,289 or 6.77% over the approved FY 2024 budget. This is contributable to contractual labor obligations and the addition of a position in the Town Clerks Office. Operating expense budgets are adjusted to cover the inflationary costs of our independent audit.

## Finance Division Budget Comparison (Continued)

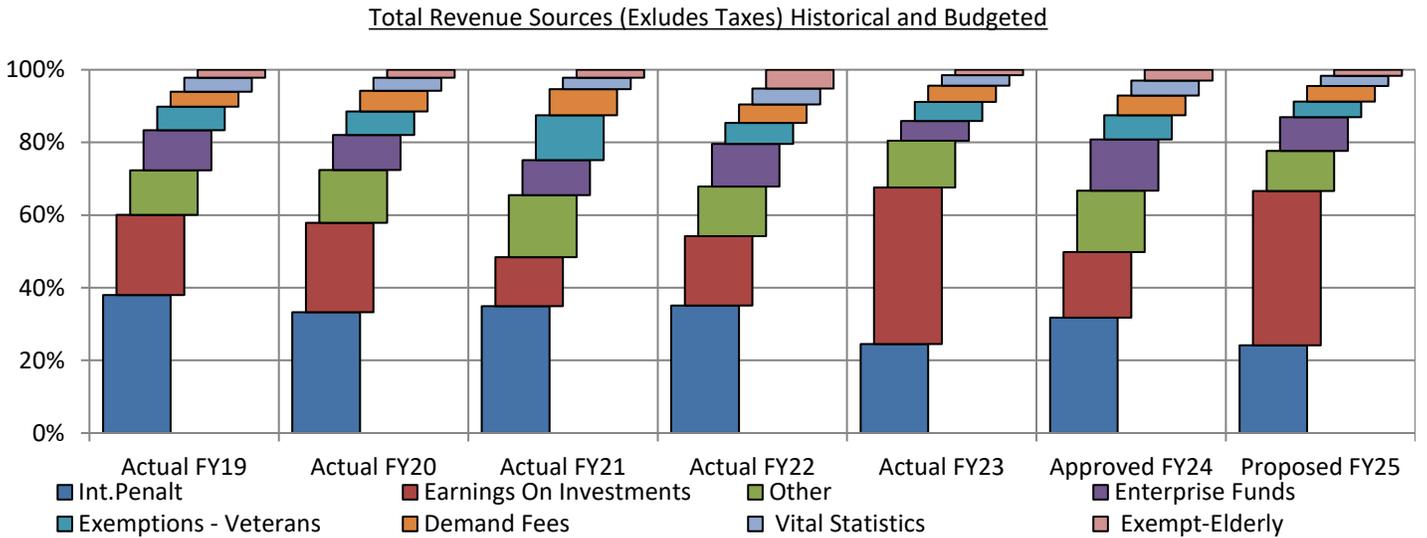
Job Title	FY 2023	FY 2024	FY 2025	Change
Accounting Officer	1.00	1.00	1.00	-
Administrative Assistant	1.00	1.00	1.00	-
Assistant Assessor	1.00	1.00	1.00	-
Assistant Tax Collector	1.00	1.00	1.00	-
Assistant Town Clerk	1.00	1.00	1.00	-
Assistant Treasurer	1.00	1.00	1.00	-
Billing and Collection Supervisor	1.00	1.00	1.00	-
Chief Procurement Officer	0.85	0.85	0.85	-
Collection Assistant	3.00	3.00	3.00	-
Comptroller	1.00	1.00	1.00	-
Data Collection/Field Inspector	2.00	2.00	2.00	-
Deputy Finance Director	2.00	2.00	2.00	-
Director of Finance	1.00	1.00	1.00	-
Financial/Budget Analyst	1.00	1.00	1.00	-
Office Supervisor	1.00	1.00	1.00	-
Principal Dept/Div Assistant	4.15	4.15	4.15	-
Property Transfer Assistant	1.00	1.00	1.00	-
Purchasing Agent	1.30	1.70	1.70	-
Records Access Officer / Elections Assistant	-	-	1.00	1.00
Senior Assistant Assessor	1.00	1.00	1.00	-
Staff Auditor-Accounts Payable	2.00	2.00	2.00	-
Staff Auditor-Cash Receipts	1.00	1.00	1.00	-
Staff Auditor-Payroll	2.00	2.00	2.00	-
Town Assessor	1.00	1.00	1.00	-
Town Clerk	1.00	1.00	1.00	-
Treasurer/Collector	1.00	1.00	1.00	-
Treasury Supervisor	1.00	1.00	1.00	-
<b>Full-time Equivalent Employees</b>	<b>35.30</b>	<b>5.70</b>	<b>36.70</b>	<b>1.00</b>

# Finance Division Factors Affecting FTE's



FY 2023 included an additional Property Lister/Filed Inspector in Assessing and a Purchasing Agent in Procurement. FY 2024 includes a shift in 0.40 more FTE's of the Procurement staff to this department. FY 2025 includes a new Records and Election Assistant in the Town Clerk's office.

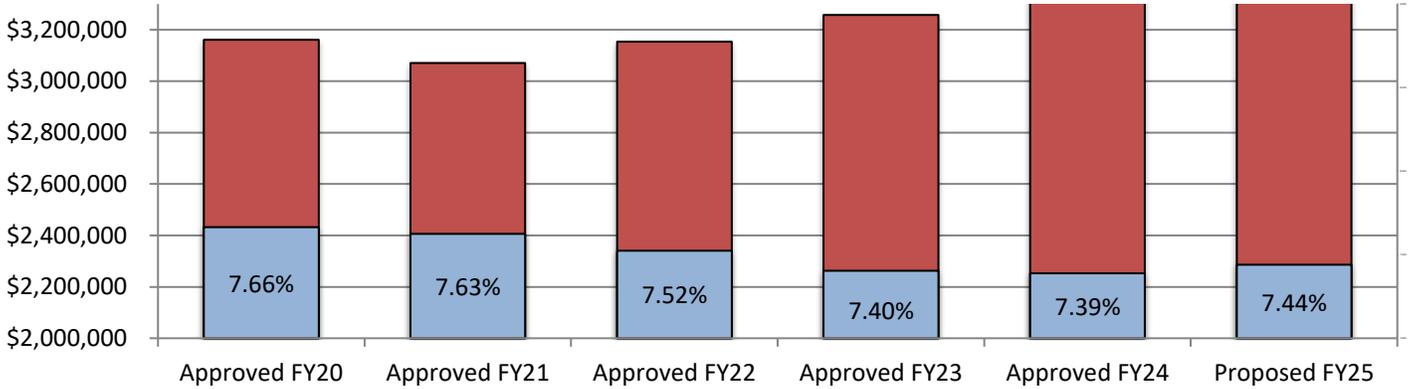
# Finance Division Factors Affecting Revenues



When excluding taxes, fines, forfeitures, penalties provide 24% of total revenue sources for this operation. Charge backs to Enterprise Funds for services provided represents 9% and earnings on investment has grown in the last few years to 42%.

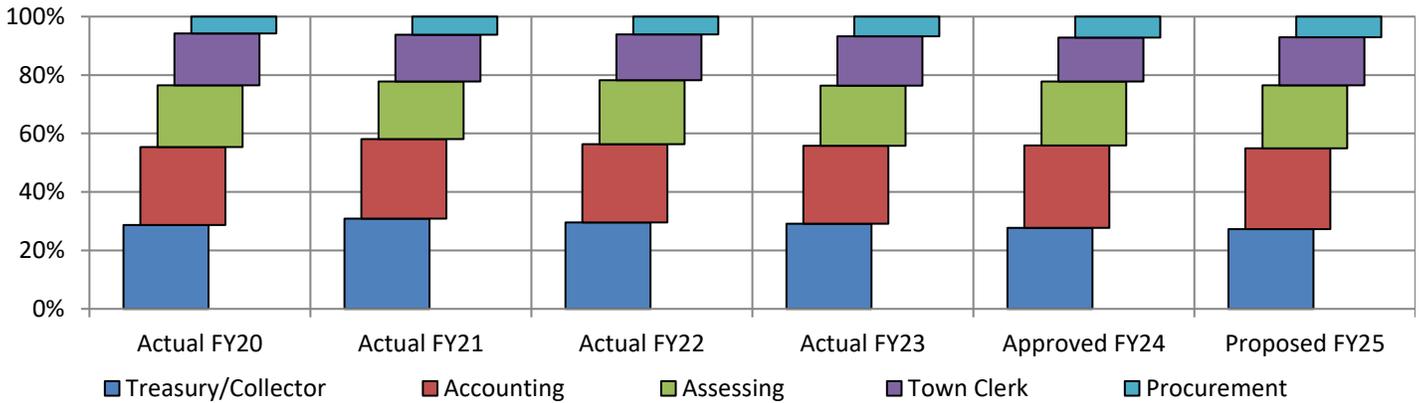
# Finance Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



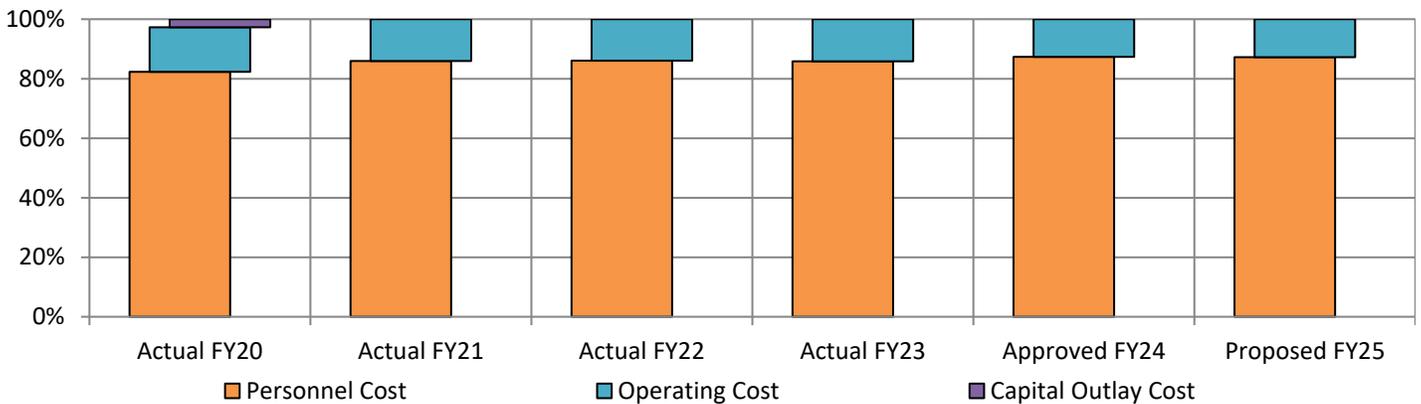
As a percentage of the total Municipal Operations budget, the Finance Division has slightly declined over the past several years. This budget has also decreased from a high of 7.6% to the current 7.4% of total Municipal Operating budget (excludes Other Requirements and schools).

Total Expenditures By Program Historical and Budgeted



The Accounting and Budget program is the largest area of this division's proposed budget comprising 28%.

Total Expenditures By Category Historical and Budgeted



Personnel cost account for 87% of the Finance Division's proposed budget and operating cost account for 13%.

# Finance Division Program Services Provided

## Accounting and Budget Operation

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

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

Accounting Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$840,636	\$677,313	\$691,463	\$308,931	(\$382,532)	-55.32%
Interest and Other	378,821	65,000	61,000	465,000	404,000	662.30%
Enterprise Funds	158,545	213,820	213,820	247,315	33,495	15.67%
<b>Total Sources of Funding</b>	<b>\$1,378,002</b>	<b>\$956,133</b>	<b>\$966,283</b>	<b>\$1,021,246</b>	<b>\$54,963</b>	<b>5.69%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$758,191	\$873,133	\$873,133	\$920,096	\$46,963	5.38%
Operating Expenses	82,453	83,000	93,150	101,150	8,000	8.59%
<b>Total Appropriation</b>	<b>\$840,644</b>	<b>\$956,133</b>	<b>\$966,283</b>	<b>\$1,021,246</b>	<b>\$54,963</b>	<b>5.69%</b>

## Treasury/Collector Operation

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

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

Treasury/Collector Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Fines, Forfeitures, Penalties	\$1,565,739	\$1,588,970	\$1,087,000	\$1,384,000	\$297,000	27.32%
Fees, Licenses, Permits	126,020	101,056	126,000	116,000	(10,000)	-7.94%
Interest and Other	2,579,523	1,811,306	742,000	2,224,671	1,482,671	199.82%
Enterprise Funds	94,374	121,049	121,049	122,415	1,366	1.13%
<b>Total Sources of Funding</b>	<b>\$4,365,656</b>	<b>\$3,622,381</b>	<b>\$2,076,049</b>	<b>\$3,847,086</b>	<b>\$1,771,037</b>	<b>85.31%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$756,326	\$777,962	\$790,003	\$847,192	\$57,189	7.24%
Operating Expenses	161,071	143,742	161,920	161,920	-	0.00%
<b>Total Appropriation</b>	<b>\$917,397</b>	<b>\$921,704</b>	<b>\$951,923</b>	<b>\$1,009,112</b>	<b>\$57,189</b>	<b>6.01%</b>

# Finance Division Program Services Provided (Continued)

## Procurement Operation

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

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

Procurement Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$198,587	\$195,864	\$200,022	\$211,904	\$11,882	5.94%
Enterprise Funds	15,010	46,211	46,211	48,984	2,773	6.00%
<b>Total Sources of Funding</b>	<b>\$213,597</b>	<b>\$242,075</b>	<b>\$246,233</b>	<b>\$260,888</b>	<b>\$14,655</b>	<b>5.95%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$202,733	\$229,478	\$232,973	\$247,628	\$14,655	6.29%
Operating Expenses	10,864	12,597	13,260	13,260	-	0.00%
<b>Total Appropriation</b>	<b>\$213,597</b>	<b>\$242,075</b>	<b>\$246,233</b>	<b>\$260,888</b>	<b>\$14,655</b>	<b>5.95%</b>

## Assessing Operation

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

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

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

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

Assessing Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$74,541	\$164,417	\$312,371	\$338,317	\$25,946	8.31%
Intergovernmental	560,919	543,474	430,221	447,943	17,722	4.12%
Charges for Services	36	36	-	-	-	0.00%
Interest and Other	4,461	2,425	-	-	-	0.00%
Enterprise Funds	8,000	9,000	8,000	9,000	1,000	12.50%
<b>Total Sources of Funding</b>	<b>\$647,957</b>	<b>\$719,352</b>	<b>\$750,592</b>	<b>\$795,260</b>	<b>\$44,668</b>	<b>5.95%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$511,889	\$632,877	\$645,135	\$687,463	\$42,328	6.56%
Operating Expenses	136,068	86,475	105,457	107,797	2,340	2.22%
<b>Total Appropriation</b>	<b>\$647,957</b>	<b>\$719,352</b>	<b>\$750,592</b>	<b>\$795,260</b>	<b>\$44,668</b>	<b>5.95%</b>

## Finance Division Program Services Provided (Continued)

### Town Clerk Operation (Elected Office)

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

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

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

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

Town Clerk Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$307,599	\$310,538	\$372,635	\$417,449	\$44,814	12.03%
Fees, Licenses, Permits	208,100	202,321	156,100	175,100	19,000	12.17%
Interest and Other	13,925	38,535	15,000	14,000	(1,000)	-6.67%
<b>Total Sources of Funding</b>	<b>\$529,623</b>	<b>\$551,394</b>	<b>\$543,735</b>	<b>\$606,549</b>	<b>\$62,814</b>	<b>11.55%</b>

Expenditure Category						
Personnel	\$475,026	\$459,576	\$454,430	\$517,244	\$62,814	13.82%
Operating Expenses	54,598	91,818	89,305	89,305	-	0.00%
<b>Total Appropriation</b>	<b>\$529,623</b>	<b>\$551,394</b>	<b>\$543,735</b>	<b>\$606,549</b>	<b>\$62,814</b>	<b>11.55%</b>

# LEGAL DIVISION

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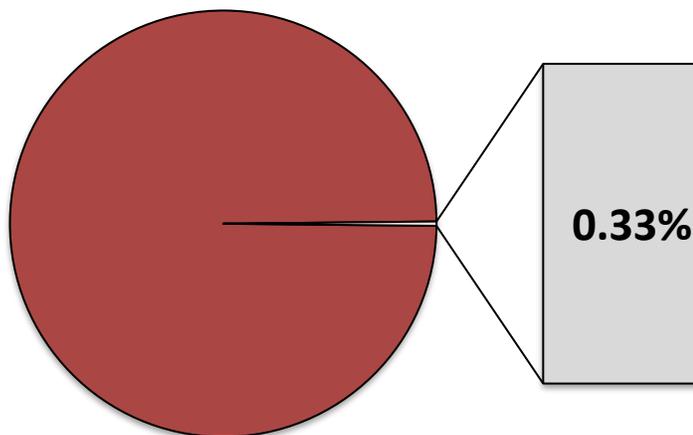
## Purpose Statement

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

## Program Areas



% of FY 2025 Total General Fund Budget



The Legal Division comprises 0.33% of the overall General Fund budget.

## Legal Division Services Provided

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

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

## Legal Division Recent Accomplishments

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- ✓ The Legal Department has spent and continues to spend a considerable amount of time on various matters relating to the existing and proposed offshore renewable wind projects in the Town, particularly the Vineyard Wind and proposed Park City Wind (now New England Wind 1) projects. On November 20, 2023, the Town filed a motion to intervene in the Energy Facilities Siting Board proceeding for the PCW project, and on December 11, 2023, the Town filed an amended motion to intervene. While the Town's motion was denied, the EFSB directed PCW and the Town to meet and reach agreement on additional conditions (the so-called Condition T filing) to address issues raised by the Town in its motion to intervene. The Town and PCW reached agreement on the Condition T filing, and PCW submitted that filing to the EFSB on January 5, 2024. On November 28, 2023, the Town also filed a successful motion to intervene in the EFSB proceeding on the Mid-Cape Reliability Project's Notice of Project Change. Legal staff have been providing information on these projects to the members of the Town Council and to Town residents on a regular basis.
- ✓ The Legal Department worked with the Planning Department and outside counsel to draft grant of location regulations for wireless communications facilities and structures in the public rights of way. After two public hearings, the regulations were finalized and became effective as of September 18, 2023.
- ✓ The Legal Department worked closely with the Department of Public Works (DPW) on issues related to the siting of a sewer pump station in Mother's Park Road and on Article 97 legislation that would allow the use of a portion of Mother's Park to reconfigure the intersection of Phinney's Lane and North Main Street in Centerville to make public safety improvements. That legislation is currently pending in the Legislature.
- ✓ The Legal Department worked with DPW staff, Mass Audubon and Three Bays Corporation on an easement and agreements regarding the deposit of dredge spoils on Dead Neck, endangered species management and public access to the island.
- ✓ The Legal Department continues to work with DPW on easements on private property and in private roadways for sewer infrastructure, including pipes and pump stations, as part of implementing the Town's Comprehensive Wastewater Management Plan.
- ✓ The Legal Department worked with DPW staff to develop a stormwater management and illicit discharge ordinance, which was approved by the Town Council on April 4, 2024.
- ✓ The Legal Department provided assistance to the Marine and Environmental Affairs (MEA) Department on the development of a beach management plan in compliance with state requirements regarding the protection of piping plover and also assisted MEA with the development of dog regulations.

## Legal Division Recent Accomplishments (Continued)

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- ✓ The Legal Department represented the Town in various litigation matters, including code enforcement matters, and appeals of zoning, planning and conservation matters. In addition, the Legal Department filed a successful motion for summary judgment in a suit filed by a citizen's group which sought to compel the Town to exercise its Chapter 61A rights to acquire cranberry bog lands that enjoyed an exemption from taxes as agricultural lands.
- ✓ The Legal Department continues to work on Conservation Restrictions, some of which involve Community Preservation Committee funds, and provides legal advice, as needed, to the CPC.
- ✓ The Legal Department has been assisting with issues related to the Police Department and civil service.
- ✓ The Legal Department responds to, and assists other Town departments in responding, to numerous public records requests throughout the year. The Department also reviews all Town contracts, negotiates contract terms with outside contractors and consultants as necessary, and advises the Procurement Department on contract and procurement issues.



# Legal Division Goals and Objectives

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

## Short-Term:

1. Continue efforts to decrease defensive litigation through counseling and advising. **(SP: Finance, Economic Development, Regulatory Process and Performance).**
2. Continue to work on the various issues arising out of the existing and proposed offshore renewable wind projects in the Town. **(SP: Finance, Economic Development, Regulatory Process and Performance).**
3. Continue to assist the Community Preservation Committee in reviewing the eligibility of projects for funding and in reviewing restrictions and other legal documents. **(SP: Finance, Environment and Natural Resources, Housing).**
4. Continue to work with Planning and the Town Council to address issues relating to proposed changes to the Town's Zoning and other Town Ordinances. **(SP: Finance, Economic Development).**
5. Work to develop a standard Town process for eligible facility requests for telecom small wireless facilities and structures and work with Planning on zoning issues related to small wireless facilities. **(SP: Finance, Economic Development, Regulatory Process and Performance).**
6. Continue to provide professional, in-house law firm services to the officials and agencies of the Town. **(SP: Finance, Economic Development, Public Health and Safety, Infrastructure, Housing, Environment and Natural Resources).**

## Long-Term:

1. Work with the Planning Department and the Town Council to amend the Zoning Ordinance to address multi-family and other housing issues. **(SP: Housing, Economic Development).**
2. Continue to address legal issues related to the implementation of the Cape Cod Rail Trail Bicycle and Pedestrian recreational path. **(SP: Economic Development, Regulatory Process and Performance, Environment and Natural Resources).**
3. Continue to work with the Town Council, Town Manager and town departments on legal issues surrounding the implementation of the Comprehensive Water Management Plan. **(SP: Infrastructure, Economic Development, Regulatory Process and Performance, Environment and Natural Resources).**

## Legal Division FY2024 Goals and Results

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

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

Action: The Legal Department continues to work closely with the Director of Finance and other Town staff on issues related to the implementation of the sewer assessment ordinance. As noted above, the Article 97 legislation regarding Mother's Park is pending in the Legislature. In addition, as part of the Town's Comprehensive Wastewater Management Plan, Legal continues to work with DPW on the taking of road easements by eminent domain for sewer and water purposes over certain private roads.

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

Action: The Legal Department provides support to the other departments and boards and committees of the Town, including, but not limited to, providing legal advice and opinions on conservation and zoning matters, and by providing advice and support with respect to personnel matters, the public records law, the Open Meeting Law and the conflict of interest law. The Department also drafts, reviews, negotiates and advises on all Town contracts and license agreements. The Legal Department also provides support directly to the Town Council.

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

Action: The Legal Department works with Planning on zoning and housing issues, most recently on the replacement of the Hyannis Village Zoning Districts with the Downtown Hyannis Zoning Districts, approved by the Town Council in February 2023.

# Legal Division Budget Comparison

Legal Division Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$596,221	\$678,677	\$709,939	\$700,886	(\$9,053)	-1.28%
<b>Total Sources of Funding</b>	<b>\$596,221</b>	<b>\$678,677</b>	<b>\$709,939</b>	<b>\$700,886</b>	<b>(\$9,053)</b>	<b>-1.28%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$553,369	\$593,977	\$625,239	\$661,186	\$35,947	5.75%
Operating Expenses	42,852	84,700	84,700	39,700	(45,000)	-53.13%
<b>Total Appropriation</b>	<b>\$596,221</b>	<b>\$678,677</b>	<b>\$709,939</b>	<b>\$700,886</b>	<b>(\$9,053)</b>	<b>-1.28%</b>

## Summary of Budget Changes

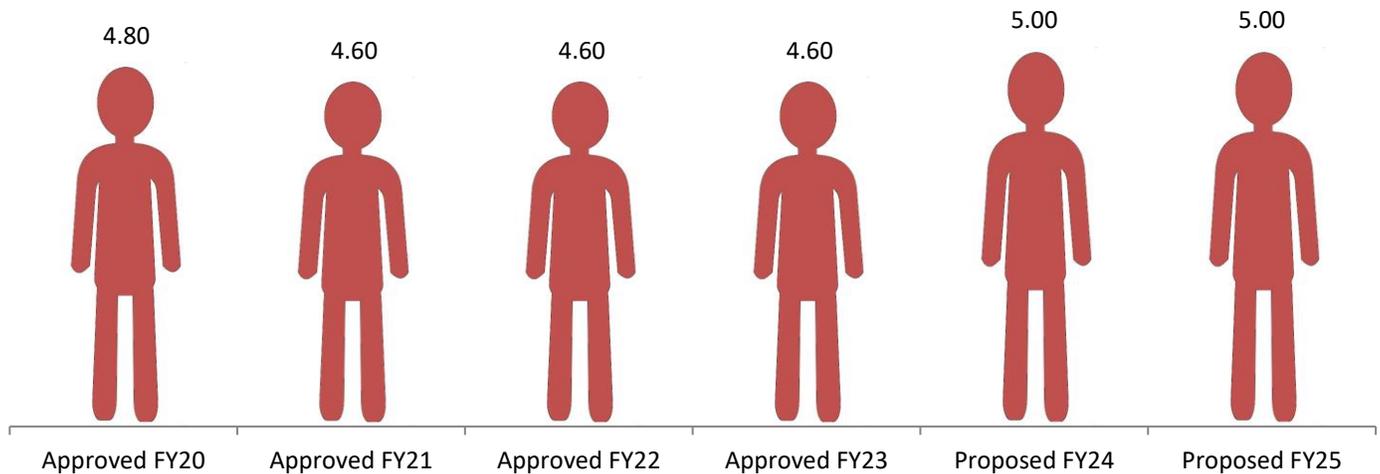
The Legal Division’s proposed FY 2025 budget is decreasing by \$9,053 or 1.28% from the approved FY 2024 budget. Personnel budgets allow for contractual obligations. Operating expenses are decreased by \$45,000- removing one-time funding received in FY 2024.

Job Title	FY 2023
Assistant Town Attorney	1.00
Legal Assistant	1.00
Legal Clerk	0.60
Senior Town Attorney	1.00
Town Attorney	1.00
<b>Full-time Equivalent Employees</b>	<b>4.60</b>

FY 2024	FY 2025	Change
2.00	2.00	-
1.00	1.00	-
0.00	0.00	-
1.00	1.00	-
1.00	1.00	-
<b>5.00</b>	<b>5.00</b>	<b>-</b>

# Legal Division Factors Affecting FTE’s

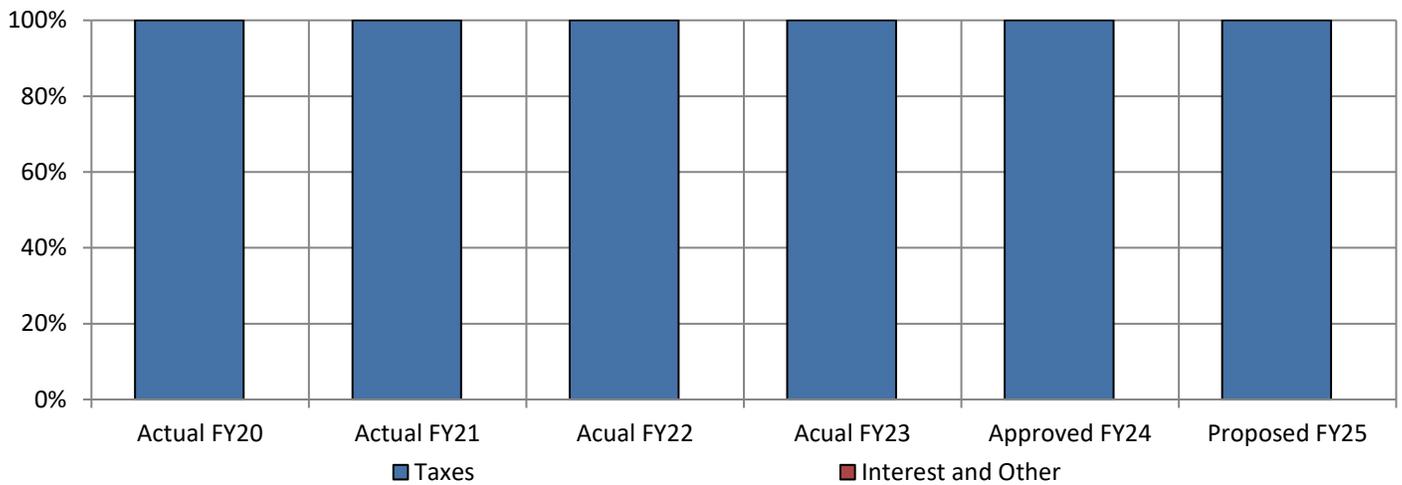
Full Time Employee History



The FY 2021 budget included reduced hours of (0.20 FTE) for the legal clerk position. FY24 includes 1 additional FTE for an Assistant Town Attorney and the reduction of 0.40 FTE for the Legal Clerk. No changes in FY 2025.

## Legal Division Factors Affecting Revenues

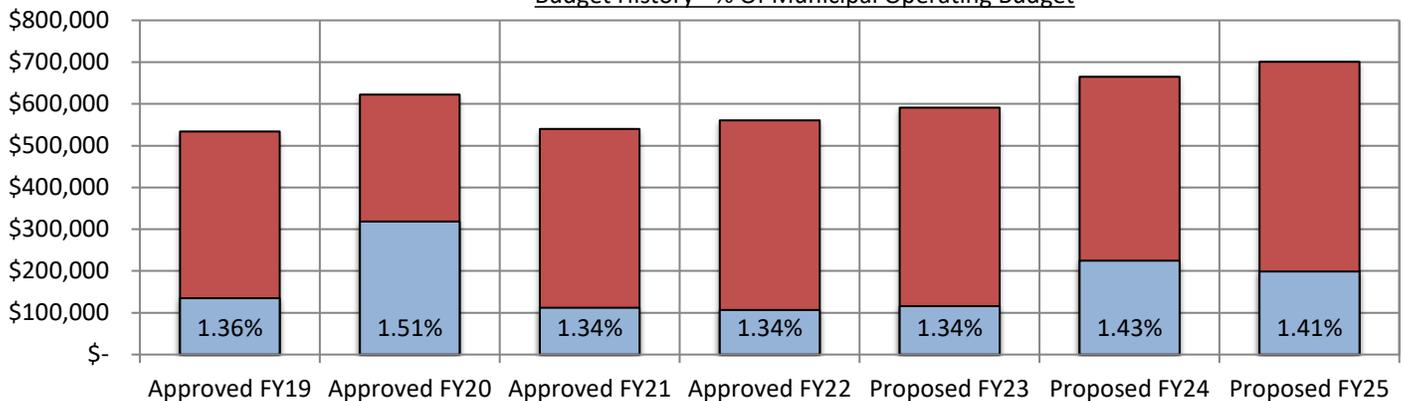
Total Revenue Sources Historical and Budgeted



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

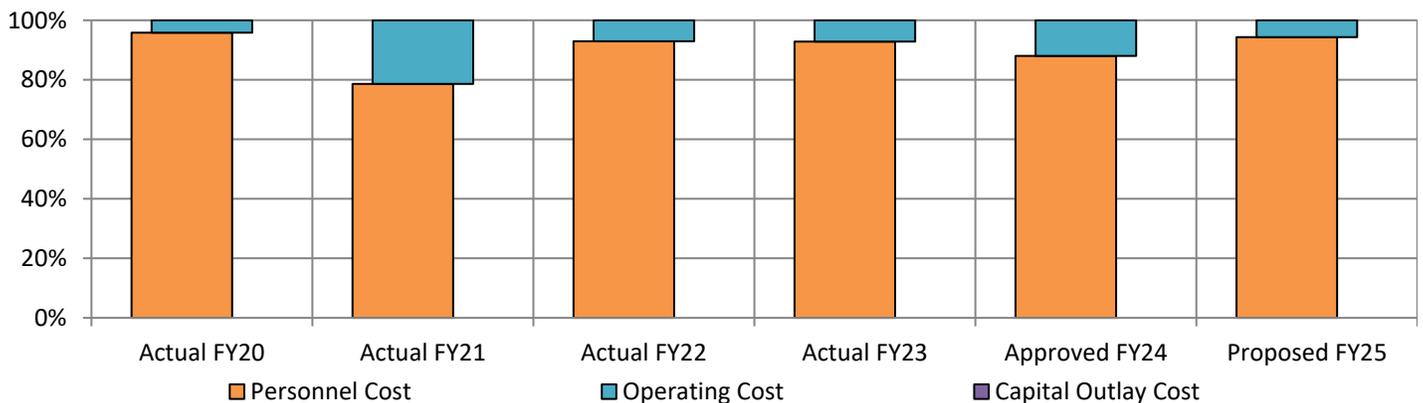
## Legal Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



Legal division's budget has increased 2.10% annually on average over a six-year period. This budget has also remained within the 1.3% to 1.5% range of the total Municipal Operations budget (excludes Other Requirements and schools).

Total Expenditures By Category Historical and Budgeted



Personnel cost account for 94% of the legal division's proposed budget and operating cost accounts for 6%.

# HUMAN RESOURCE DIVISION

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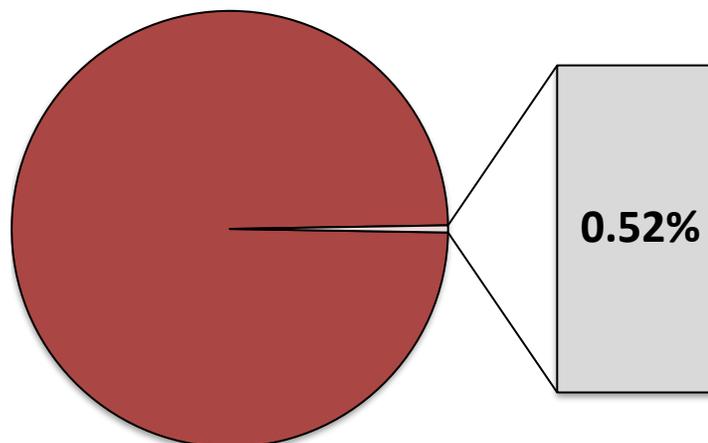
## Purpose Statement

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

## Program Areas



% of FY 2025 Total General Fund Budget



The Human Resources Division comprises 0.52% of the overall General Fund budget.

## Human Resource Division Services Provided

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

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

## Human Resource Division Recent Accomplishments

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- ✓ Assisted in the hiring of several high-level positions including Barnstable High School Principal, Early Learning Center Principal, Assistant Town Attorney.
- ✓ Successfully negotiated all six municipal collective bargaining agreements.
- ✓ Served as a resource for municipal and school managers for personnel related matters.
- ✓ Worked with the Town Manager, School Superintendent, and unions to implement a change in the health insurance premium split.
- ✓ Conducted training for new school department administrators.
- ✓ Coordinated training for municipal staff in the areas of conflict of interest, ethics, and harassment awareness and prevention.
- ✓ Completed reporting requirements related to Federal and State laws and regulations.

## Human Resource Division Goals and Objectives

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

### Short-Term:

1. Work with municipal and school departments to develop and implement a recruitment and retention plan. **(SP: Education, Communication)**
2. Assist Finance Department with the implementation of municipal bi-weekly payroll. **(SP: Finance, Communication)**
3. Assist with potential municipal reorganization efforts. **(SP: Finance, Regulatory Process & Performance, and Infrastructure & Assets)**

### Long-Term:

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

# Human Resource Division Budget Comparison

Human Resources Division Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$931,415	\$832,946	\$894,587	\$904,817	\$10,230	1.14%
Interest and Other	-	-	-	-	-	0.00%
Enterprise Funds	70,024	178,054	178,054	207,998	29,944	16.82%
<b>Total Sources of Funding</b>	<b>\$1,001,439</b>	<b>\$1,011,000</b>	<b>\$1,072,641</b>	<b>\$1,112,815</b>	<b>\$40,174</b>	<b>3.75%</b>

Expenditure Category						
Personnel	\$776,191	\$790,000	\$826,591	\$866,765	\$40,174	4.86%
Operating Expenses	225,248	221,000	246,050	246,050	-	0.00%
<b>Total Appropriation</b>	<b>\$1,001,439</b>	<b>\$1,011,000</b>	<b>\$1,072,641</b>	<b>\$1,112,815</b>	<b>\$40,174</b>	<b>3.75%</b>

## Summary of Budget Changes

Human Resource Division's proposed FY 2025 budget is increasing \$40,174, or 3.75% over the approved FY 2024 budget. Personnel cost increased due to contractual obligations.

Job Title	FY 2023
Admin. Assistant to HR Director	1.00
Assistant HR Director	1.00
Benefits Administrator	1.00
Benefits Assistant	1.00
Customer Service/HR Associate	0.50
Director of Human Resources	1.00
Human Resources Assistant	2.00
Human Resources Coordinator	1.00
<b>Full-time Equivalent Employees</b>	<b>8.50</b>

FY 2024	FY 2025	Change
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
0.50	0.50	-
1.00	1.00	-
2.00	2.00	-
1.00	1.00	-
<b>8.50</b>	<b>8.50</b>	<b>-</b>

## Human Resource Division Factors Affecting FTE's

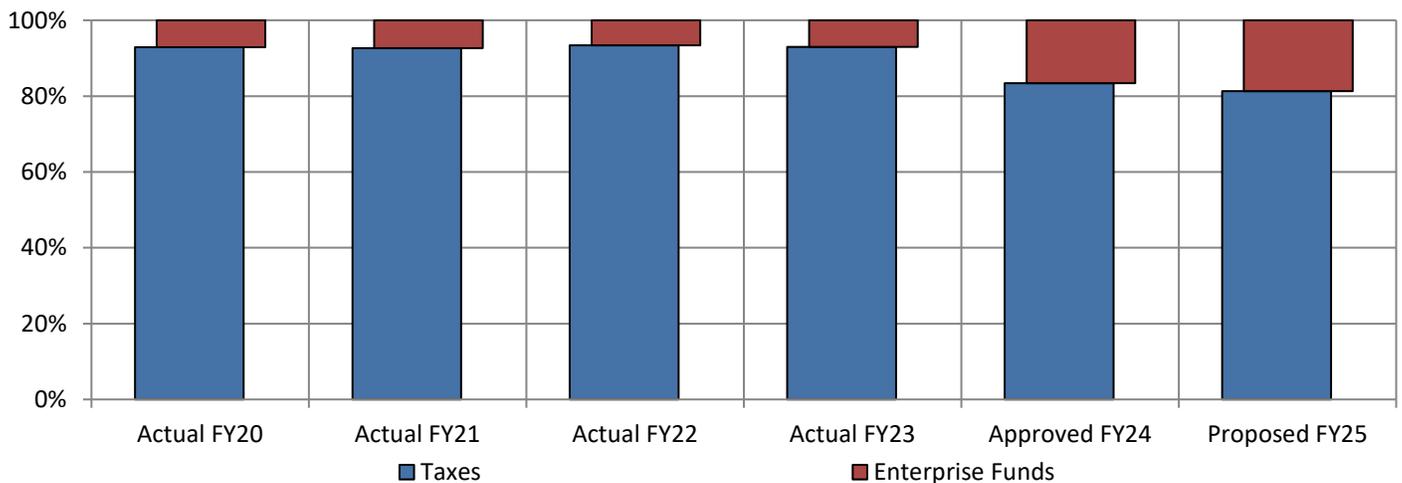
Full Time Employee History



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

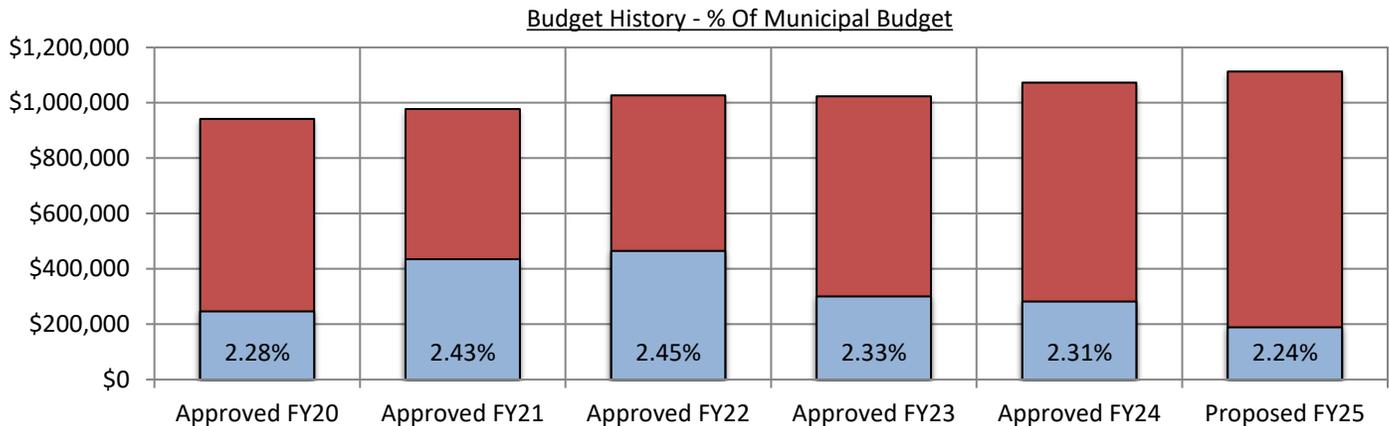
## Human Resource Division Factors Affecting Revenues

Total Revenue Sources Historical and Budgeted

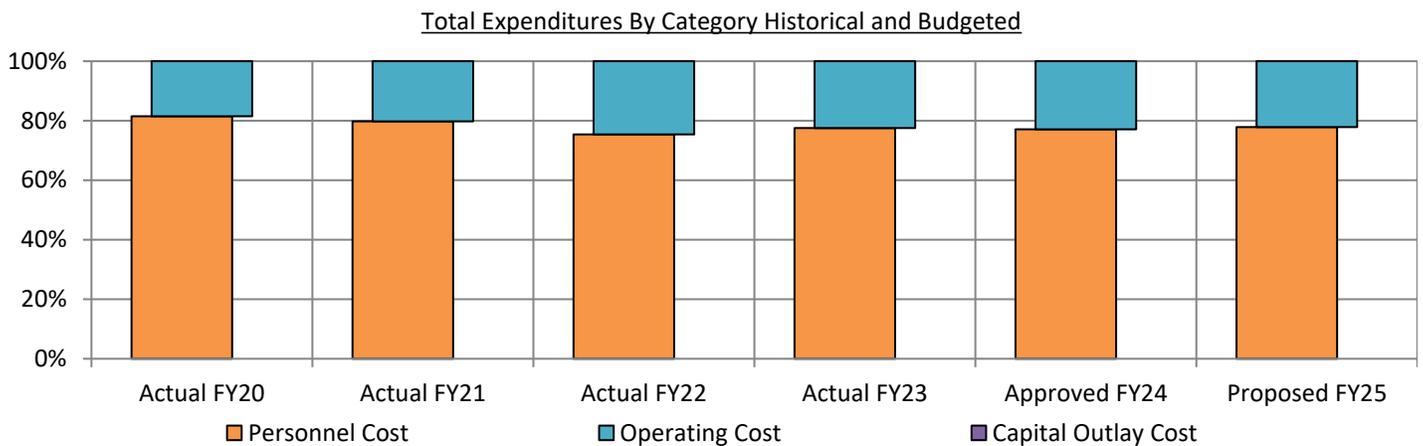


Taxes support 81% of total sources of funding for the proposed budget. Charge backs for services provided to the Enterprise Funds represent the remaining balance of total sources of funding.

# Human Resource Division Factors Affecting Expenses



The Human Resource Division’s budget has increased 3.0% annually on average over a six-year period. This budget has also ranged 2.28% to 2.45% of total Municipal Operations budget (excludes Other Requirements and schools).



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

## Human Resource Program Services Provided

### Staffing, Benefits, and Compensation Program

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

#### Staffing

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

#### Benefits

The offering of a comprehensive benefits package is an important tool in the recruitment and retention of talented and motivated employees. The administration of benefits programs is comprised primarily of (1) benefits maintenance,

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

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

### **Collective Bargaining**

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

### **Workplace Diversity/Compliance**

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

### **Employee Relations/Training**

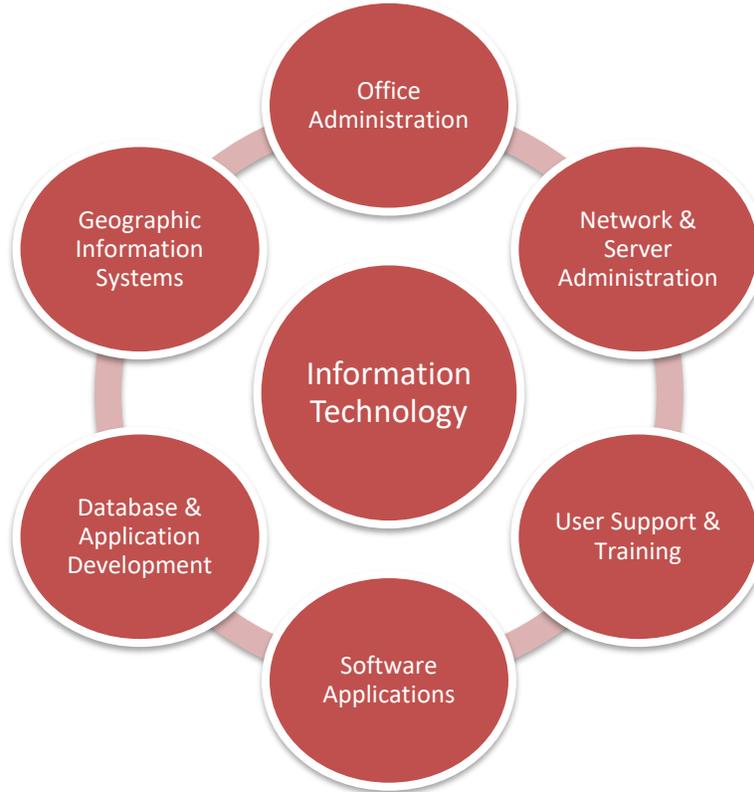
Providing training and morale-building events help foster an effective and productive workforce. To that end, Human Resources coordinate a variety of employee recognition programs. These programs include an ice-cream social and employee appreciation luncheons. The establishment of comprehensive training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

# INFORMATION TECHNOLOGY DIVISION

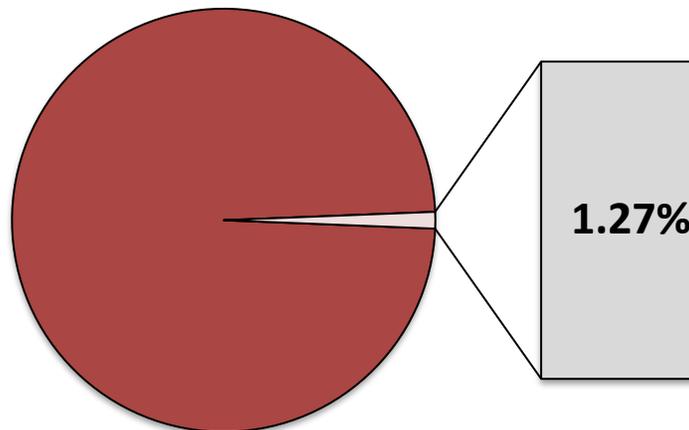
## Purpose Statement

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

## Program Areas



% of FY 2025 Total General Fund Budget



The Information Technology Division comprises 1.27% of the overall General Fund budget.

# Information Technology Division Services Provided

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

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

## Information Technology Division Recent Accomplishments

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- ✓ Completed migration from an on-site email server to cloud based email improving the security and reliability of the Town's systems;
- ✓ Upgraded the Microsoft Office suite of programs on all PCs to the new Microsoft 365 subscription-based software ensuring that this vital software will be kept up to date with security updates and feature enhancements going forward;
- ✓ Upgraded the anti-virus software used on all PCs to a modern Endpoint Detection & Response system with 24/7 monitoring, greatly improving our security posture across all Town PCs;
- ✓ Completed a comprehensive assessment of the Town's IT network Infrastructure, and developed a remediation plan to upgrade and modernize this vital backbone for the Town's IT systems;
- ✓ Continued participation in the Massachusetts Cybersecurity Awareness Grant Program providing quarterly training to all Town users, enabling them to better recognize and avoid cybersecurity threats;
- ✓ Began development of a Cybersecurity Incident Management Plan;
- ✓ Converted 19 new permit types to the Town's online-permitting system, streamlining processes and improving access for citizens;
- ✓ Converted over 100 old MS Access databases from an old, insecure version of the program to more modern and secure software;
- ✓ Updated GIS mapping of hiking trails throughout Town;
- ✓ Updated online GIS applications to take advantage of new capabilities offered with the latest GIS software.

## Information Technology Division Goals and Objectives

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### Short-Term:

1. Begin moving critical software applications from on-site servers to a cloud-based Software as a Service (SaaS) model, increasing the reliability of systems that are critical for Town operations **(SP: Communication, Finance, Infrastructure & Assets)**.
2. Continue efforts to modernize data backup and disaster recovery strategies and infrastructure **(SP: Finance, Infrastructure & Assets)**.

### Long-Term:

1. Begin upgrading and modernizing the Town's IT networking infrastructure replacing networking equipment and updating network configuration for improved security, reliability, and efficiency **(SP: Communication, Finance, Infrastructure & Assets)**.
2. Continued expansion of the online permitting and document management systems to provide more online services and document availability to the public **(SP: Communication, Regulatory Process & Assets)**.

3. Complete the Cybersecurity Incident Management Plan, for which the Town was awarded a Community Compact Grant **(SP: Communication, Finance, Infrastructure & Assets)**.
4. Continued implementation of recommendations from the IT Security Risk Assessment Study to improve IT security **(SP: Communication, Finance, Infrastructure & Assets)**.

**Performance, Infrastructure & Assets, Environment & Natural Resources).**

3. Implementation of VOIP (Voice over Internet Protocol) system to replace aging phone system. **(SP: Communication, Infrastructure & Assets, Finance)**.

## Information Technology Division Budget Comparison

Information Technology Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$1,452,668	\$2,080,952	\$2,142,832	\$2,317,460	\$174,628	8.15%
Enterprise Funds	328,946	353,523	353,523	381,442	27,919	7.90%
Reserve	-	206,391	206,391	-	(206,391)	-100.00%
<b>Total Sources of Funding</b>	<b>\$1,783,780</b>	<b>\$2,640,866</b>	<b>\$2,702,746</b>	<b>\$2,698,902</b>	<b>(\$3,844)</b>	<b>-0.14%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$784,333	\$840,936	\$885,196	\$958,507	\$73,311	8.28%
Operating Expenses	895,219	1,694,930	1,712,550	1,635,395	(77,155)	-4.51%
Capital Outlay	104,227	105,000	105,000	105,000	-	0.00%
<b>Total Appropriation</b>	<b>\$1,783,780</b>	<b>\$2,640,866</b>	<b>\$2,702,746</b>	<b>\$2,698,902</b>	<b>(\$3,844)</b>	<b>-0.14%</b>

### Summary of Budget Changes

Information Technology Division’s proposed FY 2025 budget is decreasing \$3,844 or 0.14% over the approved FY 2024 budget. Personnel costs are increasing due to contractual obligations. Operating expenses decrease due to FY 2024 one-time expenses moved from the department. Capital outlay will continue the department-wide hardware replacement program.

Job Title	FY 2023
Assistant Info. Systems Manager	1.00
Developer/Analyst	1.00
Geographic Info System Coordinator	1.00
GIS Specialist	1.00
Help Desk Coordinator	1.00
Help Desk/Administrative Assistant	1.00
Info. Systems Dept. Manager	1.00
Microcomputer Specialist	1.00
Network & Server Administrator	1.00
<b>Full-time Equivalent Employees</b>	<b>9.00</b>

FY 2024	FY 2025	Change
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
2.00	2.00	-
1.00	1.00	-
<b>10.00</b>	<b>10.00</b>	<b>-</b>

## Information Technology Division Factors Affecting FTE's

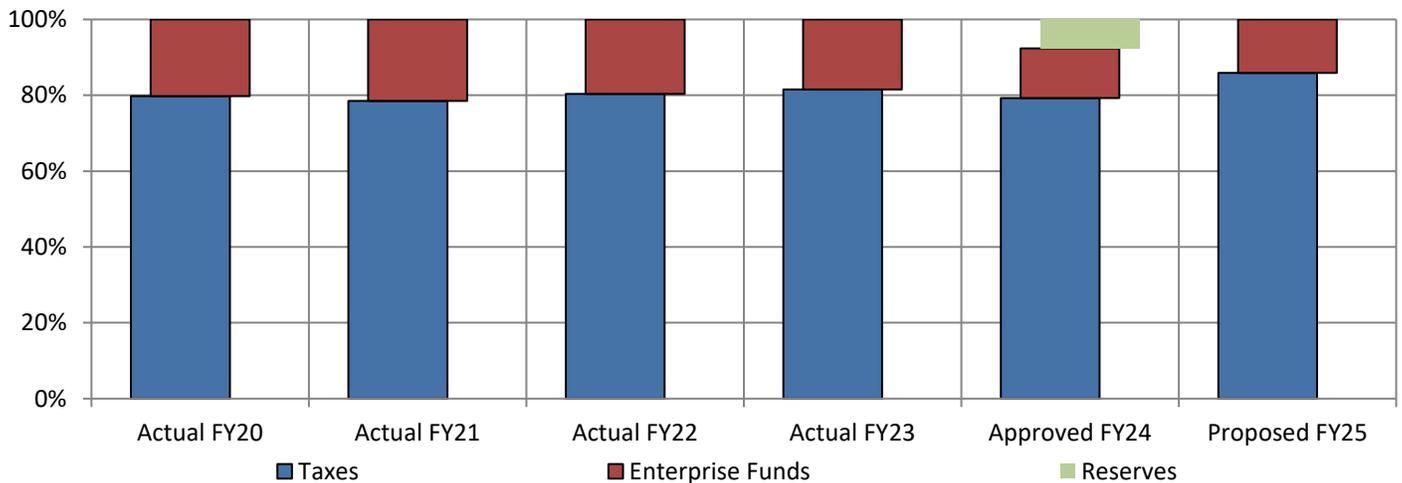
Full Time Employee History



Full-time positions increased in FY24 as a grant-funded employee was moved to the general fund operating budget. No changes for FY 2025.

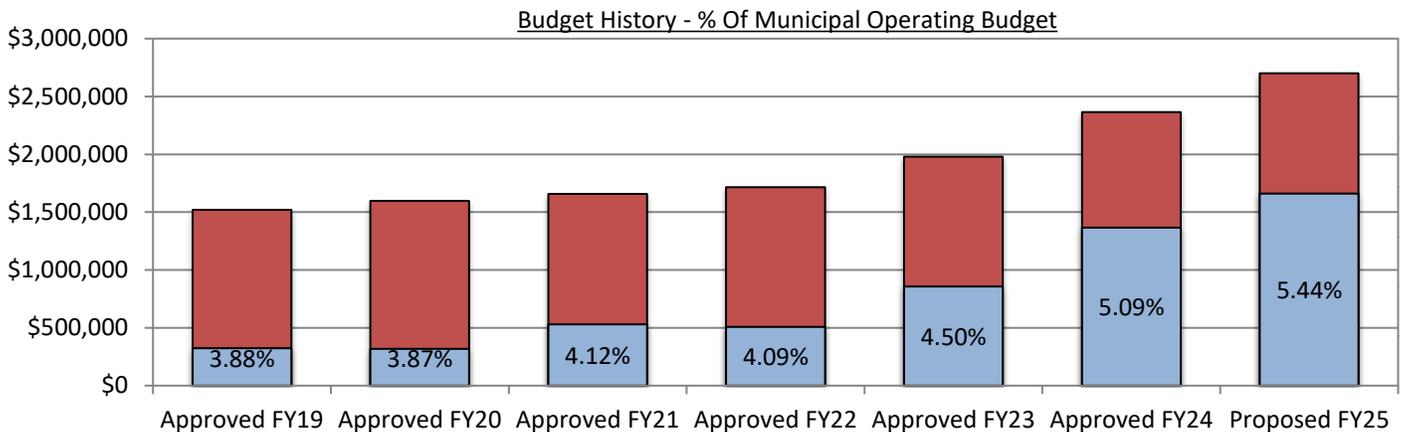
## Information Technology Division Factors Affecting Revenues

Total Revenue Sources Historical and Budgeted

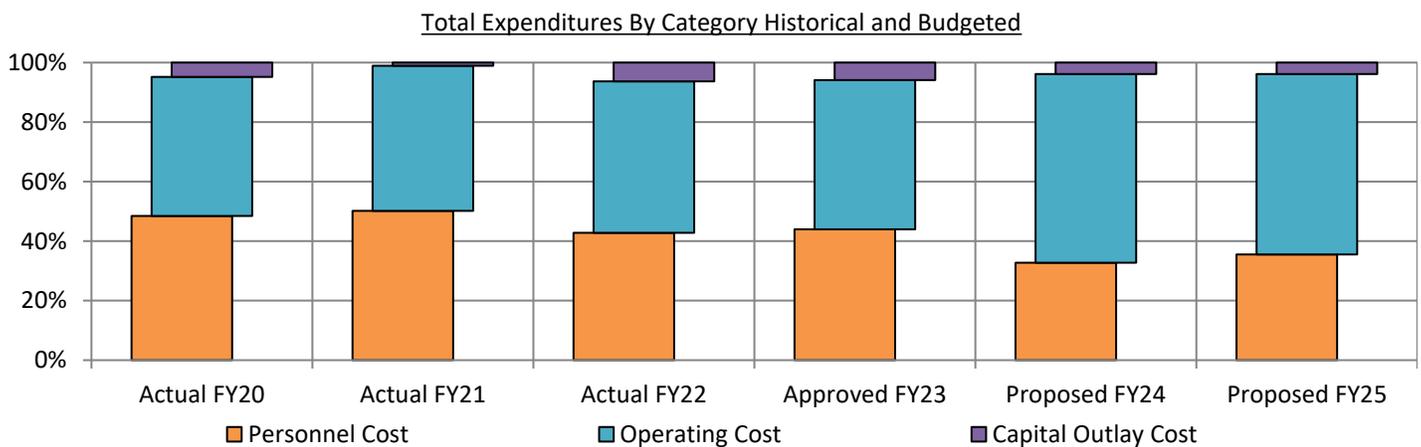


Taxes provide 85% and charge backs for services provided to the Enterprise Funds 15% of total sources of funding.

## Information Technology Division Factors Affecting Expenses



Software licenses, contractual IT managed services and enhanced IT security measures represent the bulk of the budget increases in this division. This budget has increased 3.9% to 5.4% of total Municipal Operations budget (excludes Other Requirements and schools).



Personnel cost account for 35% of the Information Technology Division's proposed budget, operating cost accounts for 60%, and capital outlay 5%. The capital outlay included in the IT budget is for department-wide electronic equipment replacement.

## Information Technology Program Services Provided

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

### Office Administration

This area includes general administration of the IT Division including:

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

## Network & Server Administration

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

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



*Server Rack*

## User Support & Training

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

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



*PC Repair*

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

# Information Technology Program Services Provided (Continued)

## Software Applications

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

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



*Software Applications*

## Database & Application Development

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

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

## Geographic Information Systems (GIS)

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

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

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



GIS Map Plotter

# Administrative Services Department Workload Indicators

## Accounting Operation

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

Performance Measures	FY 2020	FY 2021	FY 2022	FY 2023
Central financial operating costs as a percentage of the overall General Fund budget	1.71%	1.73%	1.75%	1.72%

Workload Indicators	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected
Vendor Payments Processed	40,373	40,686	41,113	40,500
G/L Accounts Maintained	19,331	19,898	20,543	20,500
G/L Transactions Processed	312,555	311,958	313,201	313,000

## Treasury/Collector Operation

Workload Indicators	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected
Vendor Checks Processed	15,032	20,220	18,739	19,000
Payroll Checks Processed	3,756	2,961	3,199	3,000

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

Performance Measures	FY 2020 Levy	FY 2021 Levy	FY 2022 Levy	FY 2023 Levy	FY 2024 Levy Projected
Percentage of the net property tax levy collected in the fiscal year levied	96.30%	96.33%	97.10%	97.05%	96.00%
Percentage of the net property tax levy collected to date including the amounts collected subsequent to the fiscal year levied	100.29%	102.41%	99.10%	99.42%	96.00%

# Administrative Services Department Workload Indicators (Continued)

## Procurement Operation

Workload Indicators	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected
RFP's Issued	10	20	28	25
Sealed Bids Issued	31	29	36	30
Quotes Conducted or Reviewed	99	127	117	110
Requisitions Reviewed for Compliance	666	719	12,747	12,000
Surplus Property Designations	70	49	56	50

## Assessing Operation

Performance Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected
Total Properties Assessed	29,200	29,320	29,239	29,252
Number of Abatements Filed	221	466	365	351
% of Properties Filing Abatements	.76%	1.6%	1.3%	1.2%
Number of Abatements Granted	51	83	208	179
Average Abatement Dollar per Appeal Filed	\$979	\$1,198	\$3,649	\$2,517
Total Tax Dollar Value for Appeals Granted	\$49,965	\$99,460	\$758,939	\$450,540

Workload Indicators	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected
Appellate Tax Board Appeals Settled	8	22	22	6
Exemptions Processed	679	696	665	636
RE/PP Abatements Processed	221	466	465	401
MVE Abatements Processed	1,721	1,980	1,670	1,550
Building Permits Inspected	-	1,662	1,712	1,615
Re-listing Inspections	3,000	1,918	2,309	2,300
Property Transfers (Deeds) Processed	-	2,969	2,314	2,091

# Administrative Services Department Workload Indicators (Continued)

## Town Clerk Operation

Workload Indicators	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected
Births Recorded	963	1,051	1041	1000
Marriages Recorded	324	399	434	425
Deaths Recorded	1,017	1,122	1200	1200
Dogs Licensed	2,695	2,886	3872	2886
New Voters Registered	3,871	2,289	2650	2500
Business Licenses Issued	200	489	481	480

## Information Technology

Performance Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected
Number of users for in-house developed software applications	n/a	n/a	272	300
Number of times in-house developed software applications were launched	n/a	n/a	23,754	20,000

Workload Indicators	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected
Help Desk work orders completed	2,000	1,800	1,500	1,500
New PC's / laptops installed	135	40	55	75
Completed requests for Maps and geographic analysis	625	628	779	800
Number of PC's & laptops maintained	575	575	575	550
Number of security cameras maintained	51	51	51	52
Large print jobs / folding / binding	12	17	14	15
Enhancements, fixes, & support requests for in-house developed software applications & databases	14	10	48	50

## Human Resources

Performance Measures /Workload Indicators	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected
Personnel Forms Processed	1,001	1,060	1,067	1,108	915
Employment Applications Processed	2,730	2,268	2,633	3,009	3,225
Permanent Position Vacancies	136	184	220	218	198
Avg. # of Applications per vacancy	20.10	12.30	12.00	13.80	16.25

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# MARINE & ENVIRONMENTAL AFFAIRS DEPARTMENT

## Department Purpose Statement

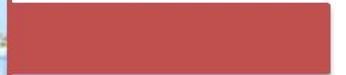
The Marine and Environmental Affairs Department strives to provide services intended to protect the safety of people and vessels that use our waterways and waterside facilities; to provide for the protection, preservation, and enhancement of the Town's natural resources, including Sandy Neck; and to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

## Division Areas

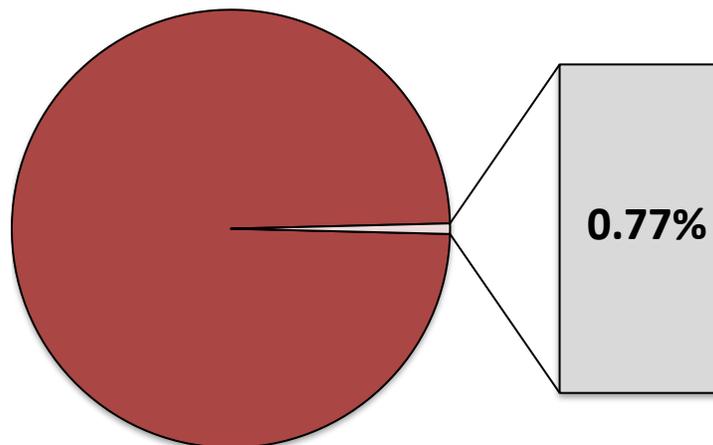
### Natural Resources



### Harbormaster



% of FY 2025 Total General Fund Budget



The Marine & Environmental Affairs Department comprises 0.77% of the overall General Fund budget.

# Marine & Environmental Affairs Department Services Provided

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

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

## Marine & Environmental Affairs Department Budget Comparison

Marine & Environmental Affairs Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$878,286	\$1,005,036	\$1,034,389	\$1,095,017	\$60,628	5.86%
Fees, Licenses, Permits	64,365	61,855	42,000	104,000	62,000	147.62%
Interest and Other	5,559	9,002	-	-	-	0.00%
Special Revenue Funds	348,000	383,500	383,500	439,510	56,010	14.60%
<b>Total Sources of Funding</b>	<b>\$1,296,209</b>	<b>\$1,459,393</b>	<b>\$1,459,889</b>	<b>\$1,638,527</b>	<b>\$178,638</b>	<b>12.24%</b>

Expenditure Category						
Personnel	\$999,122	\$1,138,612	\$1,109,474	\$1,263,962	\$154,488	13.92%
Operating Expenses	217,685	265,781	295,415	320,365	24,950	8.45%
Capital Outlay	79,403	55,000	55,000	54,200	(800)	-1.45%
<b>Total Appropriation</b>	<b>\$1,296,209</b>	<b>\$1,459,393</b>	<b>\$1,459,889</b>	<b>\$1,638,527</b>	<b>\$178,638</b>	<b>12.24%</b>

### Summary of Budget Changes

The Marine & Environmental Affairs Department’s proposed FY 2025 budget is increasing \$178,368, or 12.24% over the approved FY 2024 budget. Personnel costs are increasing \$154,488 due to contractual obligations, staffing allocation changes and the addition of a parttime Marina Supervisor with partial General Fund support. Operating costs include increases in line items to support the Harbormaster and Natural Resources operations. Capital outlay includes a Natural Resources vehicle replacement.

## Marine & Environmental Affairs Department Budget Reconciliation

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
<b>FY 2024 Approved Budget</b>				<b>\$1,459,889</b>	
Contractual Obligations Net of Staff Turnover	107,498	-	-	<b>107,498</b>	
One-Time Charges	-	-	(55,000)	<b>(55,000)</b>	-
<b>FY 2025 Budget Changes</b>					
1. Part-time Marina Supervisor (0.10FTE)	6,130	-	-	<b>6,130</b>	0.10
2. Overtime Increases	3,000	-	-	<b>3,000</b>	-
3. Seasonal Wages and Overtime Harbormaster	37,860	-	-	<b>37,860</b>	-
4. MESA Permits	-	7,800	-	<b>7,800</b>	-
5. Harbormaster Operating Expenses	-	17,150	-	<b>17,150</b>	-
6. Vehicle & Equipment Replacement	-	-	54,200	<b>54,200</b>	-
<b>FY 2025 Proposed Budget</b>	<b>\$ 154,488</b>	<b>\$ 24,950</b>	<b>\$ (800)</b>	<b>\$ 1,638,527</b>	<b>0.10</b>

## **Marine & Environ Affairs Dept. Budget Reconciliation (Continued)**

- 1. Part-time Marina Supervisor** - The proposal is to fund a permanent part-time Marina Supervisor position. The proposed breakdown of funding is 90% Marinas Enterprise Fund and 10% General Fund as there will be some overlap within the position between Enterprise Fund and General Fund with the supervision duties of Blish Point Boat ramp.
- 2. Natural Resources and Animal Control Overtime** – Overtime requests are to accommodate new contractual obligations.
- 3. Seasonal Wages and Overtime Harbormaster** - This request is to increase salary and wages budgetary line items: overtime and returning temporary staff. The overtime increase in being requested is due to contract requirements and operations. An increase in revenue generated from Mooring Fees can support these requests. Some seasonal positions due to budgetary restrictions were removed from the Harbormaster Division operating budget in previous years (Covid). Refunding these positions is critical to providing public safety on the water throughout the Town of Barnstable. Purposing to refund the season pump out operator.
- 4. MESA Permits** - Massachusetts Endangered Species Act (MESA) requires permits for projects in environmentally sensitive areas. Funding request covers anticipated permitting and consultant costs for future projects.
- 5. Harbormaster Operating Expenses** - The Harbormaster would like to continue to expand the Transient Mooring Program which attracts visitors to the Town of Barnstable and allows for our residents to have new means of access to the water. To enhance these services, additional funding is needed for contract services. This funding helps purchase of new mooring gear, maintaining current gear, and allows for moorings to be serviced by licenses mooring contractors. We are looking to upgrade two transient moorings to the program Summer of 2024 to allow for larger vessels. Due to aging vessels and their equipment, additional funding is requested to provide the necessary repairs to ensure safe operation. Equipment costs continue to rise; this requested increase will help offset this request.

Additional funding for gasoline is requested due to the cost of gasoline and increased usage due to patrol demands.

Additional funding for uniforms is requested due to contract obligations.

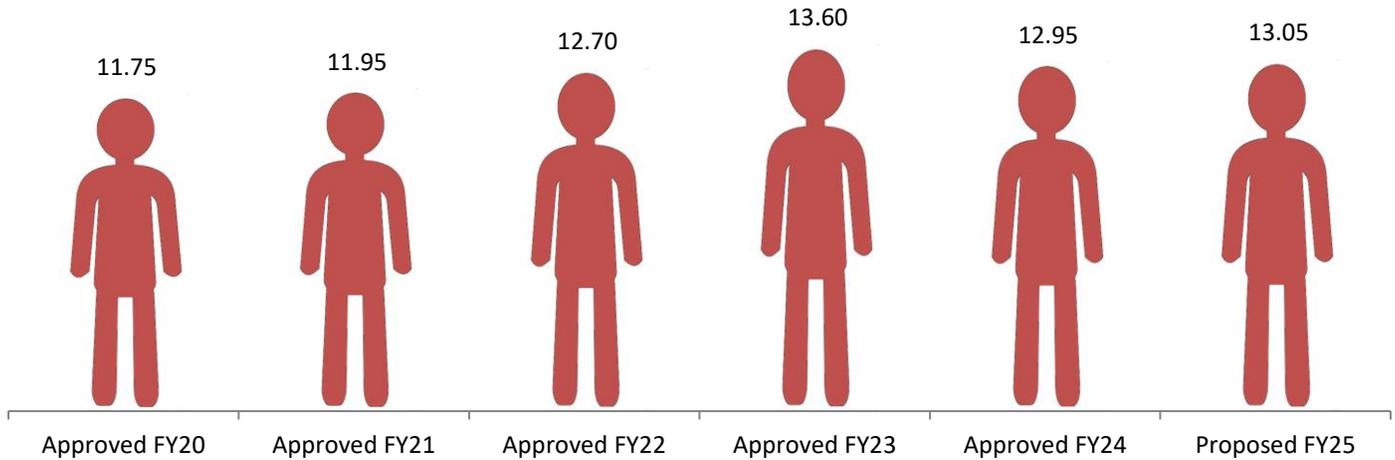
Funding for training is being requested for out-of-state engine maintenance certifications and in-state certifications such as First Responder, CPR, AED, National Association of State Boating Law Administrators course, etc. Performing in-house maintenance is part of the Harbormaster Division and the cost associated with this service outweighs the cost of contracting such services. Over the past two years, the Division has added full-time staff members that need the Harbormaster Certification required by the Harbormaster Training Council.

Additional funding for software is being requested due to a new Software contract that was finalized in FY24 with MEA software vendor. This software allows MEA to offer online transactions, renewals, staff emergency call for service log and daily staff records.

- 6. Vehicle & Equipment Replacement** - Animal Control Officers are on the road during most of their shifts patrolling the town and responding to complaints and incidents. Our fleet consists of two Animal Control vans: a 2020 chevy with low mileage and a 2014 chevy with 140,000 miles. Therefore, we would like to replace the 2014 van with a new vehicle so that we will have 2 good condition vehicles.

# Marine & Environmental Affairs Dept. Factors Affecting FTE's

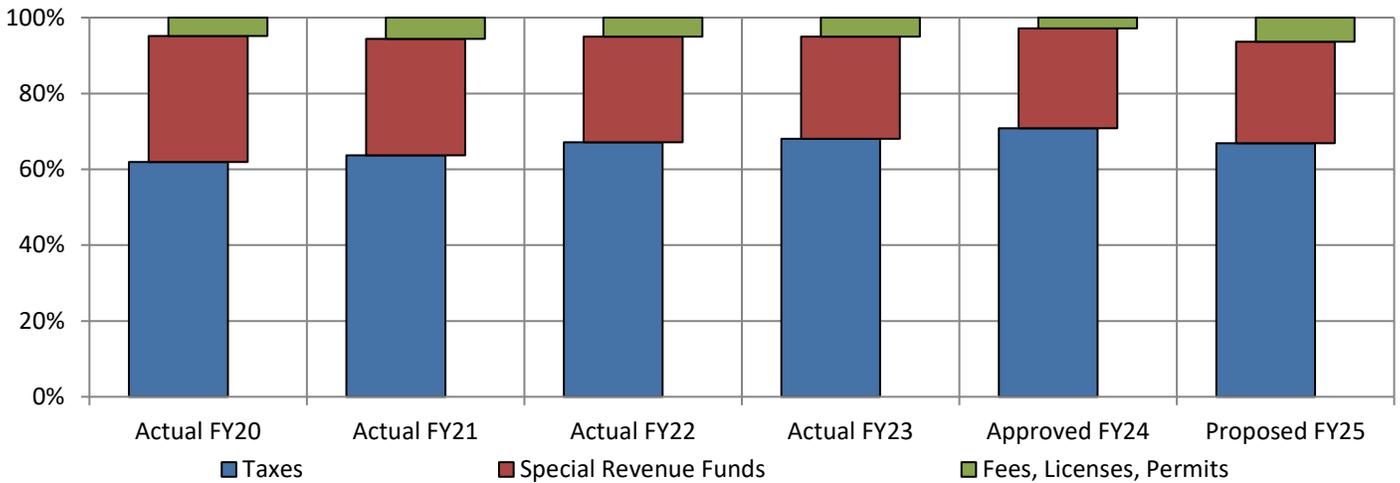
Full Time Employee History



A new 0.10 FTE is proposed to the General Fund in FY25. Cost is offset by additional mooring revenue.

# Marine & Environmental Affairs Dept. Factors Affecting Revenues

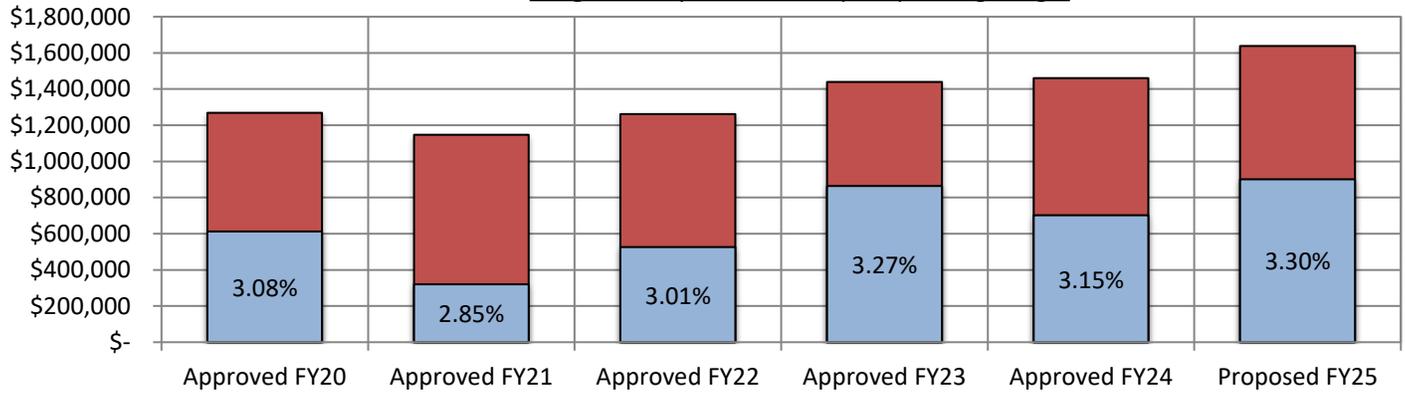
Total Sources of Funding Historical and Budgeted



Total sources of funding are allocated 66.8% from taxes and 26.8% from the Waterways Improvements Special Revenue Fund (from mooring fees) for the proposed budget. Other sources of funding include fees charged for boat ramps and docking. Excluding taxes and the special revenue fund sources of funding, Blish Point Boat Ramp generates roughly 60% of total department operating sources of funding.

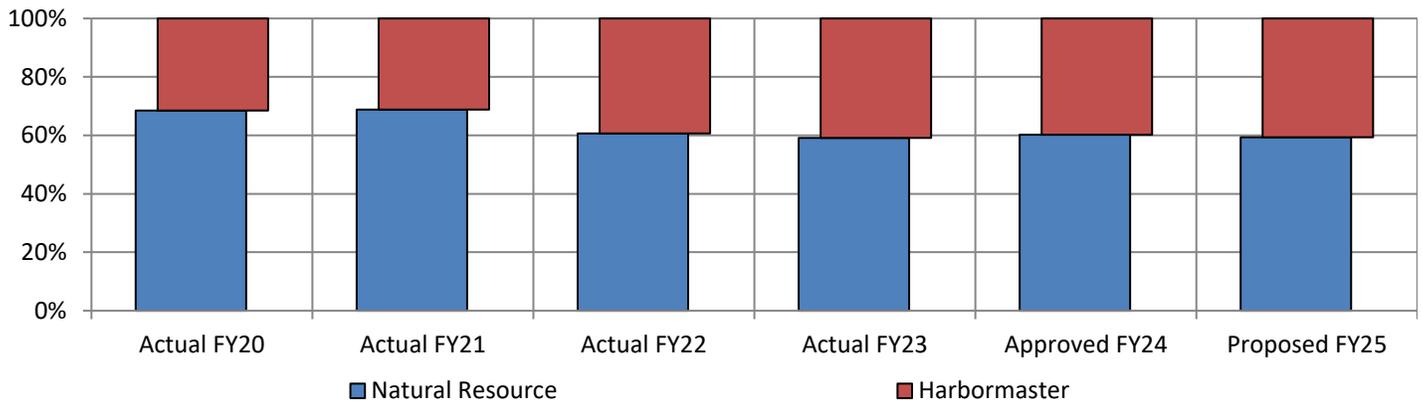
# Marine & Environmental Affairs Dept. Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



The Marine & Environmental Affairs budget has increased 4% annually on average over a six-year period. This budget has fluctuated between 2.85% to 3.30% of the total municipal operating budget (excludes Other Requirements and schools). Fluctuations are mostly due to one-time capital outlay needs.

Total Expenditures By Division Historical and Budgeted



Natural Resources division accounts for 59.3% of the department’s proposed operating budget.

The department’s proposed budget is allocated 77% to personnel cost, 20% to operating, and 3% to capital outlay. This allocation has remained consistent for the past few fiscal years.

# NATURAL RESOURCES DIVISION

## Purpose Statement

The Natural Resources Division is responsible for the protection and enhancement of the Town's natural resources, enforcement of laws relating to fish and game, marine and recreational use, land management, and environmental laws.

## Program Areas

### Natural Resources



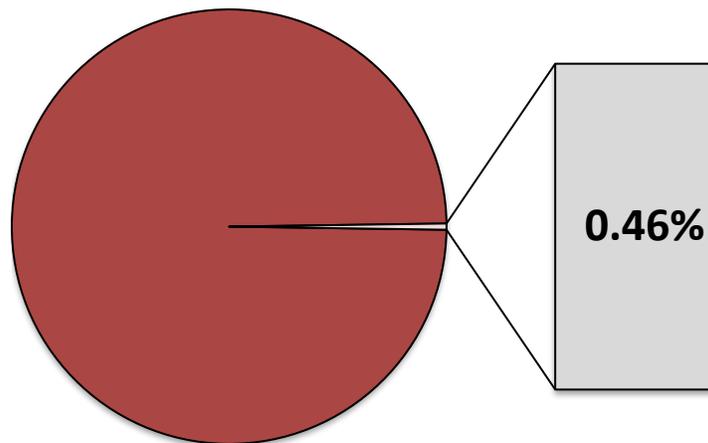
### Animal Control



### Shellfish



% of FY 2025 Total General Fund Budget



The Natural Resources Division comprises 0.46% of the overall General Fund budget.

## Natural Resources Division Services Provided

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

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

## Natural Resources Division Recent Accomplishments

- ✓ Regulatorily converted our Dog Licenses to calendar year to reduce confusion and provide consistency with our other Department permits;
- ✓ Purchased 1,088,174 oysters town wide and 600 bags of remote set oysters in Barnstable Harbor;
- ✓ Cultivated 3,680,000 Quahogs; holding over remainder floating upweller stock for following year; planted 1,080,000 quahogs under 46 predator exclusion nets.
- ✓ Dug and moved 457 bushels of quahogs in Three Bays;
- ✓ Maintained 246 predator exclusion nets protecting over 5,944,500 quahog seed;
- ✓ Completed 71 Vibrio compliance checks to insure the safe consumption of aquaculturally reared oysters;
- ✓ Maintained two AcuRite rainfall gauges in Town to monitor changes in rainfall amounts from the North side to the South side;



**Natural Resource Officer Ann Marie Luppino with a cold stunned Kemp's Ridley's sea turtle**



**Opening Day for Oysters, Bay Street Landing**

- ✓ Monitored threatened shorebird nesting activities at Kalmus, Dowses Beaches and Eugena Fortes Beach;
- ✓ Collaborated with MA Audubon at Dead Neck/Sampson's Island to improve patron compliance of dog regulations.
- ✓ Offered 33 educational outreach programs for the general public and the student community of Barnstable. Talks were about local wildlife, the Diamondback Terrapin headstart program and lean to shellfish classes;
- ✓ Offered 6 beach clean up events to the public;
- ✓ Successfully released 62 terrapin graduates in the head start program;
- ✓ Updated the Dog Control Regulations; and
- ✓ Rescued cold stunned sea turtles from Barnstable Harbor and Sandy Neck Shorelines.

# Natural Resources Division Goals and Objectives

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

## Short-Term:

1. Work with Police Department and other Towns' agencies to deter illegal vehicle use in Conservation Lands; Continue to work with public land officials to close illegally built trails within designated public open spaces **(SP: Public Health and Safety, Environment and Natural Resources)**.
2. Continue to streamline aquaculture management to improve adherence to town, state, and federal regulations **(SP: Regulatory Process and Performance, Public Health and Safety)**.
3. Update Aquaculture Regulations **(SP: Regulatory Process and Performance, Public Health and Safety)**.
4. Expand existing catalog of osprey nests and add new nesting locations where needed **(SP: Environment and Natural Resources)**.
5. Assess fresh and saltwater locations suitable for dog friendly access to water **(SP: Environment and Natural Resources, Recreation)**.



*Recreational shellfisheries compliance check*



*The Natural Resource Division's Wildlife Education Program at Kid's Day*

6. Explore floating gear feasibility in Barnstable Harbor, West Bay and where not already permitted in Cotuit Bay **(SP: Regulatory Process and Performance, Public Health and Safety, Environment and Natural Resources)**.
7. Expand opportunities for public engagement with their local environment **(SP: Environment and Natural Resources, Recreation)**.

## Long-Term:

1. Continued research and monitoring of eel grass habitat off Hyannisport, Osterville, and Cotuit **(SP: Environment and Natural Resources)**.
2. Monitor and document impacts from projects affecting coastal resources and shellfish habitat **(SP: Environment and Natural Resources)**.
3. Continue restoration and rehabilitation efforts within 5 herring runs in Town **(SP: Environment and Natural Resources)**.
4. Work with Division of Marine Fisheries to minimize mooring area closures of popular shellfish areas during the boating season **(SP: Environment and Natural Resources, Public Health and Safety, Recreation)**.

## Natural Resources Division Budget Comparison

Natural Resource Division Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$737,896	\$889,164	\$876,591	\$966,919	\$90,328	10.30%
Fees, Licenses, Permits	6,671	6,978	2,000	5,000	3,000	150.00%
<b>Total Sources of Funding</b>	<b>\$745,187</b>	<b>\$896,142</b>	<b>\$878,591</b>	<b>\$971,919</b>	<b>\$93,328</b>	<b>10.62%</b>

Expenditure Category						
Personnel	\$624,267	\$694,641	\$653,734	\$740,062	\$86,328	13.21%
Operating Expenses	120,919	146,501	169,857	177,657	7,800	4.59%
Capital Outlay	-	55,000	55,000	54,200	(800)	-1.45%
<b>Total Appropriation</b>	<b>\$745,187</b>	<b>\$896,142</b>	<b>\$878,591</b>	<b>\$971,919</b>	<b>\$93,328</b>	<b>10.62%</b>

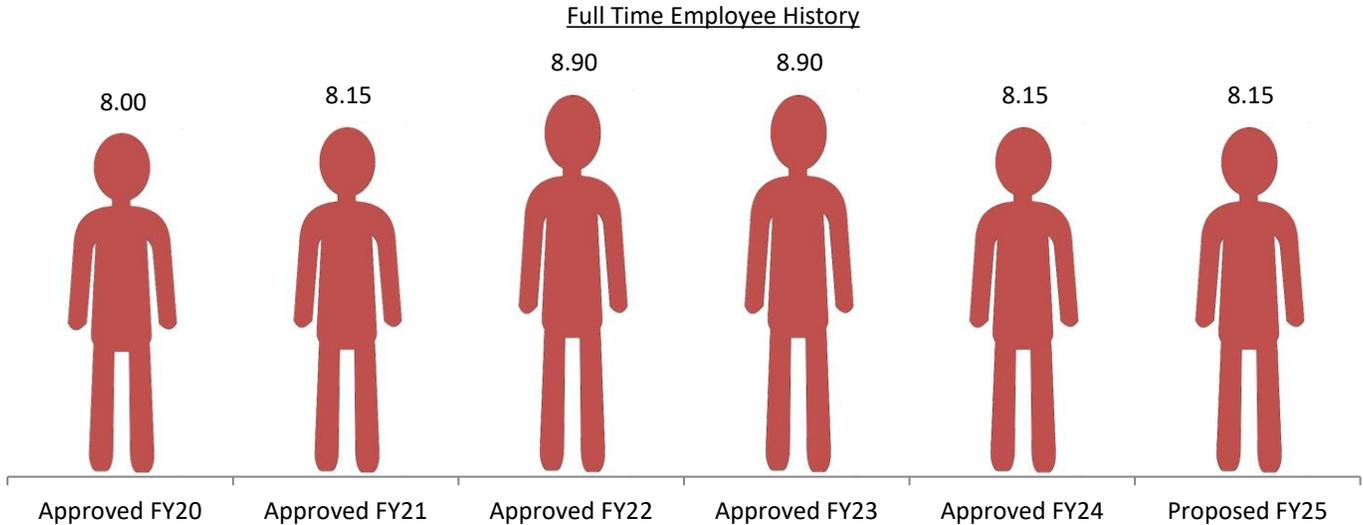
### Summary of Budget Changes

Natural Resource Division's proposed FY 2025 budget increased by \$93,328, or 10.62% from the approved FY 2024 budget. Personnel cost are increasing due to contractual obligations. Capital outlay for new Animal Control vehicle in FY25.

Job Title	FY 2023
Administrative Assistant	0.70
Department/Division Assistant	-
Animal Control Officer	2.00
NRO-Aquaculture Specialist	0.85
Director Marine & Env Affairs	0.40
Natural Resource Officer	2.90
Office Manager	0.55
Dir. NR/SN Park Manager	0.50
Shellfish Biol/Const	1.00
<b>Full-time Equivalent Employees</b>	<b>8.90</b>

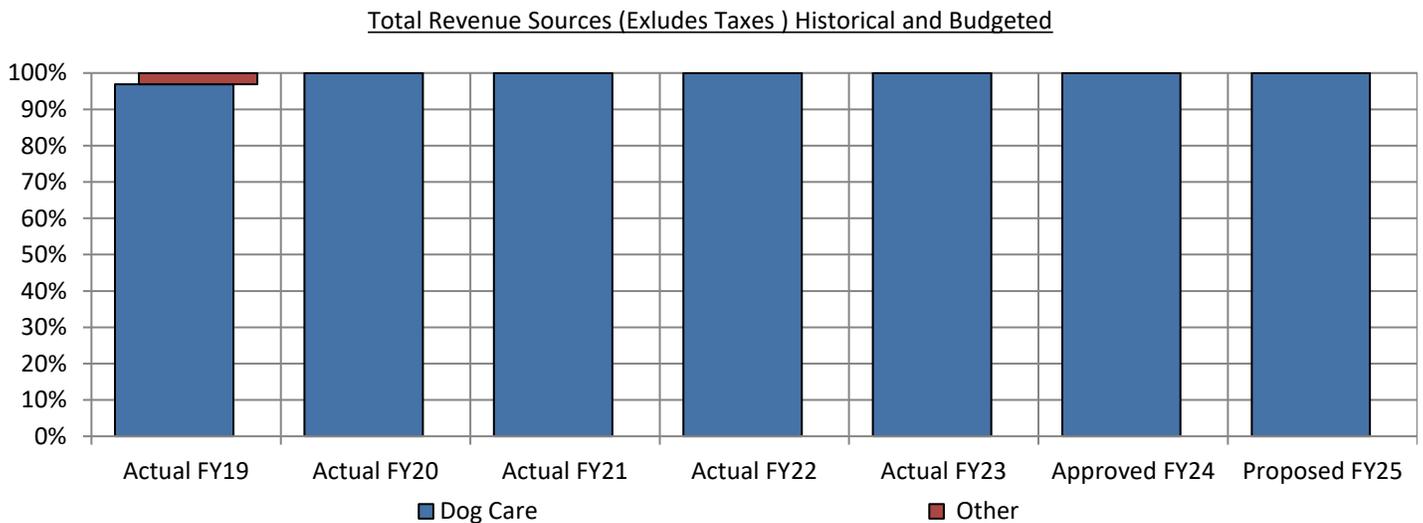
	FY 2024	FY 2025	Change
	0.55	0.55	-
	0.15	0.15	-
	2.00	2.00	-
	1.00	1.00	-
	0.40	0.40	-
	2.00	2.00	-
	0.55	0.55	-
	0.50	0.50	-
	1.00	1.00	-
	<b>8.15</b>	<b>8.15</b>	<b>-</b>

## Natural Resources Division Factors Affecting FTE's



FTE's have remained level over the past few fiscal years, any changes is the result of salary reallocation between General and Enterprise Fund.

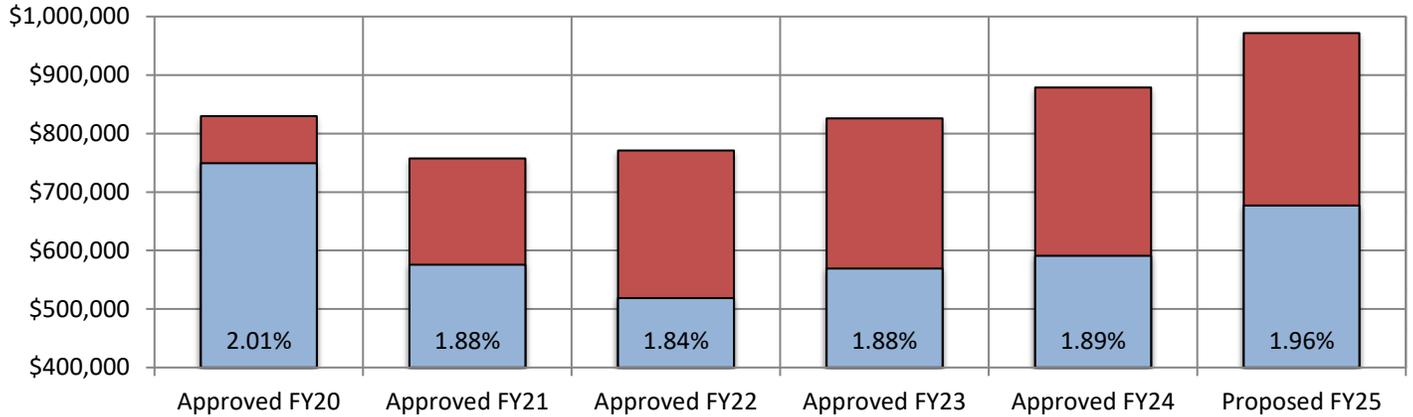
## Natural Resources Division Factors Affecting Revenues



Fees charged for dog care services account for all the sources of funding for this division when excluding taxes.

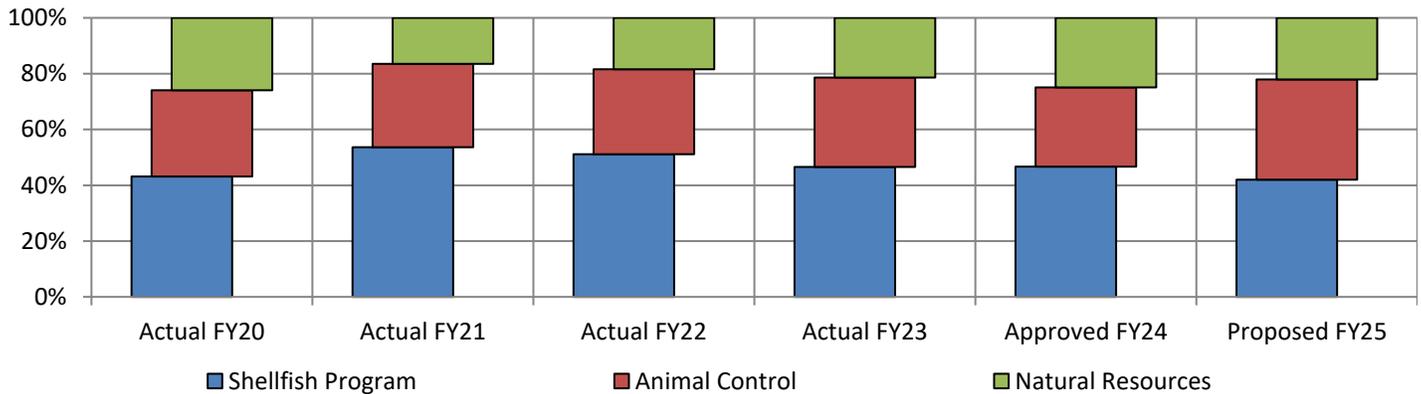
# Natural Resources Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



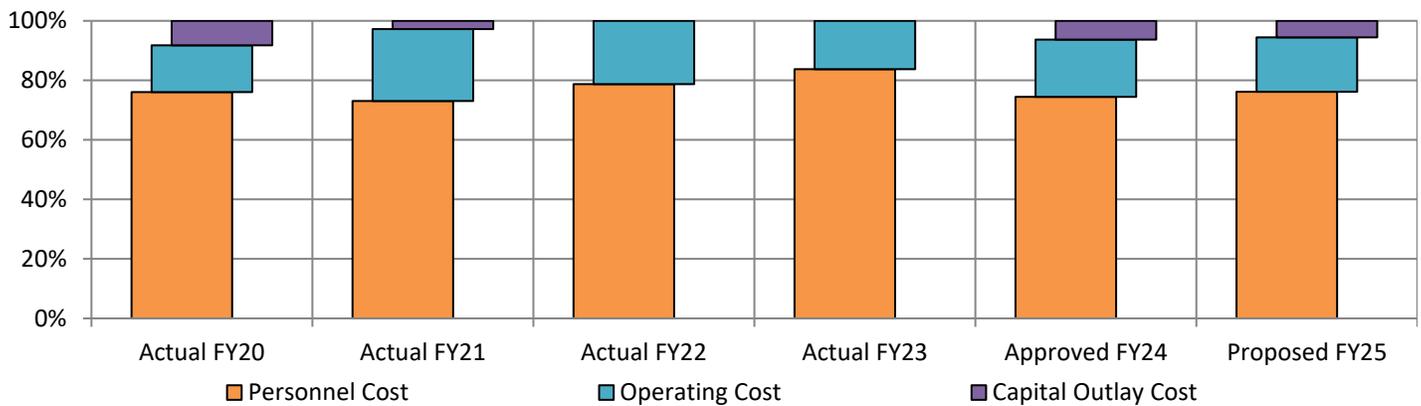
The Natural Resources Division’s budget has increased on average 2.86% over a six-year period. This budget has also decreased from 2.01% to 1.96% of the total municipal operating budget (excludes Other Requirements and schools).

Total Expenditures By Program Historical and Budgeted



Shellfish is the largest program within this division representing 42% of total operations. Animal Control accounts for 36% and Natural Resources 22%.

Total Expenditures By Category Historical and Budgeted



Personnel accounts for 76% followed by operating at 18% of the division’s proposed budget. 6% of the budget in FY25 in for operating capital purchases.

# Natural Resources Division Program Services Provided

## Natural Resources Program

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

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

### Land Management

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

### Patrol

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



*Osprey Pole construction, Centerville River.*

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

### Fish and Game

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

Natural Resources Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$158,975	\$212,920	\$219,248	\$215,083	(\$4,165)	-1.90%
Interest and Other	620	-	-	-	-	0.00%
<b>Total Sources of Funding</b>	<b>\$159,595</b>	<b>\$212,920</b>	<b>\$219,248</b>	<b>\$215,083</b>	<b>(\$4,165)</b>	<b>-1.90%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$104,774	\$111,284	\$117,141	\$160,176	\$43,035	36.74%
Operating Expenses	54,821	\$46,636	47,107	54,907	7,800	16.56%
Capital Outlay	-	55,000	55,000	-	(55,000)	-100.00%
<b>Total Appropriation</b>	<b>\$159,595</b>	<b>\$212,920</b>	<b>\$219,248</b>	<b>\$215,083</b>	<b>(\$4,165)</b>	<b>-1.90%</b>

# Natural Resources Division Program Services Provided (Continued)

## Animal Control Program

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

Animal Control at its best is very emotional, often volatile, and requires that those involved be professional, well-trained, and have the ability to effectively deal with people of all social and ethnic backgrounds. Animal Control Officers are responsible for operating an animal control van, capturing animals not kept in compliance with established laws and ordinances, properly housing them, quarantining domestic animals that bite or scratch and often submit suspect animals for testing at State Laboratory for rabies control. Animal Control Officers also respond to wildlife issues and educate the public accordingly. Animal Control often becomes involved with specialized investigative work in enforcing laws and regulations. Pets owned by individuals who do not accept their responsibilities can have a very detrimental effect on any community. When allowed to roam at will, domestic pets can and do pose a threat to the health, welfare and quality of life of our citizens.

The program includes but is not limited to the following:

- Respond to all domestic and wild animal related questions;
- Investigate animal cruelty and neglect complaints;
- Investigate animal bites to both humans and animals;
- Identify and return lost pets;
- Provide quarantine of animals that bite or scratch for observation of zoonotic diseases including rabies;
- In addition to reporting animal cruelty, Animal Control Officers are required by state law to report child abuse, elder abuse, and abuse against disabled persons, and;
- Work with sister organizations, state and local Fire Department, Massachusetts Society for the Prevention of Cruelty to Animals (MSPCA) and Animal Rescue League (ARL) of Boston, Cape Wildlife, Elder Services, and Child Welfare.



**Animal Control Officer August Muscato**

Animal Control Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$232,264	\$261,003	\$247,249	\$344,043	\$96,794	39.15%
Fees, Licenses, Permits	6,671	6,978	2,000	5,000	3,000	150.00%
<b>Total Sources of Funding</b>	<b>\$ 238,935</b>	<b>\$ 267,981</b>	<b>\$ 249,249</b>	<b>\$ 349,043</b>	<b>\$ 99,794</b>	<b>40.04%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$218,970	\$251,516	\$230,749	\$276,343	\$45,594	19.76%
Operating Expenses	19,965	\$16,465	18,500	18,500	-	0.00%
Capital Outlay	-	-	-	54,200	54,200	0.00%
<b>Total Appropriation</b>	<b>\$ 238,935</b>	<b>\$ 267,981</b>	<b>\$ 249,249</b>	<b>\$ 349,043</b>	<b>\$ 99,794</b>	<b>40.04%</b>

# Natural Resources Division Program Services Provided (Continued)

## Shellfish Program

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

Shellfish resources in the Town of Barnstable have ecological, commercial, and recreational importance. Oysters, quahogs, soft shell clams, mussels and other bivalve species endemic to our coastal waters provide irreplaceable ecosystem services through filter feeding. They also serve as food for other marine and terrestrial animals as well as a harvestable product for our commercial shellfishing industry. Recreational harvest of shellfish in Barnstable has been a treasured past time for Cape Cod residents and visitors for hundreds of years. The Town of Barnstable Natural Resources Division is responsible for sustainable management of this vital marine resource.

The Program includes, but is not limited to:

### Propagation

- Grow roughly 1 million oysters each year for a recreational shellfishery.
- Grow over 3 million quahogs each year.
- Educate residents and non-residents with learn-to-shellfish classes.

### Protecting the Resource

- Set catch limits to manage shellfish species appropriately for future generations.
- Conduct shellfish surveys for grant holders, docks, and piers.



*Shellfish Technician Devon Nunez rinsing quahog seed for the shellfish propagation program*

- Use the best available science to promote and protect Shellfish Habitat.

### Working with Other Agencies

- Work with the MA Division of Marine Fisheries for water testing for safe consumption of shellfish.
- Work with SEMAC, WHOI, BCWC, Cape Cod Cooperative Extension, and others on projects and experiments to better shellfish propagation techniques and management.

Shellfish Program Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$346,657	\$415,241	\$410,094	\$407,793	(\$2,301)	-0.56%
<b>Total Sources of Funding</b>	<b>\$346,657</b>	<b>\$415,241</b>	<b>\$410,094</b>	<b>\$407,793</b>	<b>(\$2,301)</b>	<b>-0.56%</b>
Expenditure Category						
Personnel	\$300,524	\$331,841	\$305,844	\$303,543	(\$2,301)	-0.75%
Operating Expenses	46,133	\$83,400	104,250	104,250	-	0.00%
<b>Total Appropriation</b>	<b>\$346,657</b>	<b>\$415,241</b>	<b>\$410,094</b>	<b>\$407,793</b>	<b>(\$2,301)</b>	<b>-0.56%</b>

# HARBORMASTER DIVISION

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## Purpose Statement

The Harbormaster Division of the Marine & Environmental Affairs Department provides services intended to protect the safety of people and vessels that use our waterways and waterside facilities.

## Program Areas

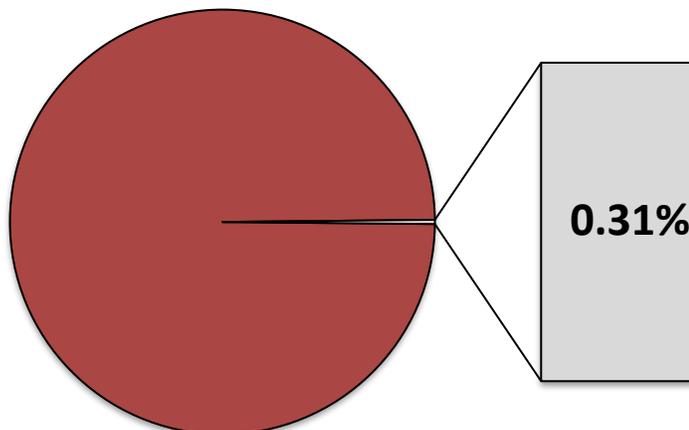


# Water Safety



# Moorings

% of FY 2025 Total General Fund Budget



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

# Harbormaster Division Services Provided

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

Harbormaster Division is responsible for issuing local safety information, oversees the maintenance and provision of navigational aids within the port, coordinate responses to emergencies, inspect vessels, and oversee pilotage services.

## Harbormaster Division Recent Accomplishments

- ✓ Offered mooring(s) to 390 people from Town waiting lists and permitted 118 new mooring permits; issued a record breaking 2,566 Mooring Permits;
- ✓ Held waitlist lotteries adding names to closed waitlists;
- ✓ Small Vessel Storage program effectively managed and issued 608 decals;
- ✓ Pumped out 500 vessels properly disposing of 12,400 gallons of waste;
- ✓ Removed illegal/abandoned mooring gear from Town of Barnstable waters;
- ✓ Expanded our transient mooring program adding new transient mooring locations (HyannisPort)
- ✓ Responded to 288 calls for service. Calls for service include but are not limited to violations, search and rescue operations, boating accidents, groundings, miscellaneous boating emergencies, medical emergencies and assistance to other agencies;
- ✓ Used GPS to pinpoint approximately 90% of all moorings;
- ✓ Worked with Department of Public Works to complete and file comprehensive dredge permits;
- ✓ Completed Clean Vessel Act grant funding;
- ✓ Booked 57 vessels for a total of 165 total nights of transient dockage.

## Harbormaster Division Goals and Objectives

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

### Short-Term:

1. Continue GPS pinpointing of all moorings in Town to determine mooring regulation compliance. **(SP: Regulatory Process and Performance)**
2. Work with licensed mooring servicers to improve mooring placement to efficiently utilize mooring fields. **(SP: Regulatory Process and Performance, Communication)**
3. Further improve transient mooring program, in efforts too increase transient traffic. **(SP: Regulatory Process and Performance)**



*Ocean 4, Harbormaster vessel*

## Harbormaster Division Goals and Objectives (Continued)

### Long-Term:

1. Improve mooring enforcement through public information, spot checks etc.. (SP: Regulatory Process and Performance, Communication)
2. Improve Pumpout Program communication; allowing for users to be notified instantly after a weekly pumpout is completed. (SP: Communication)
3. Expand patrol shifts and dispatch coverage to provide for 12 hour shift coverages during Summer months. (SP: Recreation)

## Harbormaster Division Budget Comparison

Harbormaster Division Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$140,390	\$115,872	\$157,798	\$128,098	(\$29,700)	-18.82%
Fees, Licenses, Permits	57,694	54,877	40,000	99,000	59,000	147.50%
Interest and Other	4,939	9,002	-	-	-	0.00%
Special Revenue Funds	348,000	383,500	383,500	439,510	56,010	14.60%
<b>Total Sources of Funding</b>	<b>\$551,023</b>	<b>\$563,251</b>	<b>\$581,298</b>	<b>\$666,608</b>	<b>\$85,310</b>	<b>14.68%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$374,855	\$443,971	\$455,740	\$523,900	\$68,160	14.96%
Operating Expenses	96,765	119,280	125,558	142,708	17,150	13.66%
Capital Outlay	79,403	-	-	-	-	0.00%
<b>Total Appropriation</b>	<b>\$551,023</b>	<b>\$563,251</b>	<b>\$581,298</b>	<b>\$666,608</b>	<b>\$85,310</b>	<b>14.68%</b>

### Summary of Budget Changes

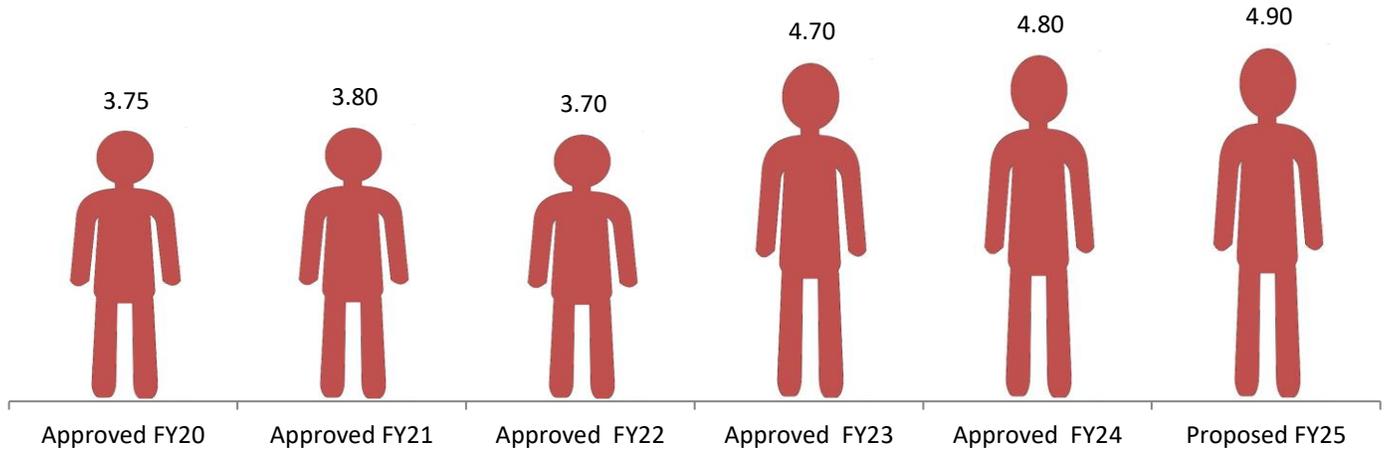
The Harbormaster Division's proposed FY 2025 budget increased by \$85,310, or 14.68% from the approved FY 2024 budget. Personnel costs are increasing \$68,160 due to contractual obligations, additional seasonal wages, and Marina Supervisor position. Increase in operational expenses to maintain current operations to provide public safety and law enforcement.

Job Title	FY 2023
Administrative Assistant	0.25
Assistant Harbormaster	1.00
Asst. Harbormaster Pumpout Boat Ops.	0.90
Deputy Harbormaster/Mooring Officer	1.00
Dept./Div. Assistant	0.75
Marina Supervisor	-
Director Marine & Env Affairs	0.30
Office Manager	0.25
Supervisor Harbor Master	0.25
<b>Full-time Equivalent Employees</b>	<b>4.70</b>

FY 2024	FY 2025	Change
0.25	0.25	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
0.75	0.75	-
-	0.10	0.10
0.30	0.30	-
0.25	0.25	-
0.25	0.25	-
<b>4.80</b>	<b>4.90</b>	<b>0.10</b>

## Harbormaster Division Factors Affecting FTE's

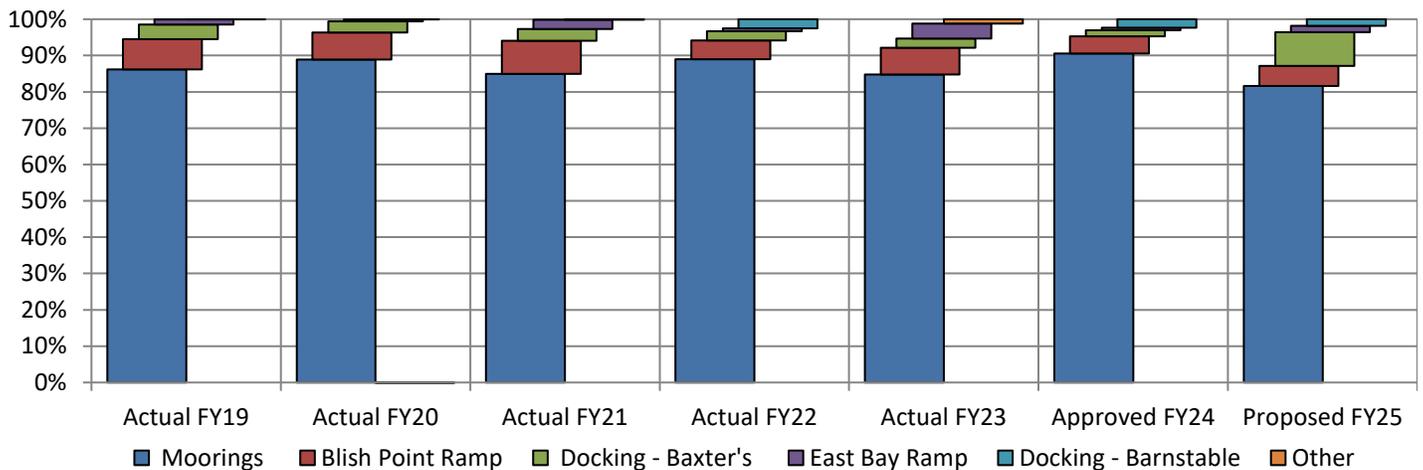
Full Time Employee History



The Harbormaster FTE's have remained level throughout the fiscal years; however, there has been reallocation of salaries between General and Enterprise Funds. FY 2025 includes 0.10 fte's for the new Marina Supervisor position.

## Harbormaster Division Factors Affecting Revenues

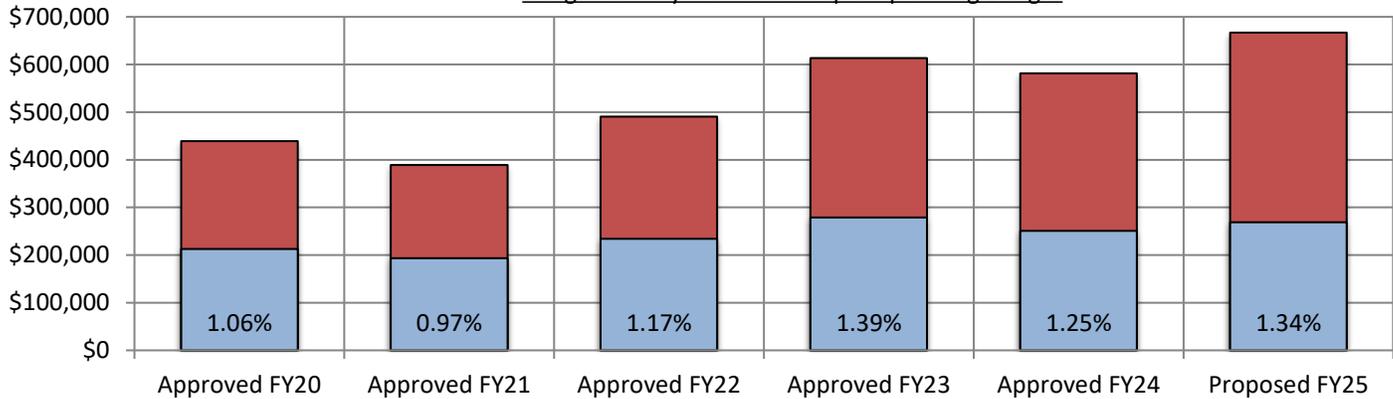
Total Revenue Sources (Excludes Taxes ) Historical and Budgeted



When excluding taxes, the Waterways Improvements Special Revenue Fund (mooring fees) provides 82% and Blish Point Ramp provides roughly 6% of total sources of funding to support the harbormaster operations. Other fees include the East Bay Boat Ramp.

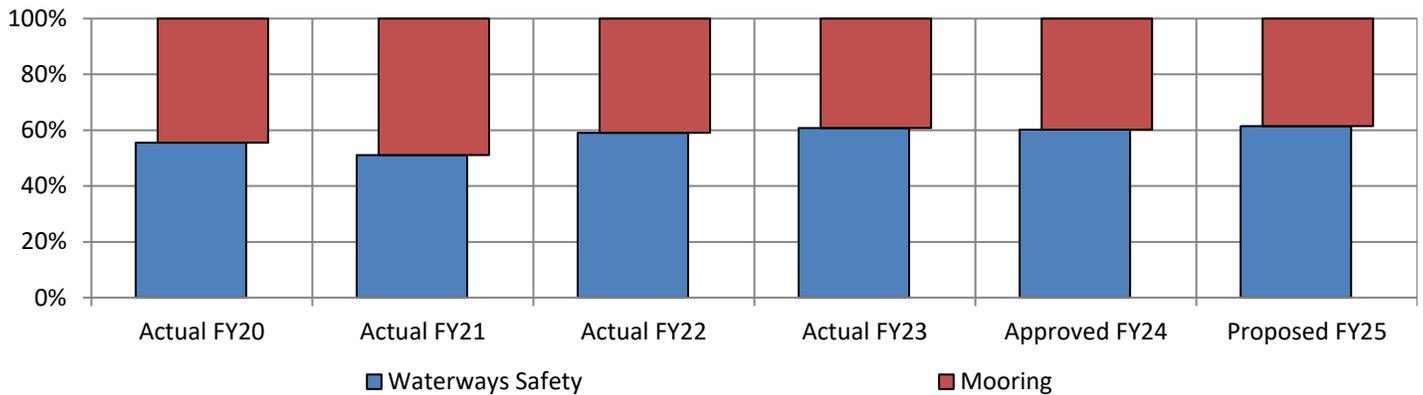
# Harbormaster Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



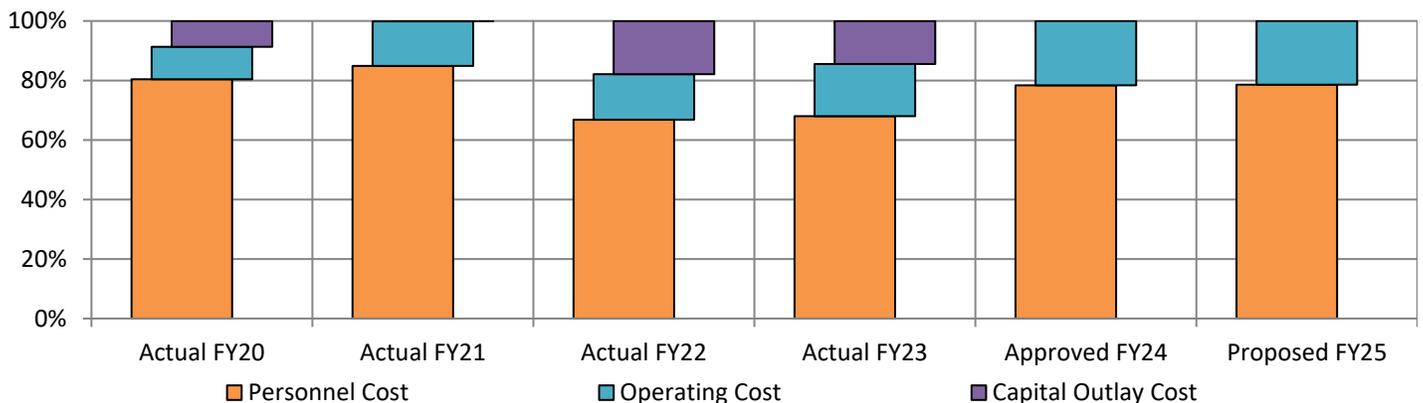
The Harbormaster budget has increased 8.63% annually on average over a six-year period. Seasonal pay increases and inflationary pressures on boating costs account for the majority of the budget increases. This budget has also increased from 1.06% to 1.34% of the total municipal operating budget (excludes Other Requirements and schools).

Total Expenditures By Program Historical and Budgeted



The Harbormaster proposed budget is allocated roughly 61% Waterways and 39% Moorings.

Total Expenditures By Category Historical and Budgeted



As a percentage of the proposed budget, personnel cost accounts for 79% followed by operating at 21%. No Capital Outlay planned for FY25.

# Harbormaster Division Program Services Provided

## Waterways Safety Program

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

The Waterways Program is divided into several areas of service being provided to the boating public and others using our waterside facilities including:

- Conduct land patrol activities with an eye towards the (improper) use of Town ways to water, boat ramps, other marine facilities, and for violations of Town ordinances;
- Conduct marine (on the water) patrols to ensure compliance with all pertinent state boating laws and local ordinances concerning the use of the waterways. Also to ensure proper stationing of buoys, mooring placement as it effects navigation, and to assist area boaters;
- Providing emergency response for vessels in distress, overdue/adrift vessels, oil spills, and rescue operations;
- Placing, hauling, and maintaining approximately 200 aids to navigation (channel markers, regulatory buoys and signs, and breakwater lights) which enable boaters to safely navigate through our harbors. These are placed in early spring and removed in late fall. Gear is replaced as needed.
- Provide pump out service throughout the Town.
- Oversee the daily operation of Blish Point boat ramp in Barnstable, including the collection and pay over of fees.



***Calls to Service***

Waterways Safety Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$98,148	\$71,626	\$107,680	\$78,916	(\$28,764)	-26.71%
Fees, Licenses, Permits	57,694	54,877	40,000	99,000	59,000	147.50%
Interest and Other	4,939	9,002	-	-	-	0.00%
Special Revenue Funds	174,000	202,000	202,000	232,000	30,000	14.85%
<b>Total Sources of Funding</b>	<b>\$334,781</b>	<b>\$337,505</b>	<b>\$349,680</b>	<b>\$409,916</b>	<b>\$60,236</b>	<b>17.23%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$198,755	\$257,499	\$265,463	\$319,799	\$54,336	20.47%
Operating Expenses	56,623	\$80,006	84,217	90,117	5,900	7.01%
Capital Outlay	79,403	-	-	-	-	0.00%
<b>Total Appropriation</b>	<b>\$334,781</b>	<b>\$337,505</b>	<b>\$349,680</b>	<b>\$409,916</b>	<b>\$60,236</b>	<b>17.23%</b>

# Harbormaster Division Program Services Provided (Continued)

## Mooring Program

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

In keeping with the spirit and intent of this law, a mooring program was established. The program's intent is to provide efficient utilization of harbor areas, to improve the safety of moored vessels, and to provide adequate space for the enjoyment of all users of the harbors. This is done by controlling the placement of moorings, establishing standards for mooring tackle, and by establishing regular, systematic mooring inspections.

- Working with Assessor's and Tax Collector's offices for compliance of boat excise laws;
- Mooring wait list fee collection and administration;
- Oversight of licensed mooring servicers;
- Removal illegal and abandoned moorings;
- Mooring enforcement, and;
- The program oversees the placement and permitting of approximately 2,300 moorings throughout the Town. Because the demand far exceeds the supply, waiting lists for most of our mooring areas have been established - and we now have over 1,200 entries on twenty-seven waiting lists.

The mooring process is a complex process involving:

- Regulation review and promulgation;
- Fee collection and making payments to Town Treasurer;
- Annual issuance of permits and stickers;
- Oversight of mooring inspections and placement, and;
- Renewal by mail program.



**Mooring, Illegal and hauled by HM staff**

Mooring Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$ 42,242	\$ 44,245	\$ 50,118	\$ 49,182	\$ (936)	-1.87%
Special Revenue Funds	174,000	181,500	181,500	207,510	\$26,010	14.33%
<b>Total Sources of Funding</b>	<b>\$216,242</b>	<b>\$225,745</b>	<b>\$231,618</b>	<b>\$256,692</b>	<b>\$25,074</b>	<b>10.83%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$176,099	\$186,471	\$190,277	\$204,101	\$13,824	7.27%
Operating Expenses	40,142	39,274	41,341	52,591	11,250	27.21%
<b>Total Appropriation</b>	<b>\$216,242</b>	<b>\$225,745</b>	<b>\$231,618</b>	<b>\$256,692</b>	<b>\$25,074</b>	<b>10.83%</b>

# Marine & Environmental Affairs Department Workload Indicators

## Shellfish Program

Description	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected
Actual Vibrio Compliance Checks	88	71	65
Required Vibrio Compliance Checks	40	40	40
Exceeds Expectations	220%	178%	163%

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

Workload Indicator	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected
Recreational Shellfish Permits Issued (represented in permit year)	3,240	3,355	3,300
Commercial Shellfish Permits Issues	47	47	47
Learn to Shellfish Classes (represented in calendar year)	6	6	6

## Water Ways Program

Boat Ramps & Parking	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Projected
East Bay Ramp	\$10,620	\$16,840	\$10,000
Blish Point Ramp	\$32,561	\$30,393	\$30,000
Docking - Baxter's	\$12,410	\$10,460	\$63,000

## Mooring Program

Workload Indicator Mooring Program	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected
Mooring Permits Processed	2,300	2,566	2,600

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

# COMMUNITY SERVICES DEPARTMENT

## Department Purpose Statement

The Community Services General Fund operations are comprised of two divisions whose purpose is to maintain programmatic oversight of the Town's older adult and youth programs and services, beaches, playing fields, and community buildings. This also includes providing an array of educational, recreation, wellness and leisure services to the citizens of Barnstable that appeal to a wide range of ages, abilities, and interests, as well as those that will preserve and protect our natural environment. The department also serves as liaison to Veterans Services and the village libraries.

### Division Areas

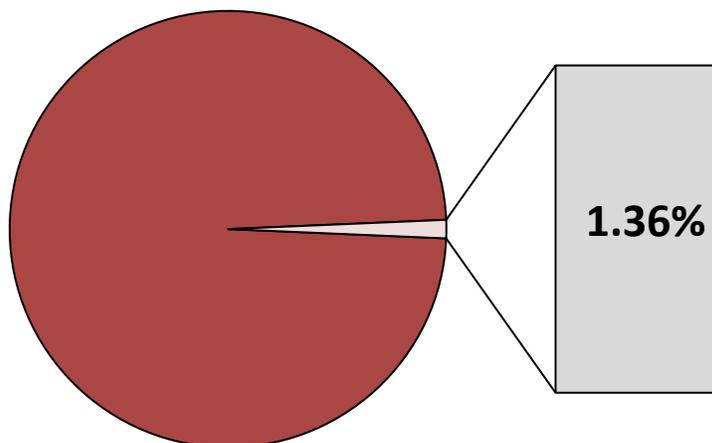


## Council on Aging



## Recreation

% of FY 2025 Total General Fund Budget



The Community Services Department comprises 1.36% of the total General Fund budget.

# Community Services Department Services Provided

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

The Community Services Department provides social, educational, and recreational activities throughout the community for all ages and abilities, and ensures that rules and regulations concerning playgrounds, athletic fields, beaches and the development and delivery of recreational programs and activities are effective. Recreation provides a variety of opportunities and choices for Barnstable citizens to achieve their human potential while preserving and protecting the integrity of the natural environment that will enhance the quality of life for the individuals, families, and the community at large within the Town.



ASP Game Room – HYCC Facility

Aquatics provide and maintain aquatic services at the 16 Town of Barnstable beach sites. Services in the aquatic program include general supervision, operating the gate attendant program, bathhouse attendants, water safety, and a swim program.

The Council on Aging Division provides a wide and diverse array of programs designed to meet the needs of older adults that includes, but is not limited to, the following: support and advocacy services, health and wellness activities, social, recreational and educational programming and events, caregiver support, information and referral, nutrition support, and transportation assistance.

## Community Services Department Budget Comparison

Community Services Department Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$0	\$504,557	\$575,647	\$596,234	\$20,587	3.58%
Fees, Licenses, Permits	2,073	298	1,000	1,500	500	50.00%
Charges for Services	2,270,969	1,963,112	1,960,000	2,290,000	330,000	16.84%
Interest and Other	-	1,860	-	-	-	0.00%
Reserves	-	-	54,000	-	(54,000)	-100.00%
<b>Total Sources of Funding</b>	<b>\$2,273,042</b>	<b>\$2,469,827</b>	<b>\$2,590,647</b>	<b>\$2,887,734</b>	<b>\$297,087</b>	<b>11.47%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$1,900,494	\$2,238,972	\$2,344,847	\$2,556,834	\$211,987	9.04%
Operating Expenses	221,388	210,855	225,800	310,900	85,100	37.69%
Capital Outlay	42,181	20,000	20,000	20,000	-	0.00%
<b>Total Appropriation</b>	<b>\$2,164,063</b>	<b>\$2,469,827</b>	<b>\$2,590,647</b>	<b>\$2,887,734</b>	<b>\$297,087</b>	<b>11.47%</b>

### Summary of Budget Changes

The Community Services Department's proposed FY 2025 budget is increasing \$297,087, or 11.47% more than the approved FY 2024 budget. Personnel costs are increasing due to contractual obligations, increases in transportation and summer leisure program staff. Capital outlay continues the annual recreation equipment replacement program.

# Community Services Department Budget Reconciliation

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
<b>FY 2024 Approved Budget</b>				<b>\$2,590,647</b>	
Contractual Obligations Net of Staff Turnover	173,293	-	-	<b>173,293</b>	-
One-Time Charges	-	-	-	-	-
<b>FY 2025 Budget Changes</b>					
1. Financial Supervisor	(12,266)	-	-	<b>(12,266)</b>	-
2. Transportation Staff	21,000	-	-	<b>21,000</b>	-
3. Summer Leisure Program	29,960	40,600	-	<b>70,560</b>	-
4. Beach Gate Security Contract	-	49,500	-	<b>49,500</b>	-
5. Portables	-	(5,000)	-	<b>(5,000)</b>	-
<b>FY 2025 Proposed Budget</b>	<b>\$211,987</b>	<b>\$85,100</b>	<b>\$0</b>	<b>\$2,887,734</b>	-

- 1. Financial Supervisor** – Creation of a Financial Supervisor position to support the financial operations of the various Community Services operations. Position is offset by the elimination of the Community Outreach Coordinator.
- 2. Transportation Staff** - The requested funding is to fund two (2) Part-time Council On Aging Van Drivers to provide direct transportation to Barnstable residents sixty and over and those with disabilities, through the Barnstable COA.
- 3. Summer Leisure Program** - The request is to cover the cost of the Summer Leisure Program which includes salaries, custodial fees, transportation, equipment, and field trip admission costs. This request will ensure the Recreation Division can run an effective and affordable Summer Leisure Program for the community. Having the program properly funded will allow staff to formulate a spending plan based of the programs true needs and will allow proper staffing at each location.
- 4. Beach Gate Security Contract** - The request is to provide and increase to Recreation Professional Services line to properly fund the closing of Kalmus, Craigville, and Covells beaches from the middle of October through the middle of May. The Town implemented a pilot program to address the concerns of abutters and residents. Last year, Recreation utilized salary savings to fund the pilot program of securing and opening these locations and in FY25 we request these funds to continue the program.
- 5. Portable Bathrooms** – This item transfers funding to DPW for the ongoing contracting and maintenance of portable bathrooms utilized at recreation locations throughout the Town.

# Community Services Department Factors Affecting FTE's

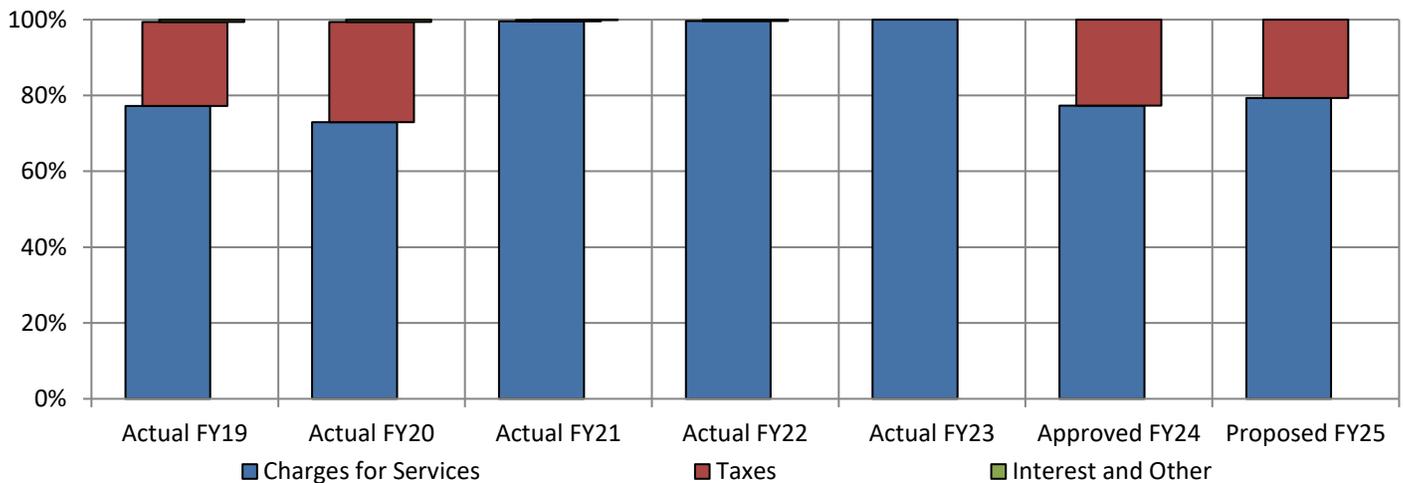
Full Time Employee History



FY 2021 transfers the 2 full-time equivalents for communications staffing out of the department as part of a reorganization, and FY 2022 has a net of 3 full-time equivalents decrease mostly due to the closure of the Adult Supportive Day program. The FY 2024 budget allocates more staffing to the Community Services Department's enterprise Fund operations. FY 2025 includes additional Van Drivers for the Adult Day program.

# Community Services Department Factors Affecting Revenues

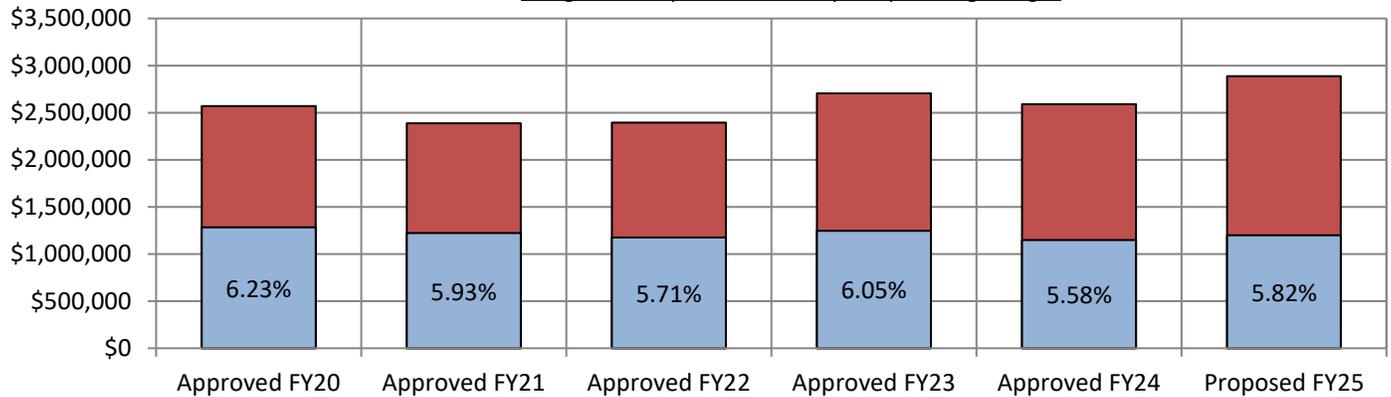
Total Sources of Funding Historical and Budgeted



Charges for services provide 79% and taxes provide 21% of the proposed budget. Beach stickers and daily parking account for the largest sources of funding for this operation. However, various fees are also charged for summer and winter programs. General Fund support for leisure programs has increased in FY25.

## Community Services Department Factors Affecting Expenses

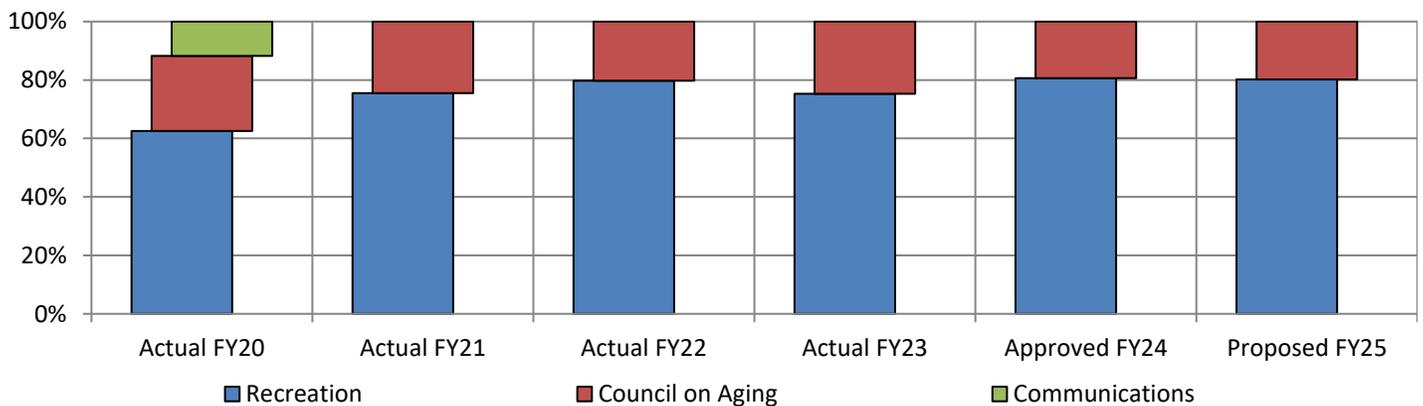
Budget History - % Of Municipal Operating Budget



This department's budget has increased 2.06% annually on average over a six-year period. This budget has also experienced a decrease from 6.23% to 5.88% of total municipal operating budget (excludes other requirements and schools).

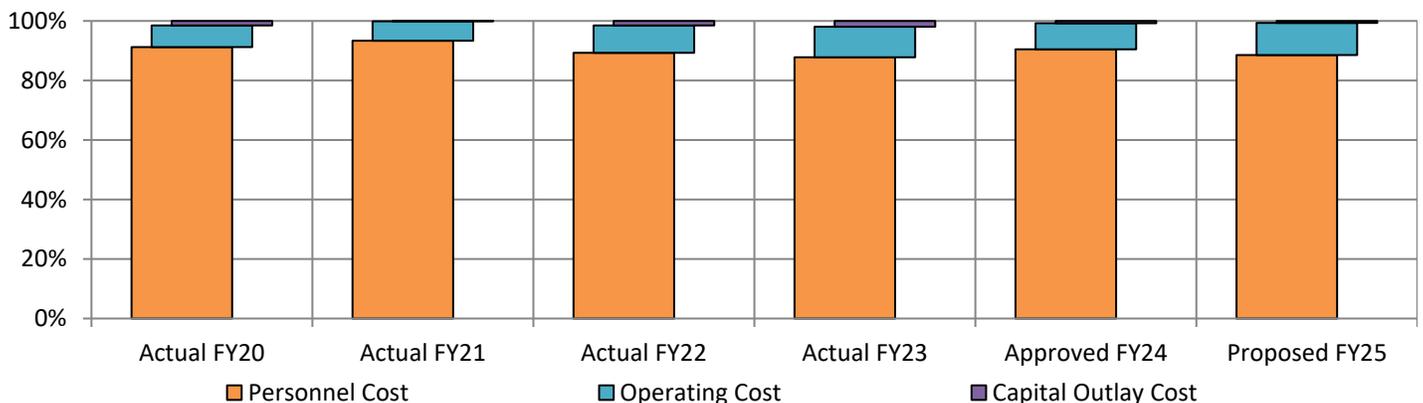
## Community Services Department Factors Affecting Expenses

Total Expenditures By Division Historical and Budgeted



Recreation is the largest division in the department, representing 80% of the proposed budget.

Total Expenditures By Category Historical and Budgeted



Personnel cost accounts for 89% of the department's proposed budget. Actual results for personnel cost have remained consistent within that range. Seasonal workers account for a large portion of the department's personnel cost.

# COUNCIL ON AGING DIVISION

## Purpose Statement

The Council on Aging Division supports older adults in our community by providing programs and support services designed to optimize their quality of life, reduce social isolation, and help them maintain their independence so they may successfully age-in-place in Barnstable. Our vision at the Barnstable Adult Community Center is to provide an inclusive, diverse, and welcoming environment, and to offer opportunities that engage, enrich, and empower our older residents.

## Program Areas

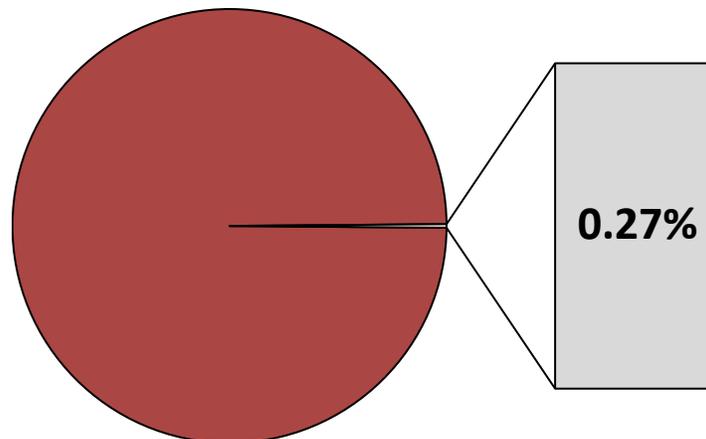
Support and Advocacy Services Program

Family Caregiver Support Services Program

Health, Wellness and Enrichment Program

Volunteer and Civic Engagement Program

% of FY 2025 Total General Fund Budget



The Council on Aging Division budget comprises 0.27% of the overall General Fund operating budget.

## Council on Aging Division Services Provided

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<https://townofbarnstable.us/coa/>

The Council on Aging Division helps to support the older adults of Barnstable with a wide range of programs and services aimed at significantly enhancing their quality of life. The Barnstable Adult Community Center also offers a diverse array of activities. Some examples of our popular offerings include exercise and technology classes, caregiver support and respite programming, volunteer opportunities, musical & cultural entertainment, social opportunities, senior dining and intergenerational experiences. A sampling of recently added programs includes a monthly Veterans Café, Friendsgiving Luncheon, Senior Dining and five additional days a month of Respite & Caregivers programming.



*Barnstable Adult Center- Aerial View*

## Council on Aging Division Recent Accomplishments

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- ✓ During 2023 the Barnstable Adult Community Center was a bustling place. We continued to add vibrant programming for the older adults that we service, while simultaneously navigating the installation of a building wide sprinkler replacement project, fresh paint throughout the interior of the building and remodeling several interior spaces. Gratefully, all of this was accomplished with limited interruptions to our day-to-day activities. We have received positive feedback from our patrons who have expressed their appreciation for the updates and changes at the BACC.
- ✓ Our Age Friendly work with UMass Boston Gerontology resumed this year and we were able to complete the Age Friendly Action Plan, renew our Age Friendly Designation and include Dementia Friendly items in the action plan. As a result, Barnstable became an Age & Dementia Friendly community, receiving our official designation in November. Our next step was to assemble an Age & Dementia Friendly Communities that our group will work to integrate in the coming years are Transportation, Respect and Social Inclusion, Housing, Public Safety,
- ✓ Outdoor Spaces and Buildings, Communication Information and Technology, Civic Engagement and Employment, Social Participation & Community Support and Health Services. Many of these domains have dynamic work already being done around them in our community and our Steering Group will work to complement, enhance, and add to this work in a variety of ways.
- ✓ A new “Transportation Pilot Program” was launched in November at the BACC and two part-time van drivers were hired. We now offer a van service three days a week with the specific needs of our older adults in mind. Our patrons have communicated to us that they are grateful to have this valuable service reinstated after not being available for the last several years.
- ✓ Our Outreach Services received 1,788 calls, assisted with 83 Fuel Assistance Applications and booked 705 SHINE Appointments. We assisted 400 residents in obtaining needed medical equipment and 380 older adults were set up with no cost Income Tax Appointments in collaboration with AARP. The day before Thanksgiving, 137 meals for our homebound patrons were packaged and delivered. In December, thanks to a community collaboration, we identified, obtained and delivered needed items for over 100 isolated older adults in the community.

## **Council on Aging Division Recent Accomplishments (Continued)**

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- ✓ Our partnership with Cape Cod and the Islands Elder Services continues to be a very important nutrition source for the older adults in our community. Statistics showed that a total of 49,379 home delivered meals went out to 465 consumers and 549 congregate meals were served to 24 diners at the center. Our partnership with the Greater Boston Food Bank also continues to be an integral part of getting food out to the community and with their assistance we provided 220 low-income older adults with a monthly supplemental bag of nutritious food totaling 2,646 bags in FY23.
- ✓ We received a formula grant from the Executive Office of Elder Affairs for \$181,708. This grant is a major source of our funding and covers the cost of several staff positions including the Program Coordinator, two van drivers, partially funds our Support Services Coordinator, and helps to offset vehicle maintenance expenses and mailing costs for THRIVE magazine. We also received a state “Digital Literacy Grant” which was used to purchase laptops and a charging/storage cart to create a mobile computer lab and offer technology class instruction sessions on a quarterly basis throughout the year.
- ✓ In support of caregivers, the Family Caregiver Support staff offered a variety of programs. We provided 85 Dementia Friendly and respite programs, provided 148 hours of respite services for the caregivers in our community. To make caregiver services and outreach easier to access throughout the seven villages, our Caregiver Support Services Coordinator offered 22 community based educational programs including intergenerational programming, over 140 office hours and caregiver guidance at the village libraries. We created and offered a Healthy Brain Series based on the 6 pillars of health nutrition, sleep socialization, stress, physical activity and cognitive need. During the cold weather months our Caregiver Support Services Coordinator offered a “Walk and Talk” program on the walking track at HYCC for caregivers.
- ✓ In September, we continued our collaboration with the Barnstable Police and Fire Departments to offer the second Annual 55+ Safety Day Event. This event brought over 200 people and 25 vendors into the center for an informative and fun day. Attendees received resources, attended workshops and took home safety bags. Coffee with a Cop was also brought back to the BACC and has been well received by patrons and our police department alike.
- ✓ Thanks to funding support from the Friends of the Barnstable Council on Aging, we were able to continue to offer creative ways to teach, entertain, and provide food and other support to our older residents. The FBCOA generously funded our Saint Patrick’s Day Luncheon, refreshments for Safety Day, Annual Turkey Trot Meals, subsidized our Holiday Luncheons to help keep ticket costs low and many other various programs. Their support is an important part of our ability to offer social programming and food assistance to our older residents. The COA Board continues to support the BACC, meeting monthly and volunteering during events. They have been able to enlist new members and form helpful committees to work with our team for expanded service and programming ideas.
- ✓ The BACC continued its collaboration with the Youth Commission, Barnstable Fire Departments, Police Department, Cape Cod Veterans Center, Veterans Services, Barnstable Intermediate and High Schools and other departments within Community Services to offer unique enrichment opportunities throughout the year.
- ✓ This summer into fall, the COA offered local field trips to WHOI in Falmouth, a Golf Range Day at Old Barnstable Fair Grounds Golf Course, the Cape Cod Pirate Museum and other fun local attractions, we will continue these trips as a yearly tradition.

# Council on Aging Division Goals and Objectives

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

## Short-Term:

1. Coordinate meetings and work with the newly formed Age & Dementia Friendly Barnstable Steering Group to identify and implement action plan items from the Age & Dementia Friendly Action Plan. **(SP: Quality of Life, Public Health and Safety, Education, Communication)**
2. Continue to promote the existing and newly expanded Family Caregiver Support program. Our Respite and Caregivers programs offer a variety of support options, referral services, educational and training opportunities, developed to ease the burden and provide meaningful support to local caregivers and their families. **(SP: Education, Communication, Quality of Life)**
3. Support and promote the roll out of the reinstated COA Van Transportation services. Ensure that the "Transportation Pilot Program" continues its success and encourage feedback regarding this service from our patrons who utilize the van service. **(SP: Quality of Life, Public Health and Safety)**
4. Participate and engage in Master Plan Meetings with the Planning and Development Department to provide feedback and suggestions, as they assess potential development ideas of the outdoor space surrounding the Barnstable Adult Community Center. The Master Plan Committee is looking to maximize the use of the areas surrounding the BACC, to benefit the health and well-being of our residents. **(SP: Infrastructure, Public Health and Safety, Quality of Life)**
5. Roll out our new mobile computer lab and computer class series. The BCOA received a state "Digital Literacy Grant" in the amount of \$13,600. This grant will enable us to purchase twelve laptops, a laptop storage/charging cart and compensate an instructor to offer basic computer instruction classes, on a quarterly basis, in a mobile computer lab format at the BACC. **(SP: Education, Communication, Quality of Life)**
6. Pursue available grant funding to help sustain our services, build capacity and offset program costs. **(SP: Finance)**
7. Enhance marketing and community engagement efforts to reach a more diverse population that accurately reflects the demographics of Barnstable residents. Collaborate with the town Communications Team, to create and roll out new methods of informing the older adults in our community about our programs and services. **(SP: Communication, Education, Quality of Life)**
8. Continue working with the Department of Public Works on facility improvements and community outreach programming at the BACC. Our new community outreach presentation series with the DPW has been helpful in keeping older adults informed about upcoming town projects that affect the residents of Barnstable. **(SP: Infrastructure, Public Health and Safety, Communication, Education)**
9. Work with the Barnstable Police Department and Village Fire Departments, to create and offer safety programming at the BACC. Work to implement collaborative programming with our first responders to help foster positive interactions and offer educational opportunities for our patrons to assist them to be safe and make good choices as they age in place. **(SP: Public Health and Safety, Communication)**



**Council On Aging Van**

## Council on Aging Division Goals and Objectives (Continued)

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

### Long-Term:

1. Facilitate meetings and work with the newly formed Age & Dementia Friendly Barnstable Steering Group to identify and implement action plan items from the Age & Dementia Friendly Action Plan that was created in partnership with UMass Boston's Gerontology Institute. Continue to identify and recruit town and community leaders, and representatives from various departments and businesses, to serve on the Steering Group as needed. The Steering Group's goal is to identify and assist in strategically implementing the nine Age & Dementia Friendly Domains focusing on a couple at a time until all are in place. The nine Age & Dementia Friendly Domains are:  
1. Transportation 2. Housing 3. Outdoor Spaces and Buildings 4. Community Support and Health Services 5. Communication, Information & Technology 6. Civic Participation and Employment 7. Respect and Social Inclusion 8. Social Participation 9. Public Safety. **(SP: Public Health and Safety, Communication, Quality of Life, Education)**
2. In partnership with CCRTA, collaborate and seek out opportunities to transition the COA vans to Electric Vehicle models. When each CCRTA Van reaches its end of service life, there are opportunities for new leased vans that include an EV option. **(SP: Public Health and Safety, Finance)**
3. Seek out additional resources for continued expansion of BCOA programs and services, to assist the older adults of Barnstable age in place while maintaining their independence and lead fulfilling lives. Areas of focus for additional programs and services would include support services, advocacy, transportation assistance, cultural and enrichment opportunities, and caregiver support services. **(SP: Public Health and Safety, Quality of Life, Education)**
4. Cultivate new ways to engage with our aging service partners and participate in regional and local aging and human service networks, to assess the growing needs of the aging community. These partnerships are important to help us ensure that all older residents can age successfully and maintain a high quality of life. **(SP: Public Health and Safety, Education, Communication)**
5. Broaden and develop additional community partnerships that would complement the work we do at the center. Expand collaborations with local schools to promote and implement additional opportunities for intergenerational programming. Intergenerational collaborations enable students and the older adults in our community to learn about each other's differences and similarities, while building relational capacity, leading to greater understanding and acceptance across the age span. These relationships help to eradicate ageist stereotypes and build bridges that enrich the culture of our town. **(SP: Education, Communication, Quality of Life)**
6. Continue training and encourage the growth of our COA Team. We have many new team members and ongoing expanded training, will be beneficial to their continued development and understanding of the wide range of services and programs we offer. Councils on Aging often have unique opportunities to create and cultivate experiences for the older adults in our communities that can enhance their quality of life and it takes time for team members that have not worked in the aging network to learn and identify these opportunities. We have amassed a caring, creative and customer service minded team that is committed to assisting the aging population of Barnstable to thrive as they grow older in this supportive and forward-thinking community. **(SP: Education, Public Health and Safety, Communication)**



*Chair Exercise Class*

## Council on Aging Division Factors Affecting FTE's

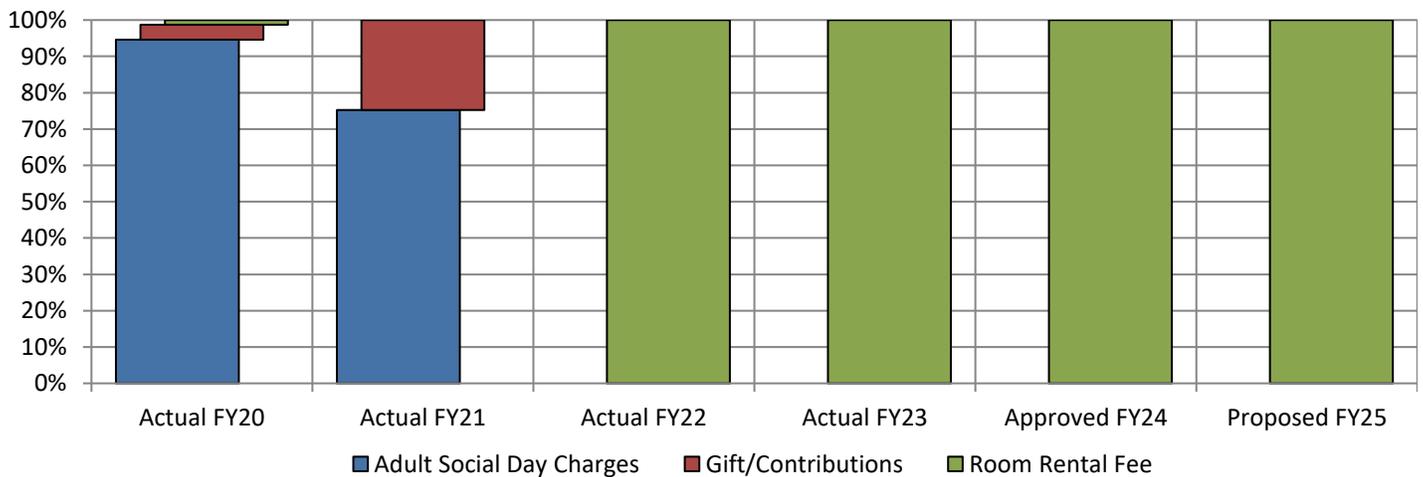
Full Time Employee History



FY 2022 includes a net (4.05) FTE's due to the closure of the Adult Supportive Day program. FY 2023 includes (0.58) FTE custodian position transferred out to the Public Works Department. FY 2025 includes two part-time Van Drivers.

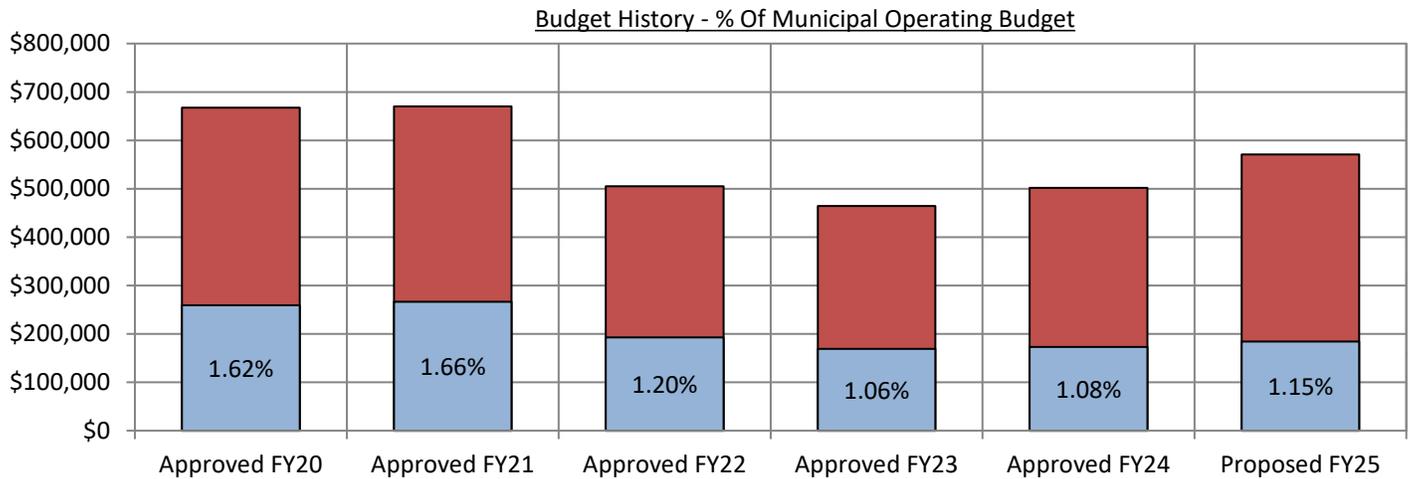
## Council on Aging Division Factors Affecting Revenues

Total Revenue Sources (Excluding Taxes) Historical and Budgeted

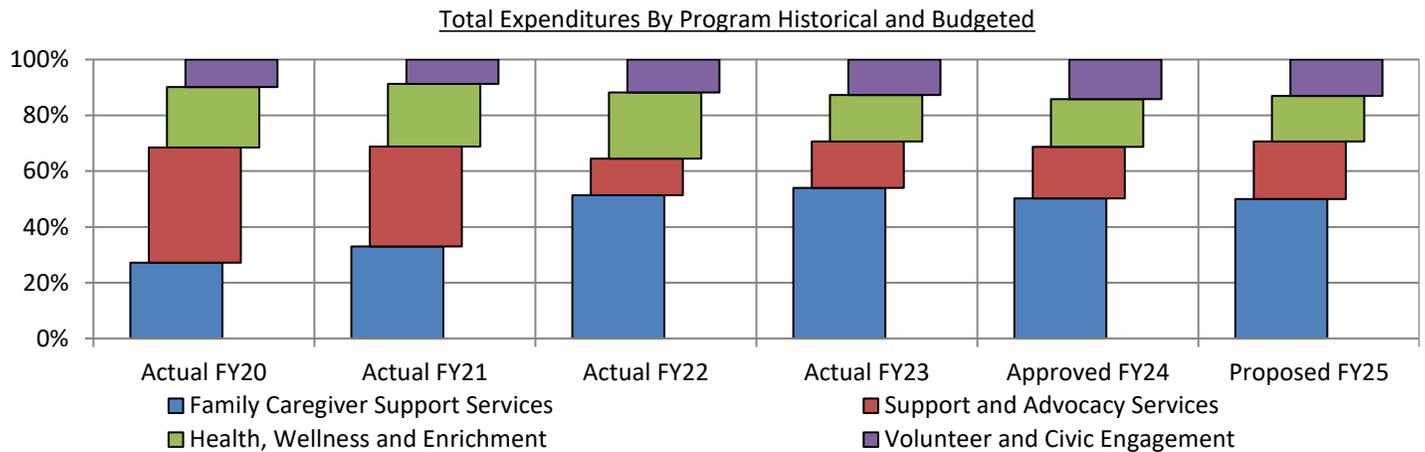


Taxes provide 99% of total sources of funding for the Council on Aging proposed budget. Excluding taxes, room rental fee will cover 100% of total operating sources of revenue. The Adult Support Day Program was a source of revenue; however, demand for the program had been in decline for several years prior to the pandemic. Due to public health crisis, the program has been suspended indefinitely, and the caregiver program has been restructured to provide virtual caregiver support.

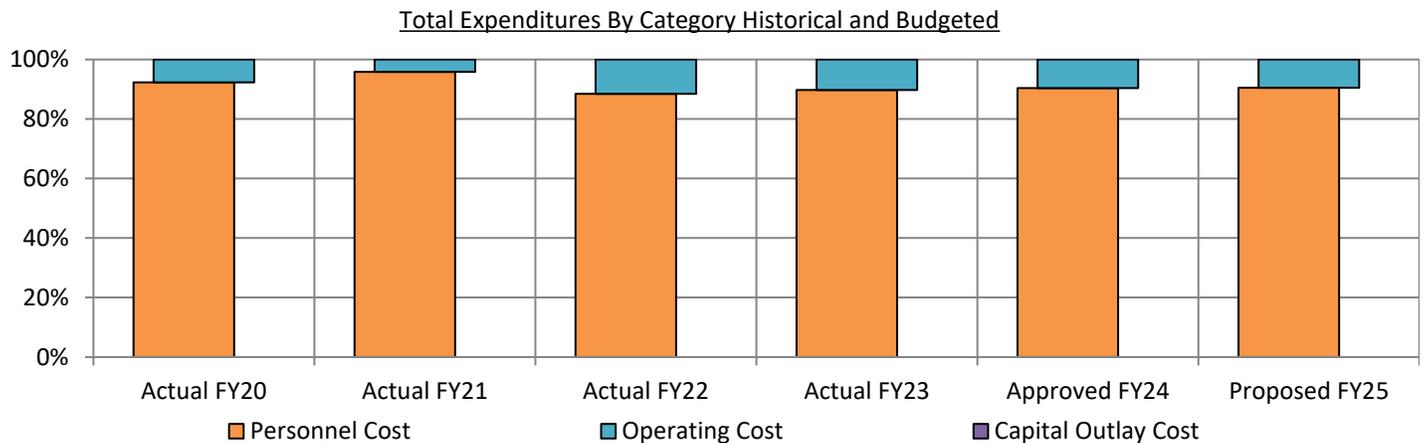
# Council on Aging Division Factors Affecting Expenses



The division's budget has decreased (2.89%) annually on average over a six-year period. This budget has decreased from 1.65% to 1.15% of the total municipal operating budget (excludes other requirements and schools).



The Family Caregiver Support Services program represents 50% of this division's proposed budget.



Personnel cost accounts for 90% of this division's proposed budget followed by 10% operating cost.

# Council on Aging Division Budget Comparison

Council on Aging Division Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$532,548	\$480,624	\$500,524	\$569,605	\$69,081	13.80%
Fees, Licenses, Permits	2,073	298	1,000	1,500	500	50.00%
Charges for Services	-	500	-	-	-	0.00%
Interest and Other	-	50	-	-	-	0.00%
<b>Total Sources of Funding</b>	<b>\$534,622</b>	<b>\$481,472</b>	<b>\$501,524</b>	<b>\$571,105</b>	<b>\$69,581</b>	<b>13.87%</b>

Expenditure Category						
Personnel	\$479,616	\$441,930	\$453,224	\$522,805	\$69,581	15.35%
Operating Expenses	55,006	39,542	48,300	48,300	-	0.00%
<b>Total Appropriation</b>	<b>\$534,622</b>	<b>\$481,472</b>	<b>\$501,524</b>	<b>\$571,105</b>	<b>\$69,581</b>	<b>13.87%</b>

## Summary of Budget Changes

Council on Aging Division's proposed FY 2025 budget increased by \$69,581 or 13.87% from the approved FY 2024 budget. The personnel budget change includes contractual obligations and additional wages for part-time Van Drivers.

Council on Aging Division		FY 2023	FY 2024	FY 2025	Change
Job Title					
Assistant Community Services Director		-	0.25	0.25	-
Assistant Director Council On Aging		1.00	1.00	1.00	-
Budget and Finance Manager		-	0.10	0.10	-
Custodian		-	-	-	-
Community Services Director		0.40	0.25	0.25	-
Council On Aging Director		1.00	1.00	1.00	-
Division Assistant		1.00	1.00	1.00	-
Office Manager/Executive Assistant		-	-	-	-
Outreach & Development Coordinator		1.00	1.00	1.00	-
Outreach Coordinator		0.75	0.75	0.75	-
Principal Dept/Div Assistant		1.00	1.00	1.00	-
Van Driver Senior Services		-	-	0.80	0.80
<b>Full-time Equivalent Employees</b>		<b>6.15</b>	<b>6.35</b>	<b>7.15</b>	<b>0.80</b>
Council on Aging Division					

## Council on Aging Program Services Provided

The Council on Aging Division has become an important social care and resource hub for older adults in the Town of Barnstable, enabling them to access services and programs, provide support and help them maintain their independence. Currently the town's population is 48,915 and 18,118 are sixty or over. Demographic projections indicate that the 60+ group will rise steadily in the coming years and is projected to reach 42% of the town's population by 2030. The Council on Aging is poised to serve the influx of our 60+ population and continue to meet the needs of these residents in our community. We are responding to this by identifying and providing needed programs and services. The Council on Aging Division is proud to offer a multitude of opportunities for interaction and assistance, to encourage the older adults in our community stay connected and maintain healthy and active lifestyles.



**Holiday Ukelele Concert**

### Support and Advocacy Services Program

Maneuvering through the complex maze of benefit-related decisions, health issues and retirement plans can be overwhelming for many people, particularly in the technology-driven world that we live in today. Our Support and Advocacy Services team members assist older residents to ensure they are enrolled in any federal, state, or local government programs they are eligible for, often resulting in significant cost savings for many older adults who are already living on fixed incomes. These programs include Medicare, MassHealth, Prescription Advantage, Fuel and Food Assistance. We also offer daily telephone reassurance calls, mailbox sticker program and help with food insecurities. Our Support and Advocacy Services Programing, also acts as a safety net for isolated and homebound older people in our community.

Support and Advocacy Services Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$88,883	\$82,723	\$90,564	\$117,764	\$27,200	30.03%
Charges for Services		500	-	-	-	0.00%
Interest and Other		50	-	-	-	0.00%
<b>Total Sources of Funding</b>	<b>\$88,883</b>	<b>\$83,273</b>	<b>\$90,564</b>	<b>\$117,764</b>	<b>\$27,200</b>	<b>30.03%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$65,580	\$72,528	\$69,074	\$96,274	\$27,200	39.38%
Operating Expenses	23,303	10,745	21,490	21,490	-	0.00%
<b>Total Appropriation</b>	<b>\$88,883</b>	<b>\$83,273</b>	<b>\$90,564</b>	<b>\$117,764</b>	<b>\$27,200</b>	<b>30.03%</b>

# Council on Aging Program Services Provided (Continued)

## Family Caregiver Support Services Program

Our Family Caregiver Support Services Program offered welcome support to local caregivers and those in our community living with some form of cognitive impairment. Trained and professional staff, experienced in developing dementia friendly programming and family caregiver services, have been a valuable resource for family caregivers and their loved ones in our community.

The services provided by our team members are designed to support, engage, and educate family caregivers and those facing a dementia diagnosis. The caregiver-based educational programs we offer help to set the stage for successful caregiving communication, behaviors, understanding the effects of dementia self-care and other valuable coping strategies in a supportive environment. The programs and outreach that we offer in all seven village libraries is aimed to assist older adults where they are located. This year we provided 22 community based educational programs at our libraries, these programs were created based on community feedback and need. The Council on Aging Division has a long history of offering support to family caregivers in our community, and we remain resolute in that commitment. Our staff understands the unique challenges facing those with a dementia diagnosis, as well as the impact that diagnosis has on family members. They are here to help residents in our community find the support services that they need and offer residents guidance and caring compassion on their caregiver journey.



**Waquoit Field Trip**

Family Caregiver Support Services Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$288,691	\$243,064	\$251,602	\$285,585	\$33,983	13.51%
<b>Total Sources of Funding</b>	<b>\$288,691</b>	<b>\$243,064</b>	<b>\$251,602</b>	<b>\$285,585</b>	<b>\$33,983</b>	<b>13.51%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$283,949	\$239,689	\$247,102	\$281,085	\$33,983	13.75%
Operating Expenses	4,742	3,375	4,500	4,500	-	0.00%
<b>Total Appropriation</b>	<b>\$288,691</b>	<b>\$243,064</b>	<b>\$251,602</b>	<b>\$285,585</b>	<b>\$33,983</b>	<b>13.51%</b>

## Council on Aging Program Services Provided (Continued)

### Health, Wellness and Enrichment Program

The Barnstable Adult Community Center offers numerous classes, events and activities on a regular basis that are designed to help older people stay physically, mentally, and socially active. We offer a diverse variety of opportunities for learning and socialization.

People have become more aware of the importance of remaining physically active across the age span. There is mounting medical evidence that life expectancies and health outcomes are much more positive for older adults who pursue activities that will enhance their physical, emotional, and mental well-being. To support this, we offer a vast array of opportunities to benefit people of all levels of fitness and ability. Fitness classes that support balance, bone density, and flexibility are all offered. Classes that support wellbeing such as meditation, and support groups of all types, offer a caring community of people who understand what you may be dealing with in your life. From yoga, chair yoga, tai chi and qi gong to zumba, cardio fitness, country line dancing and so many more, there is a class for everyone!



*FBCOA Donated Table & Pool Sharks*

Health, Wellness and Enrichment Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$86,803	\$87,869	\$87,234	\$91,933	\$4,699	5.39%
Fees, Licenses, Permits	2,073	298	1,000	1,500	500	50.00%
<b>Total Sources of Funding</b>	<b>\$88,876</b>	<b>\$88,167</b>	<b>\$88,234</b>	<b>\$93,433</b>	<b>\$5,199</b>	<b>5.89%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$65,044	\$64,995	\$68,924	\$74,123	\$5,199	7.54%
Operating Expenses	23,833	23,172	19,310	19,310	-	0.00%
<b>Total Appropriation</b>	<b>\$88,876</b>	<b>\$88,167</b>	<b>\$88,234</b>	<b>\$93,433</b>	<b>\$5,199</b>	<b>5.89%</b>

## Council on Aging Program Services Provided (Continued)

### Volunteer and Civic Engagement Program

The greatness of a community is most accurately measured by the compassionate actions of its members. There are a variety of diverse opportunities to get involved and volunteer at the Barnstable Adult Community Center and research has proven that volunteering is good for mental and physical health. We are grateful for the valuable services provided by those who graciously volunteer their time at the Center. Older and younger people alike find great meaning, and value in the time spent volunteering. This mutually beneficial activity enables the Council on Aging Division to conduct a more diverse array of programs



**Brown bag Volunteers**

and services. Volunteer positions include class instructors, Brown Bag volunteers, Respite Program assistance, meals on wheels delivery drivers and special event volunteers. The support of our volunteers is an amazing asset to our community.

Volunteer and Civic Engagement Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$68,171	\$66,968	\$71,124	\$74,323	\$3,199	4.50%
<b>Total Sources of Funding</b>	<b>\$68,171</b>	<b>\$66,968</b>	<b>\$71,124</b>	<b>\$74,323</b>	<b>\$3,199</b>	<b>4.50%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$65,044	\$64,718	\$68,124	\$71,323	\$3,199	4.70%
Operating Expenses	3,128	2,250	3,000	3,000	-	0.00%
<b>Total Appropriation</b>	<b>\$68,171</b>	<b>\$66,968</b>	<b>\$71,124</b>	<b>\$74,323</b>	<b>\$3,199</b>	<b>4.50%</b>

# RECREATION DIVISION

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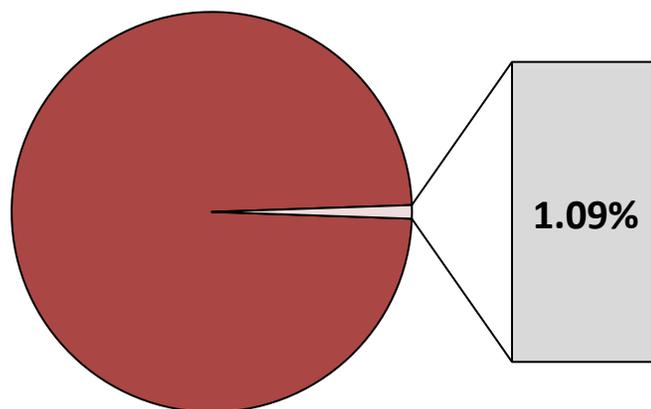
## Program Areas



## Activities

## Aquatics

% of FY 2025 General Fund Budget



The Recreation Division comprises 1.09% of the overall General Fund budget.

## Recreation Division Services Provided

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

The Town of Barnstable has numerous community centers, fields, playgrounds, parks, tennis/pickleball courts, and beaches that offer recreational opportunities through the Recreation Division. These programs include, but are not limited to volleyball, yoga, mountain biking, coding, basketball, soccer, swim lessons, and many more options. The Recreation Division provides opportunities for residents, particularly our youth, to be active and to interact with other residents, while developing skills, and instilling community values.

## Recreation Division Recent Accomplishments

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- ✓ Received a 9.7 rating out of 10 for all Recreation Programs using the Customer Satisfaction Rating System developed for program evaluation (using national standards).
- ✓ Successfully developed new partnerships and implemented additional programs and special events to meet the ever-changing needs of residents.
- ✓ Obtained \$12,500 in Community Development Block Grant funding to subsidize low-income families in the community to participate in recreation programs.
- ✓ Hosted the Youth Commission Community Substance Abuse Prevention Forum, Youth Job Fair, 7<sup>th</sup> Grade Youth Summit and One Love training.
- ✓ Purchased and installed a new Shade Canopy at Dowses Beach.
- ✓ Purchased five (5) new handicap accessible beach surf chairs for beach visitors.
- ✓ Purchased updated lifeguard safety equipment (rescue boards, backboards, rescue tubes, and walkie-talkies).
- ✓ Recruited four (4) new Youth Commissioners to serve on the Youth Commission.



- ✓ Created and implemented new policies and procedures for West Barnstable and Centerville Community Center rentals.
- ✓ Attended the Massachusetts Recreation and Park Association annual conference and implemented several new initiatives focusing on equity, diversion, and inclusion.

# Recreation Division Goals and Objectives

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

## Short-Term:

1. Continue to provide support to the Barnstable Youth Commission, including the following annual events: Substance Abuse Forum, One Love, Youth Job Fair and Youth Summit. **(SP: Education, Public Health & Safety, Quality of Life)**
2. Continue to increase communication to the community through website improvements, increased Social Media presence, and informational opportunities. **(SP: Quality of Life, Communication).**
3. Complete final design through playground advisory group and public opinion to install a new inclusive playground and complete field renovation and all site work at the Centerville Recreation campus. **(SP: Quality of Life, Public Health & Safety)**
4. Work cooperatively with the Department of Public Works to facilitate field renovations at the Centerville Bay Lane property and continue improvements to recreational spaces as outlined in the Comprehensive Field Study. **(SP: Quality of Life, Public Health & Safety)**
5. Explore opportunities to access the water with non-motorized watercrafts at Dowses Beach. **(SP: Quality of Life)**



**Leisure Program - Tennis**

## Long-Term:

1. Continue working cooperatively with the Department of Public Works to develop Capital Improvement Projects, as well as maintenance improvements to upgrade and maintain the following Town of Barnstable Recreation facilities: beach buildings, community buildings, skate-park, outdoor play areas, playgrounds, and athletic facilities. **(SP: Infrastructure & Assets, Quality of Life, Public Health & Safety)**
2. Work cooperatively with the Department of Public Works, Osterville Village Association, citizens, other Town entities and various stakeholders to complete all renovations to the remaining Osterville Bay campus. **(SP: Infrastructure, Quality of Life)**
3. In cooperation with the Department of Public Works, Planning and Development Department and the community, develop a comprehensive site plan for the grounds of the Hyannis Youth & Community Center. These plans could potentially include the following: splash pad, outdoor recreational space, skate park rehabilitation, and updated outdoor basketball courts. **(SP: Infrastructure, Quality of Life)**
4. Utilize Town resources to provide better community outreach regarding both educational and recreational opportunities for our residents. **(SP: Education, Communication, Quality of Life)**

## Recreation Division Budget Comparison

Recreation Division Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$ -	\$ 23,933	\$ 129,123	\$ 26,629	\$ (102,494)	-79.38%
Charges for Services	2,270,969	1,962,612	1,960,000	2,290,000	330,000	16.84%
Interest and Other	-	1,810	-	-	-	0.00%
<b>Total Sources of Funding</b>	<b>\$2,270,969</b>	<b>\$1,988,355</b>	<b>\$2,089,123</b>	<b>\$2,316,629</b>	<b>\$227,506</b>	<b>10.89%</b>

Expenditure Category						
Personnel	\$1,420,878	\$1,797,042	\$1,891,623	\$2,034,029	\$142,406	7.53%
Operating Expenses	166,382	171,313	177,500	262,600	85,100	47.94%
Capital Outlay	42,181	20,000	20,000	20,000	-	0.00%
<b>Total Appropriation</b>	<b>\$1,629,442</b>	<b>\$1,988,355</b>	<b>\$2,089,123</b>	<b>\$2,316,629</b>	<b>\$227,506</b>	<b>10.89%</b>

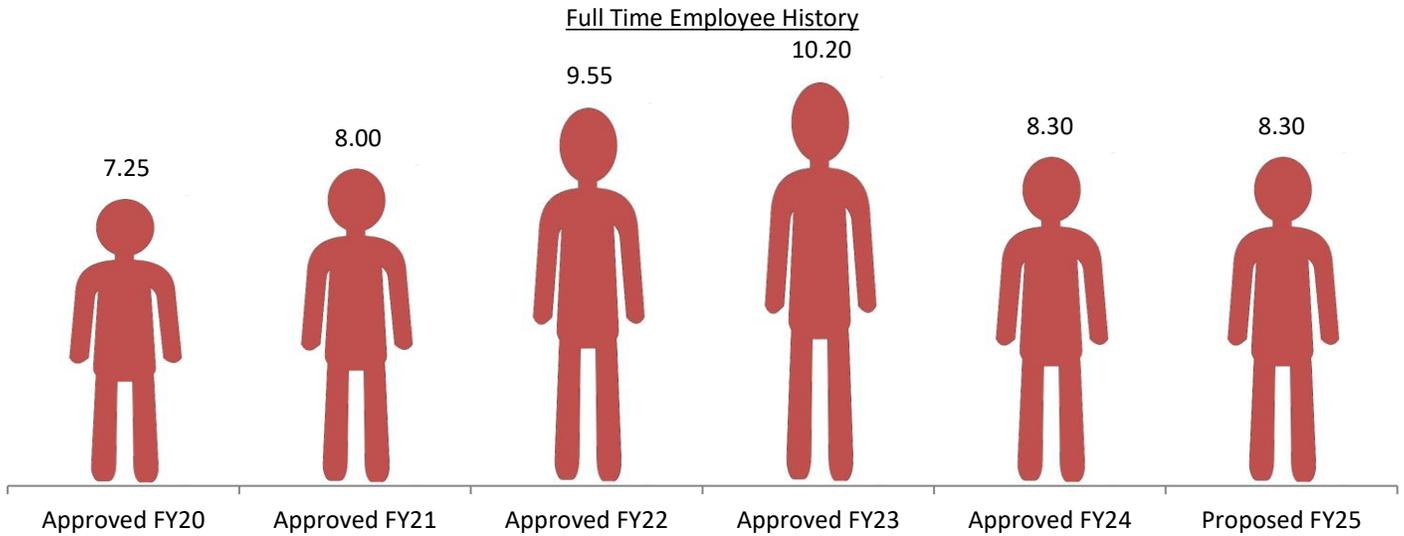
### Summary of Budget Changes

Recreation Division's proposed FY 2025 budget increases by \$227,506, or 10.89% from the approved FY 2024 budget. Personnel budget changes include contractual obligations and increased funding for the leisure programs. Operating changes include additional funding for search security.

Job Title	FY 2023
Administrative Assistant	1.00
Assistant Director of Community Services	0.65
Assistant Director Recreation	0.90
Budget/Finance Manager	0.50
Community Services Director	0.40
Director of Recreation	0.75
Financial Supervisor	-
Officer Manager/Executive Assistant	-
Principal Dept/Div Assistant	2.00
Program Coordinator	2.00
Therapeutic/Program Coordinator	1.00
Youth & Family Outreach Coordinator	1.00
<b>Full-time Equivalent Employees</b>	<b>10.20</b>

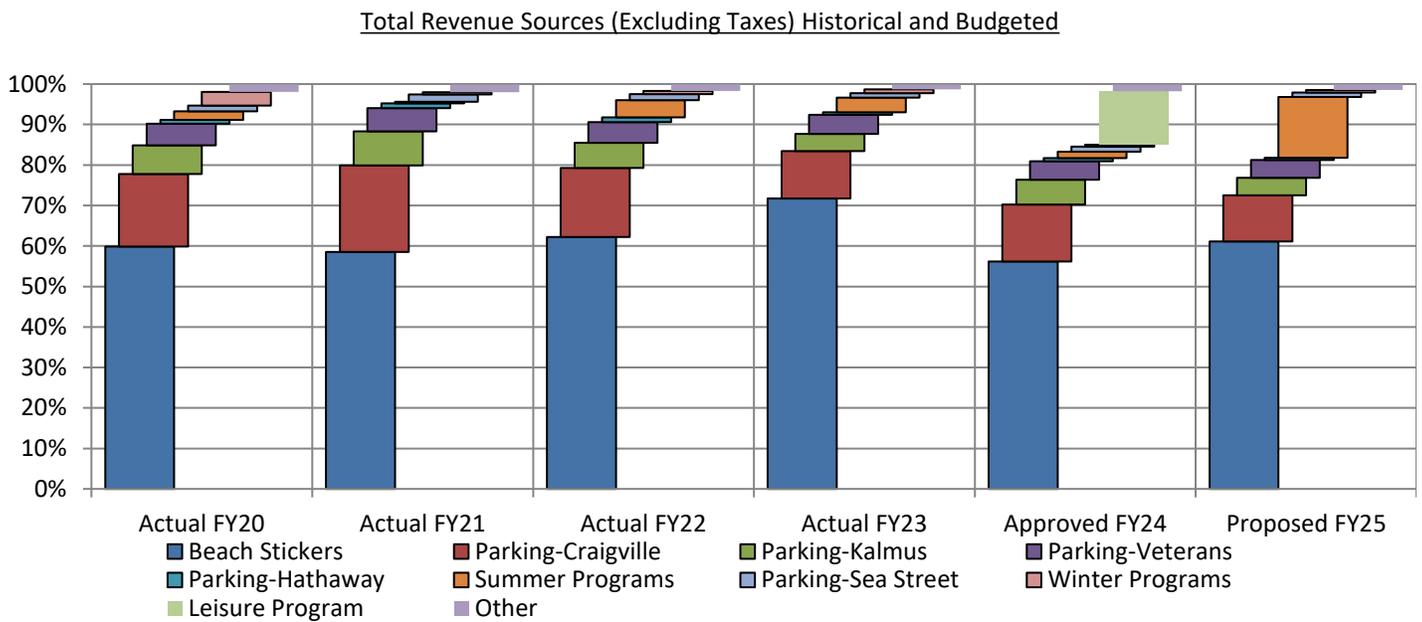
FY 2024	FY 2025	Change
1.00	1.00	-
0.25	0.25	-
0.75	0.75	-
0.30	0.30	-
0.25	0.25	-
0.75	0.75	-
-	1.00	1.00
-	-	-
1.00	1.00	-
2.25	2.25	-
0.75	0.75	-
1.00	-	(1.00)
<b>8.30</b>	<b>8.30</b>	<b>-</b>

## Recreation Division Factors Affecting FTE's



FY 2022 includes adding 1.00 full-time equivalents for the Youth Outreach Coordinator position. FY 2023 includes 0.65 full-time equivalents for the Assistant Director of Community Services and other changes are the result of a reallocation of staffing between the Enterprise Fund and General Fund operations. FY 2025 is unchanged.

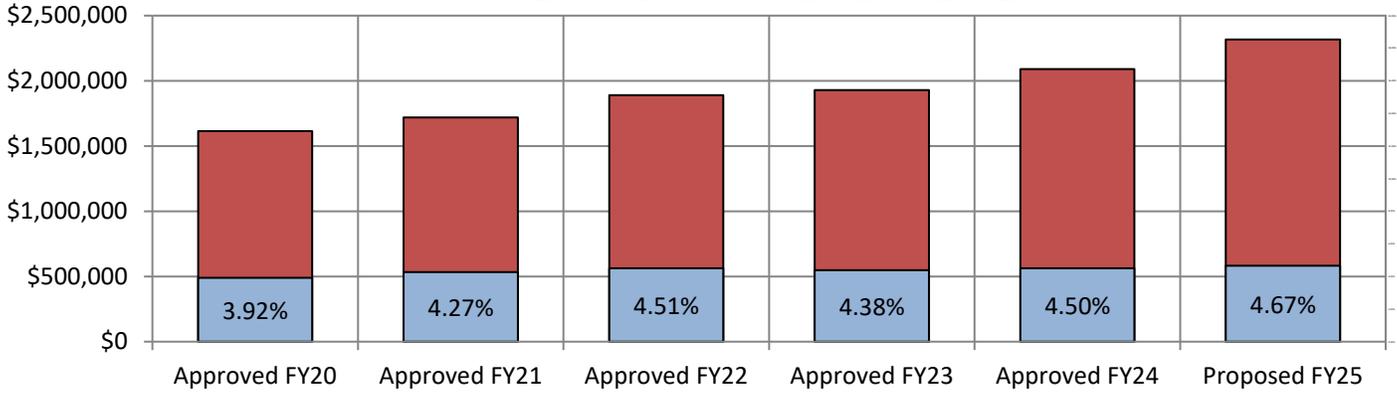
## Recreation Division Factors Affecting Revenues



The Recreation Division receives most of its sources of funding through beach sticker sales and daily beach parking fees. Taxes provide 1% of total sources of funding for the division's proposed budget. Excluding taxes, beach stickers provide 61% of total division sources of funding. Craigville beach parking provides roughly 11% and Kalmus/Veterans combined 9% when excluding taxes. Beginning in FY 2024 Leisure program fees are moved from a revolving fund to general fund receipt.

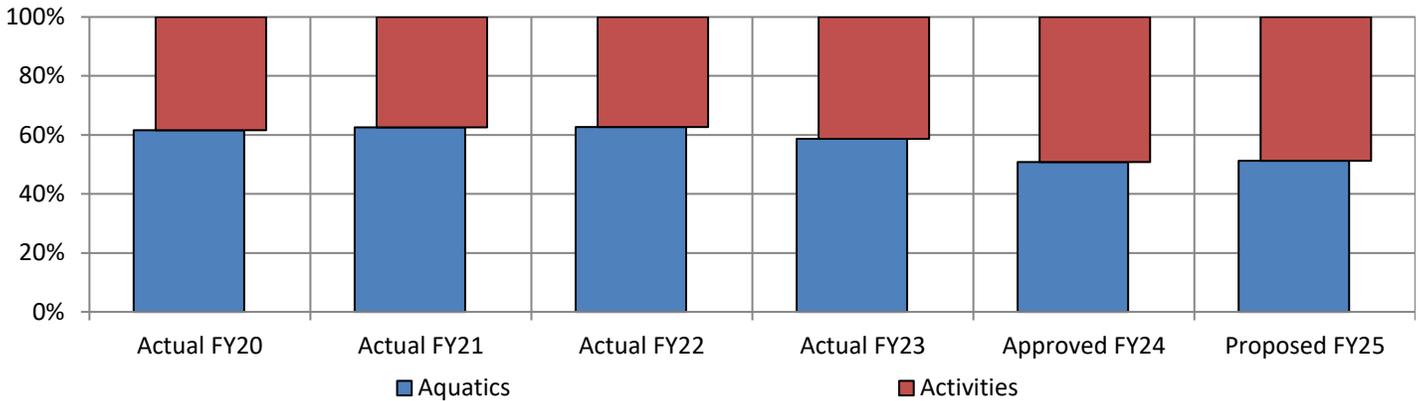
# Recreation Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



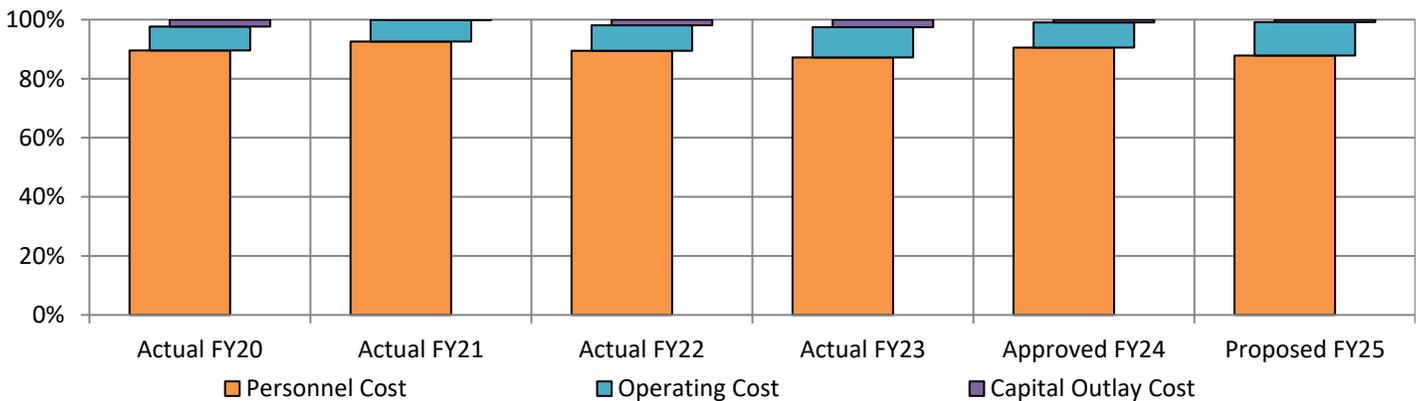
Recreation Division’s budget has increased 8.69% annually on average over a six-year period. This budget has also increased from 3.92% to 4.67% of total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



The Aquatics is the largest program comprising 51% of the division’s proposed budget.

Total Expenditures By Category Historical and Budgeted



Personnel accounts for 87% of the division’s proposed budget. Seasonal workers represent a significant portion of personnel cost.

# Recreation Program Services Provided

The Recreation Division is comprised of two General Fund programs and one Revolving Fund Program. The General Fund programs include Activities and Aquatics. In addition, within these programs, expansion and additional innovative activities take place through the Division’s Revolving Fund Programs.



**Veterans Beach**

## Activities Program

The purpose of the Activity Program is to provide diverse programs of social, educational, and physical opportunities to our citizens so they can enhance their lifestyles through positive experiences. These social activities include, but are not limited to, basketball, field hockey, Friday Night Social, pickleball, coding, volleyball, and creative arts. Because of the changing interest of participants, we consistently seek feedback and evaluate programs through our customer satisfaction rating, modifying existing programs and introducing new activities and events as necessary.

Activities Program Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$566,755	\$891,172	\$729,323	\$767,841	\$38,518	5.28%
Charges for Services	106,508	85,000	300,000	361,000	61,000	20.33%
Interest and Other		1,810	-	-	-	0.00%
<b>Total Sources of Funding</b>	<b>\$673,264</b>	<b>\$977,982</b>	<b>\$1,029,323</b>	<b>\$1,128,841</b>	<b>\$99,518</b>	<b>9.67%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$592,777	\$870,108	\$915,903	\$974,821	\$58,918	6.43%
Operating Expenses	80,487	107,874	113,420	154,020	40,600	35.80%
<b>Total Appropriation</b>	<b>\$673,264</b>	<b>\$977,982</b>	<b>\$1,029,323</b>	<b>\$1,128,841</b>	<b>\$99,518</b>	<b>9.67%</b>



## Recreation Program Services Provided (Continued)

### Aquatics Program

The purpose of the Aquatics Program is to provide a friendly, clean, and safe aquatic environment to all patrons, through effective controlled management at the various Town beaches, ponds, and lakes. The program provides and maintains aquatic services at thirteen (13) Town beach sites. In working closely with the Department of Public Works, the various beach areas are receiving much of the maintenance they require resulting in more beach patrons frequenting the Town sites. The various activities within this program begin on Memorial Weekend and conclude on Labor Day.



**Aquatics Program**

Aquatics Program Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Charges for Services	\$2,164,461	\$1,877,612	\$1,660,000	\$1,929,000	\$269,000	16.20%
<b>Total Sources of Funding</b>	<b>\$2,164,461</b>	<b>\$1,877,612</b>	<b>\$1,660,000</b>	<b>\$1,929,000</b>	<b>\$269,000</b>	<b>16.20%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$828,101	\$926,934	\$975,720	\$1,059,208	\$83,488	8.56%
Operating Expenses	85,896	63,439	64,080	108,580	44,500	69.44%
Capital Outlay	42,181	20,000	20,000	20,000	-	0.00%
<b>Total Appropriation</b>	<b>\$956,178</b>	<b>\$1,010,373</b>	<b>\$1,059,800</b>	<b>\$1,187,788</b>	<b>\$127,988</b>	<b>12.08%</b>

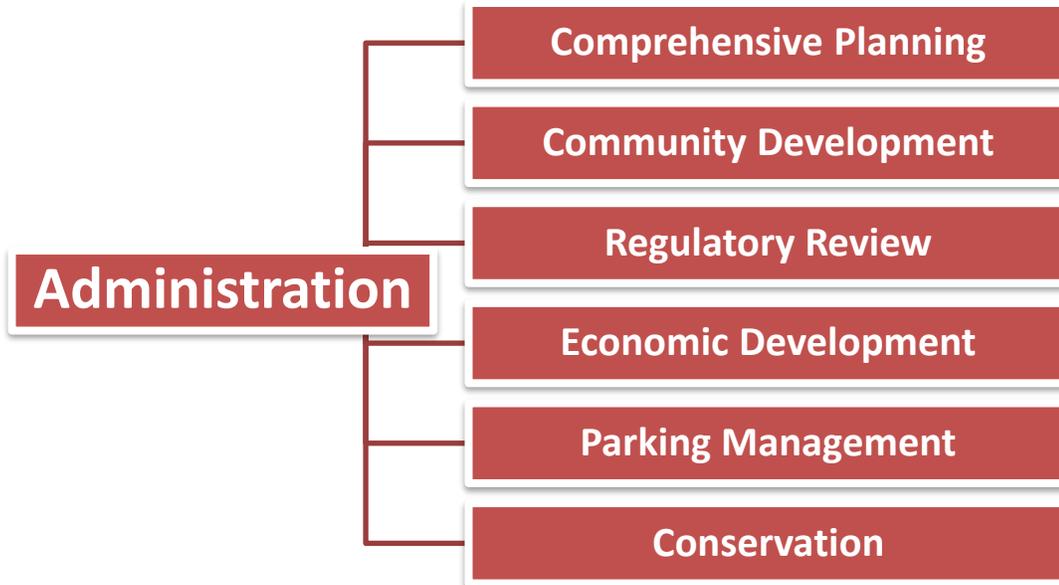
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# PLANNING & DEVELOPMENT DEPARTMENT

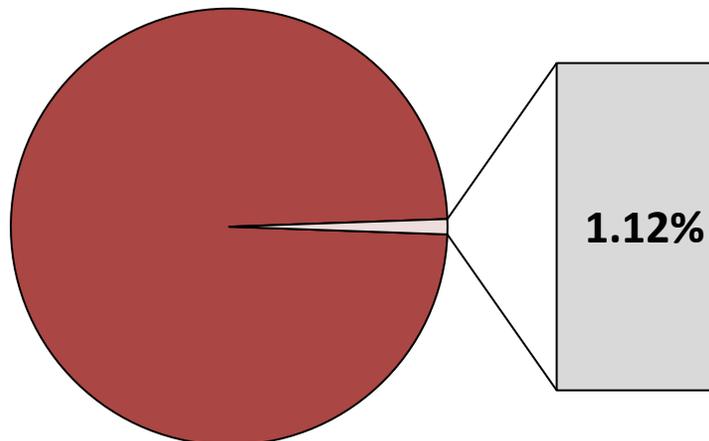
## Department Purpose Statement

The department is comprised of seven organizational functions, six of which are program functions and one that serves as the administrative component. The department's purpose is to preserve the character of the seven villages and improve the quality of life for Town residents by developing and implementing comprehensive land use strategies while promoting consistent, current, and sustainable community and economic development practices through a commitment to citizen engagement and the interdisciplinary coordination of municipal departments.

### Program Areas



% of FY 2025 General Fund Budget



The Planning & Development Department comprises 1.12% of the overall General Fund budget.

# Planning & Development Department Services Provided

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

The Planning and Development Department works to preserve the character of the seven villages and improve the quality of life for Town residents by developing and implementing comprehensive land use and infrastructure strategies while promoting consistent, current, and sustainable community and economic development practices through a commitment to citizen engagement and the interdisciplinary coordination of municipal departments. The Department is comprised of six programs: Comprehensive Planning, Community Development, Regulatory Review, Economic Development, Parking Management, and Conservation.

## Planning & Development Department Recent Accomplishments

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In Fiscal Year 2024, the Planning & Development Department continued to provide support to the public and to regulatory and advisory Boards, Committees, and Commissions. The Department continued with the effort to the Local Comprehensive Plan, finalized a Complete Streets Prioritization Plan, and continued to administer a broad array of programs within each division. The Department continues to seek opportunities to maintain and increase involvement of the public in efforts related to land use, infrastructure, and natural resources.

### **Comprehensive Planning**

The department continued a major effort to update the Town's Local Comprehensive Plan, including moving into Phase II of the work to develop topic-specific chapters to address a range of land use, natural resource, and social and economic issues. With DPW, finalized a community-informed Complete Streets Prioritization Plan. Worked towards implementation of the "Downtown Hyannis Great Streets" initiative, a return to two-way travel in downtown, along with associated efforts to support walkability and viable multi-modal transportation options. With interdepartmental support, launched a future land use and resilience plan for Hyannis Harbor.

### **Economic Development**

Enhanced communications and connections with our small business community by conducting village site visits and maintain the Business Barnstable website and associated communications; Participated in MassDevelopment's Transformative Development Initiative partnership as a full participant: with community partners, issued additional rounds of the façade improvement program; and successfully operated the 'Snack Shack' at the Harbor Overlook. Continued placemaking efforts and support for the creative

community; Continued successful operation of the HyArts Artist Shanty program and Gateway Greeter Program and support for special events. With others, help to host virtual Youth Job Fair and Town-sponsored Fourth of July activities.

### **Environment and Natural Resources**

Launched the "Greening the Gateway Cities" program, an effort to plant 2,400 trees in the Environmental Justice Zone; lake and pond restoration projects continued, battling against invasive aquatic plants in Mystic Lake and Middle Pond in Marstons Mills and Long Pond in Centerville to combat hydrilla, and Fanwort control in Wequaquet Lake; Coordinated Coast sweep Beach Cleanup for the 23rd year. Continued as a Tree City USA and signed onto the "Mayor's Monarch Pledge".



***Bismore Park Art Shanties***

# Planning & Development Department Recent Accomplishments

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## Regulatory Process

Continuous support for Boards, Committees, and Commissions and their volunteer members, and for the applicants to those Boards; The Planning Board adopted updated Design Guidelines for the GIZ and Hyannis Main Street Waterfront Historic District. Continued to successfully administer Site Plan Review and assist the public in navigating new and existing zoning ordinances. Maintained and improved the central online permitting system (OpenGov); Supported the Barnstable Historical Commission's effort to inventory historic properties, offer annual preservation awards, and address town-owned artifacts in storage.



**Aselton Park**

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

## Housing

Provided support for the Affordable Housing Growth & Development Trust, including updating a Notice of Funding Availability for the creation and preservation of affordable housing; Pursued use of town-owned land for affordable housing in Marstons Mills Village, the former Marston Mills Elementary School, and around the Barnstable Adult Community Center; continued implementation of Downtown Hyannis Housing Development Incentive Program; Funded rehabilitation Barnstable Housing Authority property through Community Development Block Grant.

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

# Planning & Development Department Goals and Objectives

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

1. Work with the community to update the local comprehensive plan for land use and growth that balances infrastructure needs, the protection of natural resources and sustainable housing and economic development. **(SP: Economic Development, Environment and Natural Resources, Regulatory Process & Performance, Housing, Town Infrastructure & Assets)**
2. Continue lake and pond restoration projects to combat invasive plants, hydrilla and fanwort. Continue to collaborate with Health Division and Public Works on lake and pond projects to reduce toxic cyanobacteria. Expand land management efforts. **(SP: Environment and Natural Resources)**
3. Continue to support efforts to enhance walkability and multi-modal transportation options in Barnstable, including implementation of the Downtown Hyannis Great Streets two-way initiative and other village Complete Streets efforts. **(SP: Economic Development, Town Infrastructure & Assets)**
4. Identify and work to eliminate barriers to housing affordability and find ways the Town can proactively support the creation and preservation of affordable and year-round housing, including the possibility of using town assets, zoning changes, incentives, and other programs. **(SP: Housing, Economic Development)**
- 5.

# Planning & Development Dept. Goals and Objectives (Continued)

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

6. Continue to develop business resources and marketing strategies to support business sector development and job growth, including opportunities to expand economic development opportunities at Hyannis Harbor. **(SP: Regulatory Process & Performance, Economic Development, Communication)**
7. Support for Boards, Committees, and Commissions and applicants through clear process, updated procedures, and enhanced communications **(SP: Regulatory Process & Performance, Economic Development, Communication)**

## Planning & Development Department Budget Comparison

Planning & Development Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$1,462,581	\$1,740,028	\$1,935,510	\$1,893,219	(\$42,291)	-2.19%
Fines, Forfeitures, Penalties	213,542	57,451	67,000	150,000	83,000	123.88%
Fees, Licenses, Permits	103,279	86,800	79,000	99,000	20,000	25.32%
Charges for Services	63,693	14,054	20,000	25,500	5,500	27.50%
Interest and Other	607	-	500	500	-	0.00%
Special Revenue Funds	241,300	222,300	222,300	222,300	-	0.00%
Enterprise Funds	3,500	3,500	3,500	3,500	-	0.00%
<b>Total Sources</b>	<b>\$2,088,503</b>	<b>\$2,124,133</b>	<b>\$2,327,810</b>	<b>\$2,394,019</b>	<b>\$66,209</b>	<b>2.84%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$1,652,541	\$1,706,528	\$1,862,767	\$1,935,021	\$72,254	3.88%
Operating Expenses	259,287	227,319	274,758	267,098	(7,660)	-2.79%
Capital Outlay	176,675	190,285	190,285	191,900	1,615	0.85%
<b>Total Appropriation</b>	<b>\$2,088,503</b>	<b>\$2,124,133</b>	<b>\$2,327,810</b>	<b>\$2,394,019</b>	<b>\$66,209</b>	<b>2.84%</b>

### Summary of Budget Changes

The Planning & Development's proposed FY 2025 budget increased by \$66,209, or 2.84% from the approved FY 2024 budget. The personnel budget change is due to contractual obligations and the elimination of a part-time Administrative Assistant position. Capital outlay cost will continue the annual invasive species control and monitoring as well as fanwort removal from town ponds and lakes.

Planning & Development Job Title	FY 2023	FY 2024	FY 2025	Change
Administrative Assistant	5.00	5.00	5.00	-
Arts & Culture Coordinator	1.00	1.00	1.00	-
Assist. Dir. Of Planning & Development	1.00	1.00	1.00	-
Conservation Administrator	1.00	1.00	1.00	-
Conservation Agent	1.00	1.00	1.00	-
Conservation Assistant	1.00	1.00	1.00	-
Dir. of Planning and Development	1.00	1.00	1.00	-
Housing Coordinator	1.00	1.00	1.00	-
Marketing Outreach Manager	1.00	1.00	1.00	-
Parking Manager Transportation	1.00	1.00	1.00	-
Permit Coordinator	1.00	1.00	1.00	-
Planning Economic Dev. Coordinator	1.00	1.00	1.00	-
Planning Office Manager	1.00	1.00	1.00	-
Principal Dept/Div Assistant	0.50	0.50	-	(0.50)
Principal Planner	1.00	1.00	1.00	-

Senior Planner	1.00
<b>Full-time Equivalent Employees</b>	<b>19.50</b>

1.00	1.00	-
<b>19.50</b>	<b>19.00</b>	<b>(0.50)</b>

## Planning & Development Department Budget Reconciliation

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
<b>FY 2024 Approved Budget</b>				<b>\$2,329,425</b>	
Contractual Obligations Net of Staff Turnover	97,880	-	-	<b>97,880</b>	-
One-Time Charges	-	-	-	-	-
<b>FY 2025 Budget Changes</b>					
1. Vehicle Lease		2,340	-	<b>2,340</b>	-
2. Citation Processing Funds	-	(10,000)	-	<b>(10,000)</b>	-
3. Invasive Species Control			191,900		-
4. Eliminate Part-time Administrative Assistant	(25,626)	-	-	<b>(25,626)</b>	(0.50)
<b>FY 2025 Proposed Budget</b>	<b>\$72,254</b>	<b>(\$7,660)</b>	<b>\$191,900</b>	<b>\$2,394,019</b>	<b>(0.50)</b>

- 1. Vehicle Lease** – The Town has entered a new lease program for vehicles throughout multiple departments. The contract price has increased due to inflation (car cost). Additional funds are required for the same level of service.
- 2. Citation Processing Funds** – After a review of operating expense lines it is determined that this line item may be adjusted down. There will be no change to service delivery.
- 3. Aquatic Invasive Species Control** – Fanwort control is an on-going process in Wequaquet Lake, Gooseberry Cove and Bearnse Pond. Fanwort is a very invasive aquatic plant and without control will continue to spread throughout the lake. Perform whole lake sonar (fluridone, aquatic herbicide) treatment to control hydrilla, the relentless invasive aquatic weed, in Long Pond, Centerville. Perform whole lake sonar treatment at Mystic Lake and Middle Pond, Marstons Mills. Includes pre and post vegetative surveys, FasTest Sample collection and final reporting.
- 4. Part-time Administrative Assistant** - After a review of the department division of labor, roles and responsibilities its determined that a vacant Part-time Administrative Assistant position may be eliminated.

# Planning & Development Department Factors Affecting FTE's

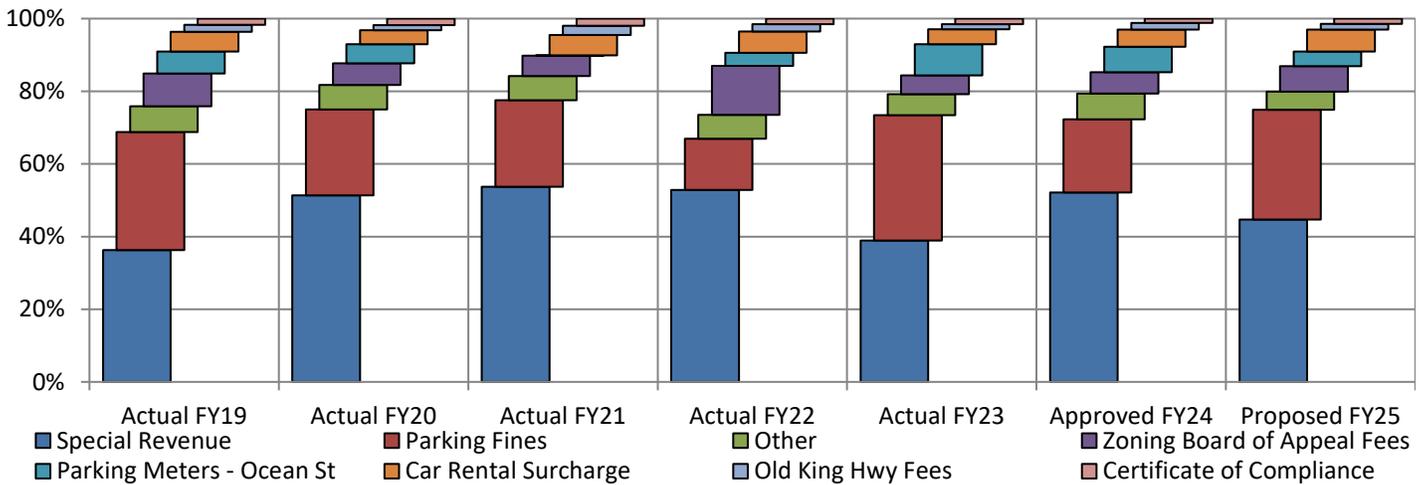
Full Time Employee History



In FY 2019, 2.00fte's were added to the budget: Economic Coordinator and Assistant Director. FY 2024 Grant Coordinator moved to the General Fund. Reduction of 0.50 FTE in FY 2025.

# Planning & Development Department Factors Affecting Revenues

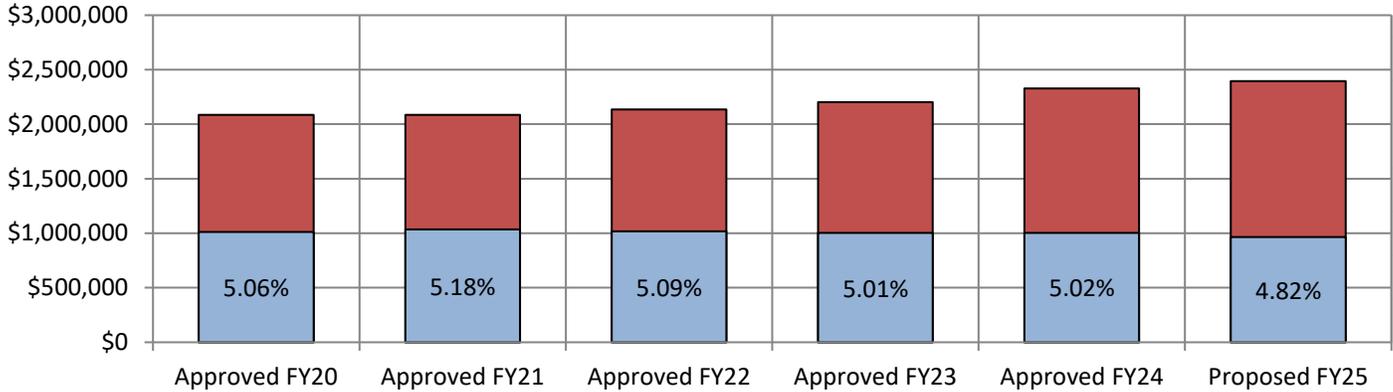
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Taxes provide 79% of total sources of funding for the department's proposed budget. Excluding taxes, Special Revenue Funds account for 44% (Parking Meter Receipts and Wetland Protection Fund); Parking fines provide 30%, and Zoning Board of Appeals account for 7%.

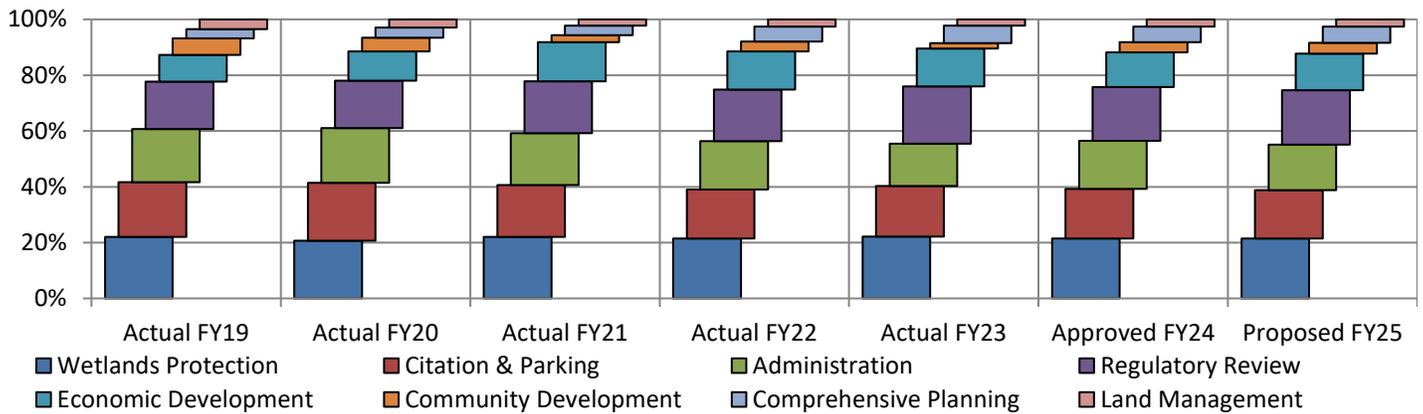
# Planning & Development Department Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



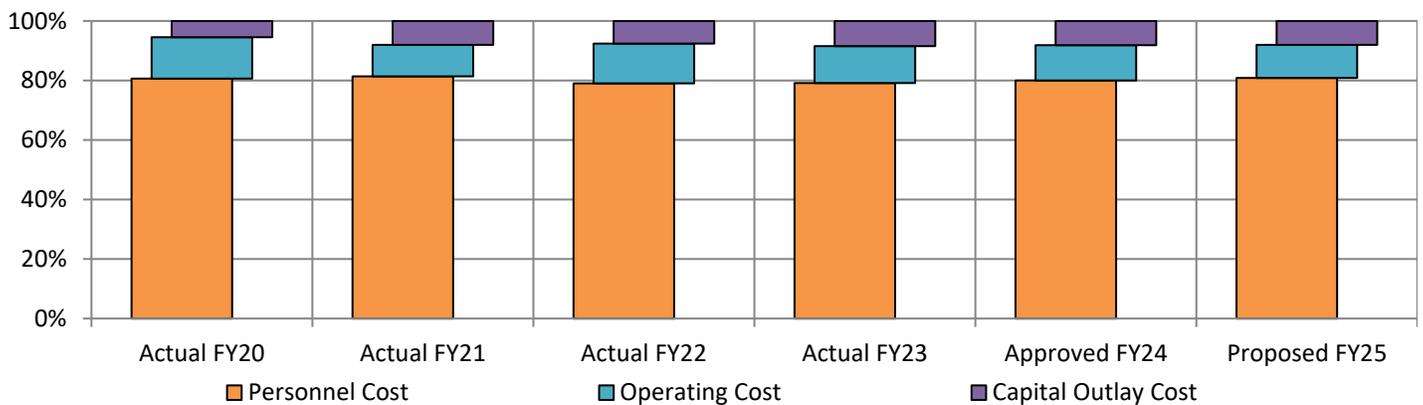
This department's budget has increased 2.96% annually on average over a six-year period. The budget has averaged 5.03% of total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



Wetland Protection is the largest program within the department at 21% of proposed budget. Citation & Parking is the second largest at 17%.

Total Expenditures By Category Historical and Budgeted



Personnel cost accounts for 81% of the department's proposed budget followed by 11% operating, and 8% capital outlay. Planning & Development capital outlay includes several pond mitigation projects to combat the overgrowth of certain algae at our town ponds.

# Planning & Development Program Services Provided

## Administration Program

Administration provides support for the six department programs with professional and administrative staff. The Director, working with staff, provides professional planning and development advice and assistance to town residents, business entities, the Town Manager, Town Council, Boards, Commissions, Committees and Departments, county and state agencies, and private sector organizations and entities. This advice and assistance includes economic development, downtown revitalization, land use, housing, community planning, infrastructure, transportation, capital improvement, and environmental issues and impacts. Administrative activities include payroll, billing, grant procurement and administration, media relations material preparation and distribution, contract preparation, procurement assistance and invoice processing. PDD Administration staff provides support to the Boards, Committees, and Commissions as necessary.



*Coast Guard Heritage Museum, Barnstable Village*

Administration Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$308,097	\$399,224	\$392,915	\$380,895	(\$12,020)	-3.06%
Fees, Licenses, Permits	9,010	-	8,000	8,000	-	0.00%
Interest and Other	-	-	-	-	-	0.00%
<b>Total Sources of Funding</b>	<b>\$317,107</b>	<b>\$399,224</b>	<b>\$400,915</b>	<b>\$388,895</b>	<b>(\$12,020)</b>	<b>-3.00%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$195,361	\$295,410	\$292,775	\$280,755	(\$12,020)	-4.11%
Operating Expenses	121,747	103,814	108,140	108,140	-	0.00%
<b>Total Appropriation</b>	<b>\$317,107</b>	<b>\$399,224</b>	<b>\$400,915</b>	<b>\$388,895</b>	<b>(\$12,020)</b>	<b>-3.00%</b>

## Comprehensive Planning Program

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

Comprehensive Planning's purpose is research, analyze, and develop plans, through civic engagement activities, for the Town's long-term needs in the areas of land use, economic development, historic preservation, and enhancement of natural and cultural resources, sustainable development practices, and the provision of adequate public facilities and infrastructure. This program also monitors existing regulations and works to redraft those that are outdated or barriers to achieving the Town's stated goals and objectives. A broad range of comprehensive planning information, including policy advice and research, is shared with Town Council, the Town Manager, regulatory boards and Town agencies, committees, residents and business owners. Ongoing planning projects include updating the Town's Local Comprehensive Plan and supporting land use plans; strategic infrastructure, transportation and capital improvements planning to foster economic activity; environment and resource protection and enhancement planning; and village based planning and downtown Hyannis revitalization efforts.

Comprehensive Planning Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$130,155	\$96,514	\$128,685	\$137,806	\$9,121	7.09%
<b>Total Sources of Funding</b>	<b>\$130,155</b>	<b>\$96,514</b>	<b>\$128,685</b>	<b>\$137,806</b>	<b>\$9,121</b>	<b>7.09%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$130,155	\$96,514	\$128,685	\$137,806	\$9,121	7.09%
<b>Total Appropriation</b>	<b>\$130,155</b>	<b>\$96,514</b>	<b>\$128,685</b>	<b>\$137,806</b>	<b>\$9,121</b>	<b>7.09%</b>

# Planning & Development Program Services Provided (Continued)

## Community Development Program

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

The Community Development program’s purpose is to strengthen and renew neighborhoods in Barnstable and enhance and enrich the quality of life for the Town’s residents through housing and community development planning, funding, and implementation.



*Hyannis Harbor Overlook*

### **Community Development Block Grant (CDBG) Program:**

Through the CDBG Action Plans, CDBG grant funds from the U.S. Department of Housing and Urban Development (HUD) are allocated to activities that assist the Town’s low and moderate-income residents. During FY2023, CDBG funds supported the winter Community Service Officer program; scholarships for participation in HYCC programs; support for the provision of a meal service; and the rehabilitation of public housing.

### **Housing**

Housing staff implements our state and locally approved housing plan; monitors affordable housing compliance with permit requirements and deed restrictions; coordinates with Department of Housing and Community Development (DHCD) to maintain the Subsidized Housing Inventory; supports the Accessory Affordable Apartment program; provides assistance with affordable housing project review; administers the Downtown Hyannis Housing Development Incentive Program; and works with the Affordable Housing Growth & Development Trust, Community Preservation Committee, and the Housing Committee on affordable housing.

Community Development Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$41,267	\$1,706	\$85,278	\$94,863	\$9,585	11.24%
<b>Total Sources of Funding</b>	<b>\$41,267</b>	<b>\$1,706</b>	<b>\$85,278</b>	<b>\$94,863</b>	<b>\$9,585</b>	<b>11.24%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$41,267	\$1,706	\$85,278	\$94,863	\$9,585	11.24%
<b>Total Appropriation</b>	<b>\$41,267</b>	<b>\$1,706</b>	<b>\$85,278</b>	<b>\$94,863</b>	<b>\$9,585</b>	<b>11.24%</b>

## Land Management Program

<https://www.townofbarnstable.us/boardscommittees/ConservationCommission/>

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

## Planning & Development Program Services Provided (Continued)

Land Management Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$47,181	\$53,608	\$60,242	\$62,095	\$1,853	3.08%
<b>Total Sources of Funding</b>	<b>\$47,181</b>	<b>\$53,608</b>	<b>\$60,242</b>	<b>\$62,095</b>	<b>\$1,853</b>	<b>3.08%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$34,995	\$35,906	\$36,639	\$38,492	\$1,853	5.06%
Operating Expenses	12,186	17,702	23,603	23,603	-	0.00%
<b>Total Appropriation</b>	<b>\$47,181</b>	<b>\$53,608</b>	<b>\$60,242</b>	<b>\$62,095</b>	<b>\$1,853</b>	<b>3.08%</b>

### Regulatory Review Program

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

The Regulatory Review Program's purpose is to provide exemplary assistance to residents, property owners, Boards, Commissions, Committees, and Departments with implementation of the Town's land use and historic preservation ordinances and general advice on regulatory issues. Program staff is charged with analyzing outdated or unnecessarily restrictive ordinances to determine needed reforms. The Regulatory Review program provides staff support, technical assistance, and administrative services to the Planning Board, Zoning Board of Appeals, Accessory Affordable Apartment Program, Old King's Highway Historic District Committee, Barnstable Historical Commission, Hyannis Main Street Waterfront Historic District Commission, and Site Plan Review. Regulatory Review is a primary customer service presence for the Town.

Regulatory Review Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$419,171	\$440,965	\$443,231	\$463,189	\$19,958	4.50%
Fees, Licenses, Permits	8,700	4,975	4,500	5,000	500	11.11%
<b>Total Sources of Funding</b>	<b>\$427,871</b>	<b>\$445,940</b>	<b>\$447,731</b>	<b>\$468,189</b>	<b>\$20,458</b>	<b>4.57%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$427,871	\$445,940	\$447,731	\$468,189	\$20,458	4.57%
<b>Total Appropriation</b>	<b>\$427,871</b>	<b>\$445,940</b>	<b>\$447,731</b>	<b>\$468,189</b>	<b>\$20,458</b>	<b>4.57%</b>

### Economic Development Program

The Economic Development program seeks to improve the quality of life in our community, support job creation, and retention, and expand the tax base. Specific activities include supporting Hyannis' revitalization; collaborating with the Hyannis Area and Cape Cod Chambers of Commerce and the Downtown Hyannis Business Improvement District; regulatory review and reform for in support of business investment; and place making strategies to attract and retain visitors to Hyannis Harbor and Village centers. The Economic Development implementation strategy is based on building on and promoting the Town's assets, such as high quality of life and proximity to the water, the tradition of entrepreneurship, building long-term value to attract investment, and promoting economic balance, diversity, and sustainability.

#### Business Outreach and Marketing

Business outreach remains integral to the economic development program. The Director and P&D's Economic Development team continually connect with business owners to understand the business climate and share the Town's goals and planning initiatives in these interactions. We also strive to market Barnstable as a great place to live, work, and play, through internal marketing efforts and collaboration with our community partners.

# Planning & Development Program Services Provided (Continued)

## Business Support

P&D continues to assist with coordination and support services for businesses seeking permits, with support of a full-time Permit Coordinator. P&D develops resources, including permit guides and the Business Barnstable website, to assist new businesses and developers. P&D works with local, state, and regional partners to provide connections to resources for local businesses. Coastal Community Capital, SCORE, Greater Hyannis and Cape Cod Chambers of Commerce, and Massachusetts Office of Business Development are among those resources.

## Creative Economy/Arts and Culture

In alignment with state, regional, and local organizations, the Arts and Culture Program operates within the Planning & Development Department supporting P&D Economic Development goals. Arts and Culture are fundamental to community character, quality of life, and economic development. Fostering the creative economy supports economic growth; contributes to the vibrancy of our villages; benefits local artists; enriches resident and visitor experiences; supports our business community; and continues to establish downtown Hyannis and the entire Town of Barnstable as a regional destination for the arts. Through a series of arts-oriented initiatives, we have successfully integrated Arts and Culture into the socio-economic fabric of our community. By promoting the creative sector and facilitating artistic interactions, we see exponentially the energy and enthusiasm reinvested in our town and has increased our social capital and emotional infrastructure. Impacts of our efforts include: consistent venues and steady revenue for local artists and artisans; a positive image for our urban core; spontaneous partnerships between artists and local businesses; increased demand for more artist exhibit and work space; further downtown revitalization with private investments and infrastructure improvements; and strengthening collaborations with arts, cultural and business organizations. A visit to [artsbarnstable.com](https://www.townofbarnstable.com) gives a thorough overview of Arts and Culture activities in all seven villages.

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

Economic Development Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$250,721	\$263,183	\$260,806	\$277,394	\$16,588	6.36%
Fees, Licenses, Permits	32,072	45,071	30,000	35,000	5,000	16.67%
<b>Total Sources of Funding</b>	<b>\$282,793</b>	<b>\$308,254</b>	<b>\$290,806</b>	<b>\$312,394</b>	<b>\$21,588</b>	<b>7.42%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$282,793	\$308,254	\$290,806	\$312,394	\$21,588	7.42%
<b>Total Appropriation</b>	<b>\$282,793</b>	<b>\$308,254</b>	<b>\$290,806</b>	<b>\$312,394</b>	<b>\$21,588</b>	<b>7.42%</b>

## Parking Management

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

Parking Management strives to manage and implement objectives for on- and off-street public parking in the Town of Barnstable and set an example of how parking can positively assist with economic prosperity through innovative technology, proactive solutions and exemplary customer service. Parking Management strives to consistently provide the highest level of service while positively assisting our residents and visitors through enriched customer services and efficient community parking management while promoting accessibility to the communities' cultural and recreational resources as well as our downtown business districts.



*Bismore Welcome Center*

## Planning & Development Program Services Provided (Continued)

The office processes parking citations for violations within all of the seven Villages including Bismore Park, Main Street, beaches, ramps, landings, commuter lot, and malls; we conduct hearings on appeals and provide maintenance and collection services for parking kiosks; we work closely with our data processing company on payments and data collection, and the Police Department on enforcement, and with the Registry of Motor Vehicles on ticket clearances, handicapped placards and updated laws and systems. In addition, the Parking Team supports the Town in other various capacities including visitor services through the Gateway Greeter program and collaborative efforts of Arts & Culture projects.

Citation & Parking Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$ -	\$ 52,800	\$ 126,346	\$ 28,223	\$ (98,123)	-77.66%
Fines, Forfeitures, Penalties	\$213,542	\$57,451	67,000	\$150,000	3,000	123.88%
Fees, Licenses, Permits	25,546	15,000	20,000	30,000	10,000	50.00%
Charges for Services	63,613	13,958	20,000	25,500	5,500	27.50%
Interest and Other	607	-	500	500	-	0.00%
Special Revenue Funds	196,300	177,300	177,300	177,300	-	0.00%
Enterprise Funds	3,500	3,500	3,500	3,500	-	0.00%
<b>Total Sources of Funding</b>	<b>\$503,108</b>	<b>\$320,009</b>	<b>\$414,646</b>	<b>\$415,023</b>	<b>\$377</b>	<b>0.09%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$271,369	\$234,625	\$300,801	\$308,838	\$8,037	2.67%
Operating Expenses	107,041	85,384	113,845	106,185	(7,660)	-6.73%
<b>Total Appropriation</b>	<b>\$378,410</b>	<b>\$320,009</b>	<b>\$414,646</b>	<b>\$415,023</b>	<b>\$377</b>	<b>0.09%</b>

### Wetlands Protection Program

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



*Cumner Marsh*

The Conservation Program manages and protects the Town's lakes and ponds through the implementation and monitoring of programs to address ecological impairments, such as invasive species, and to restore water quality for the purposes of promoting healthy pond ecosystems, protecting human health, and supporting recreation and enjoyment.

## Planning & Development Program Services Provided (Continued)

Wetlands Protection Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$390,688	\$433,643	\$439,622	\$448,754	\$9,132	2.08%
Fees, Licenses, Permits	27,951	21,754	16,500	21,000	4,500	27.27%
Charges for Services	80	96	-	-	-	0.00%
Special Revenue Funds	45,000	45,000	45,000	45,000	-	0.00%
<b>Total Sources of Funding</b>	<b>\$463,719</b>	<b>\$500,493</b>	<b>\$501,122</b>	<b>\$514,754</b>	<b>\$13,632</b>	<b>2.72%</b>

Expenditure Category						
Personnel	\$268,731	\$288,174	\$280,052	\$293,684	\$13,632	4.87%
Operating Expenses	18,314	20,419	29,170	29,170	-	0.00%
Capital Outlay	176,675	191,900	191,900	191,900	-	0.00%
<b>Total Appropriation</b>	<b>\$463,719</b>	<b>\$500,493</b>	<b>\$501,122</b>	<b>\$514,754</b>	<b>\$13,632</b>	<b>2.72%</b>

## Planning & Development Department Workload Indicators

### Regulatory Review Program

The Regulatory Review program provides technical and administrative support for five regulatory Boards/Committees/Commissions.

Meetings	2020	2021	2022	2023
Planning Board	18	17	21	21
Zoning Board of Appeals	21	20	19	22
Old Kings Highway Regional Historic District Committee	21	22	22	22
Hyannis Main Street Waterfront Historic District Committee	38	20	21	23
Barnstable Historical Commission	25	18	16	12

Matters Acted Upon	2020	2021	2022	2023
Planning Board	27	19	32	21
Zoning Board of Appeals	52	51	67	23
Old Kings Highway Regional Historic District Committee	172	229	253	227
Hyannis Main Street Waterfront Historic District Committee	37	36	38	48
Barnstable Historical Commission	11	37	37	34

### Conservation Program

The Regulatory Review program provides technical and administrative support for five regulatory Boards/Committees/Commissions.

Conservation Program	FY 2019	FY 2020	FY 2021	FY2022	FY2023
Total Site Inspections	409	385	384	388	503
Certificates of Compliance Issued	85	90	65	80	81
Written Warnings Issued	17	16	11	9	12
Enforcement Orders Issued	21	36	38	22	46
Enforcement Site Visits	44	102	102	102	95

## Planning & Development Department Workload Indicators(Continued)

Permit Review Process	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Applications Requiring Commission Review	164	154	150	151	168
(Applications Approved by Commission)	162	154	150	146	165
Administrative Reviews	71	79	84	56	82
Total Building Permit Applications Reviewed by Division	1,182	1,310	1,622	1,408	1,607

Land Management Program	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Land Management Site Visits	52	42	86	35	25

### Parking & Gateway Greeters Program

Parking Management is responsible for compliance of parking regulations in all seven of Barnstable's village, the Hyannis regional commercial center, public roads, beaches, and ways to water (beaches, landings, ramps and marinas). Parking Management operates year-round and has one full-time Parking Manager/Transportation Coordinator, one full-time Administrative Assistant/Lead Parking Resource Officer and up to six additional seasonal Parking Resource Officers. The majority of tickets are written in the summer months. The top violation locations are shown below:

Location of Citations	Citations Written	Percentage of Total
Bismore	1228	37%
Malls	383	12%
Commuter Lot	32	1%
Beaches	418	13%
Town Lots	450	14%
Cape Cod Hospital	77	2%
Hyannis Main Street	166	5%
Town Landings/Ramps	384	12%
Other Retail Lots	30	1%
Other	114	3%
<b>Total</b>	<b>3282</b>	<b>100%</b>

The Gateway Greeters offer valuable and positive interactions to residents and guests and enhance the dynamic environment in which they're located. The Gateway Greeters assist visitors to the Bismore Park area with paying for parking either at the Pay to Park kiosks or on handheld devices with credit card readers. They make recommendations for points of interest, dining, shopping and other enhancements of one's visit to Barnstable. They also assist Parking Resource Officers through enforcement efforts and issuance of citations. The Gateway Greeters have five operational standards: safety, courtesy, presentation, efficiency and teamwork. These priorities drive them to provide positive experiences for residents and visitors of all ages, well beyond the boundaries of parking assistance.

Gateway Greeters	CY 2020* Actuals	CY2021 Actuals	CY2022 Actuals	CY2023 Actuals
Welcome Center Guests	14,293	34,090	34,476	18,583
Greeter/Welcome Island Guests				
Credit Card Transactions	n/a	3,919	6,414	890
<b>Total Guests Assisted</b>	<b>14,293</b>	<b>38,009</b>	<b>40,890</b>	<b>19,473</b>

\*CY20 season began June 20<sup>th</sup> due to COVID-19 Pandemic, and assistance is reflective of safety and distancing precautions.

# POLICE DEPARTMENT

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## Department Purpose Statement

<http://www.barnstablepolice.com/>

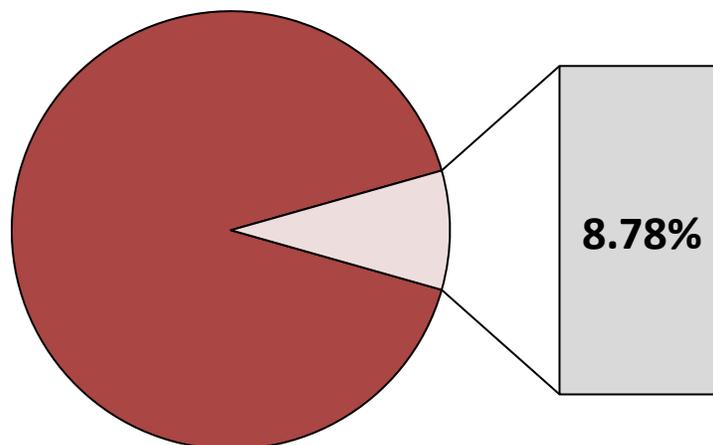
The Barnstable Police Department is comprised of two principal organizational Bureaus whose members strive to work in partnership with our community in seeking out and solving problems in order to enhance our quality of life. We are committed to preserving the peace and protecting the lives, property, and rights of all our citizens through proactive policing strategies.

### Bureau Areas

**Administrative & Investigative  
Services Bureau**

**Field Services Bureau**

% of FY 2025 General Fund Budget



The Police Department comprises 8.78% of the overall General Fund budget.

## Police Department Budget Comparison

Police Department Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$15,221,008	\$15,886,901	\$16,324,778	\$17,859,328	\$1,534,550	9.40%
Fines, Forfeitures, Penalties	110,046	85,654	76,000	81,000	5,000	6.58%
Fees, Licenses, Permits	207,389	188,703	141,000	198,000	57,000	40.43%
Charges for Services	288,608	164,938	250,000	270,000	20,000	8.00%
Interest and Other	253,254	262,058	271,500	301,000	29,500	10.87%
Reserves	-	-	142,896	-	(142,896)	-100.00%
<b>Total Sources of Funding</b>	<b>\$16,080,305</b>	<b>\$16,588,254</b>	<b>\$17,206,174</b>	<b>\$18,709,328</b>	<b>\$1,503,154</b>	<b>8.74%</b>

Expenditure Category						
Personnel	\$14,329,010	\$14,484,851	\$15,099,532	\$16,315,044	\$1,215,512	8.05%
Operating Expenses	1,458,848	1,406,954	1,410,194	1,473,747	63,553	4.51%
Capital Outlay	292,447	696,448	696,448	920,537	224,089	32.18%
<b>Total Appropriation</b>	<b>\$16,080,305</b>	<b>\$16,588,254</b>	<b>\$17,206,174</b>	<b>\$18,709,328</b>	<b>\$1,503,154</b>	<b>8.74%</b>

### Summary of Budget Changes

The Police Department's proposed FY 2025 budget is increasing \$1,503,154 or 8.74% over the approved FY 2024 budget. Personnel budget change includes contractual obligations, training overtime increases, and increases for Jail Attendant wages. Operating budget change includes funding for managed technology upgrades and training materials. Capital outlay will continue the department's annual patrol vehicle replacements and includes additional monies for IT hardware and initial funding for a new Taser lease program.

## Police Department Budget Reconciliation

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
<b>FY 2024 Approved Budget</b>				<b>\$17,206,174</b>	
Contractual Obligations Net of Staff Turnover	1,443,833	-	-	<b>1,443,833</b>	-
One-Time Charges	(35,000)	(73,654)	(696,448)	<b>(805,102)</b>	-
Grants Offset Civilian Dispatch Wages & MOA	(330,000)	-	-	<b>(330,000)</b>	-
<b>FY 2025 Budget Changes</b>					
1. New Police Offices (Net COPS hiring grant)	30,529	-	-	<b>30,529</b>	2.00
2. Crossing Guards moved to School Department	(33,850)	-	-	<b>(33,850)</b>	(0.80)
3. Jail Attendant Wage Increase	40,000	-	-	<b>40,000</b>	-
4. Training Funds - Overtime	100,000	-	-	<b>100,000</b>	-
5. Hardware / Software Maintenance Cost	-	20,307	-	<b>20,307</b>	-
6. Technology Contracted Services	-	91,900	-	<b>91,900</b>	-
7. Training Materials	-	25,000	-	<b>25,000</b>	-
8. Technology Refresh	-	-	118,948	<b>118,948</b>	-
9. Taser Lease	-	-	109,089	<b>109,089</b>	-
10. Body Cameras	-	-	115,000	<b>115,000</b>	-
11. Vehicle & Equipment Replacement	-	-	577,500	<b>577,500</b>	-
<b>FY 2025 Proposed Budget</b>	<b>\$1,215,512</b>	<b>\$63,553</b>	<b>\$224,089</b>	<b>\$18,709,328</b>	<b>1.20</b>

# Police Department Budget Reconciliation

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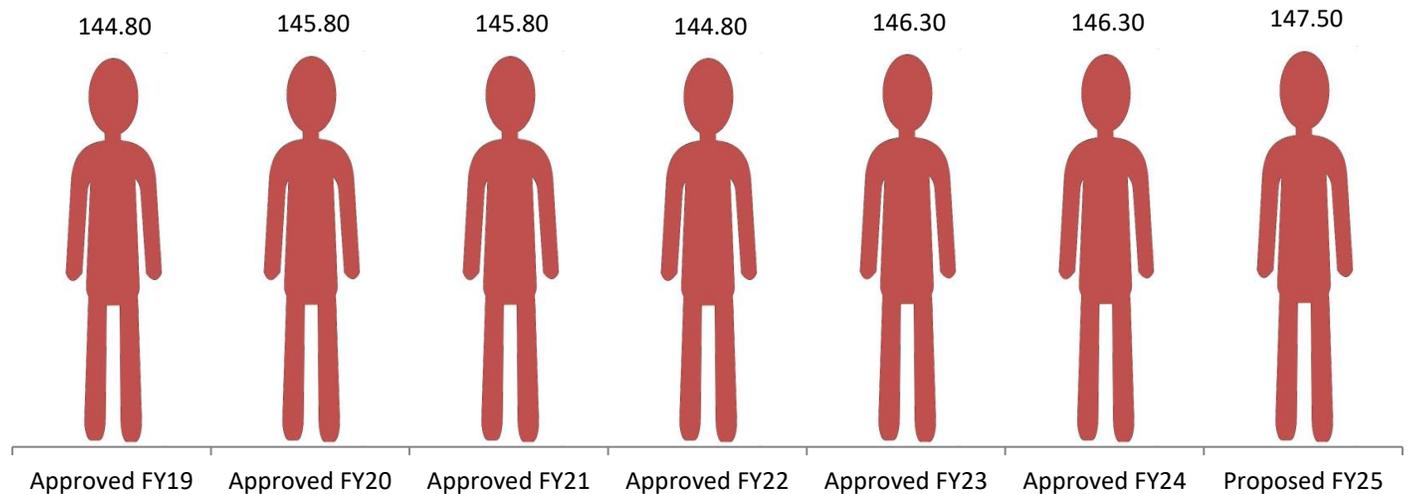
- 1. New Police Officers** – Proposed funding for two new Patrol Officers. Positions will be partially offset by the COPS hiring grant.
- 2. Crossing Guards** – Funding for 0.80 FTE vacant Crossing Guard positions will be transferred to the School Department in FY2025. Positions will continue to be filled by a civilian work force.
- 3. Jail Attendant Wage Increase** - In the past two years the Department has had difficulty in getting applicants for the Jail Attendant job openings. We have discovered that in surveying other Towns on Cape Cod, Jail Attendants are typically paid between \$24 and \$25 per hour. We pay our Jail attendants \$18/hour and would like to increase their pay to \$24/hr., which would cost an additional \$39,936 above what is already funded in the police operating budget for Jail Attendants.
- 4. Training Funds / Overtime** - The training of our police officers is the most important aspect of the agency. Failure to provide adequate training not only increases the chances of errors or mistakes happening that could result in injury or bad arrest, but it also leaves the agency liable for not providing such training. Training is mandatory per collective bargaining and Federal/State requirements.
- 5. Hardware / Maintenance Costs** –. We have completed a review of all software maintenance contracts to ensure that they are still required and if so, have confirmed pricing increases anticipated for FY25. These maintenance software contracts cover a variety of areas with the following being the larger of the contracts: Trittech Police Records Management software; Code Red Alerts, Open Cape (internet service); Harbor Networks (phone system); Fingerprint Machines, Systemworks Detail and Scheduling. These software contracts are needed to maintain a current level of service and delivery of public safety to the Community.
- 6. Contracted Technology / Upgrades** –The police department is highly dependent on the use of technology to perform their work efficiently and effectively in all areas of the department. In recent years we have experienced a precipitous increase in the cost of software maintenance contracts and our budget line for software maintenance contracts reflects a significant shortfall. We can shift around some budget lines to compensate for this shortfall; however we still need additional funding to bring the shortage up to the level that is needed to cover the cost of these software maintenance contracts.
- 7. Training Materials** – Funding to purchase supplies and consumable materials that support department training needs. Funding may include registration, conference fees and travel reimbursements.
- 8. Technology Refresh** – This request will continue the Managed IT Services for the year 2024/2025. As included last year, this request includes Tier 2/3 Onsite Network Admin Full Time Help Desk Support. We have over 200 users on MS365, and we will continue to support the MS365 Environment for the Police Dept. We also have all users' emails with spam filtering via Barracuda Services which will also continue. All user devices have been migrated from the VDI environment and have updated Win 10/11 Pro, along with Sentinel One Antivirus and Ransomware support. Ockers will continue to manage all IT Support for the Barnstable Police Department, and we feel as if we have done our best to meet any and all expectations and have been able to provide 24/7 services for monitoring, remote, and onsite at a high-level week in and week out.
- 9. Taser Lease** - The department is requesting new Taser 10 Taser devices. We are at the end of our 5-year contract with the X2 Taser platform. The new Taser 10 has numerous advantages over our out-of-date platform including increased range, a “De-escalation” mode, and more user-friendly features that are more efficient under stress. The new Taser pricing model is a cost per officer per month fee. They no longer allow for outright purchase of new Tasers. The purchasing of these new Tasers would be a 5-year contract with the same pricing for all 5 years.

**10. Body Cameras** – The Police Department entered into a five-year contract in FY 2024 for the purchase of officer worn body cameras. Purchase included hardware, licensing, and data storage for the duration of the contract. This funding request is for the year-two project cost.

**11. Vehicle & Equipment Replacement** - This request is for five (5) new patrol vehicles at an estimated price per vehicle of \$77, 589.12. This estimate includes upfit, the mobile data terminal, MDT printer and keyboard, AED, and radar. This request is to replace police patrol vehicles which have reached the end of their useful life or have been transferred to specialty units. This request is for one (1) supervisor patrol vehicle at an estimated price per vehicle of \$85, 588.20 and includes the command post package. This request includes upfit, the mobile data terminal, MDT printer and keyboard, AED, and radar. This request is to replace the supervisor’s patrol vehicle which has reached the end of its useful life or has been transferred to a specialty unit. In addition, this agency is requesting two (2) detectives’ vehicles at an estimated price of \$77, 100. This estimate includes the low-profile emergency equipment package. This request is to replace two (2) detectives’ vehicles that have reached the end of their useful life.

## Police Department Factors Affecting FTE's

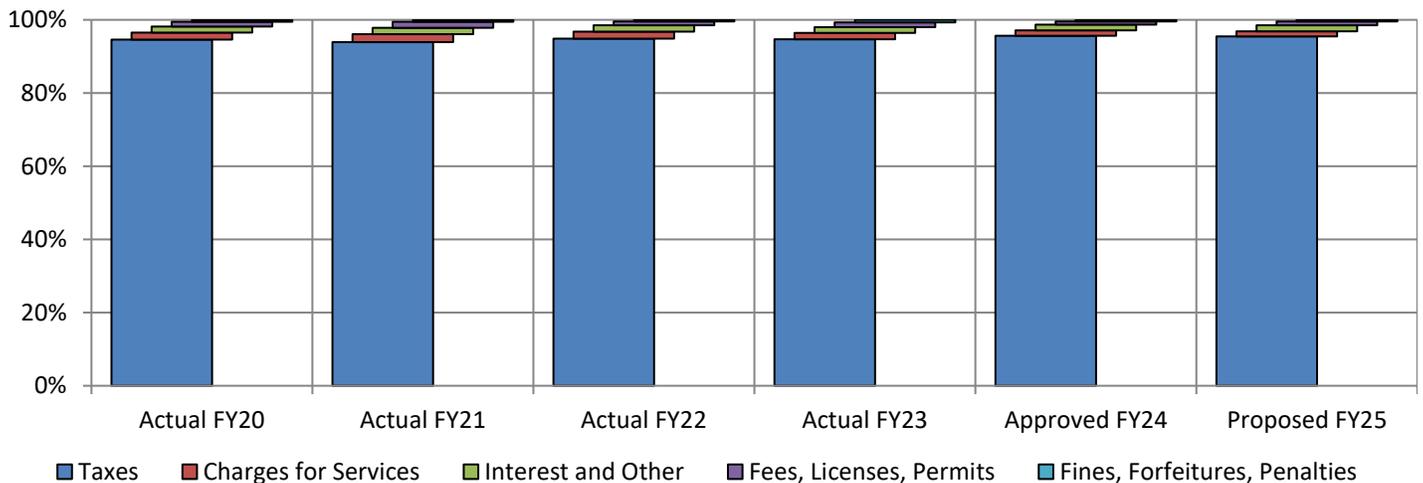
Full Time Employee History



FY 2023 includes 1 additional Telecommunications Supervisor and a part-time Outside Detail Coordinator position. The FY 2024 personnel level remains the same. FY 2025 includes the addition of two sworn Officers and the reduction of 0.80 FTE Crossing Guards.

## Police Department Factors Affecting Revenues

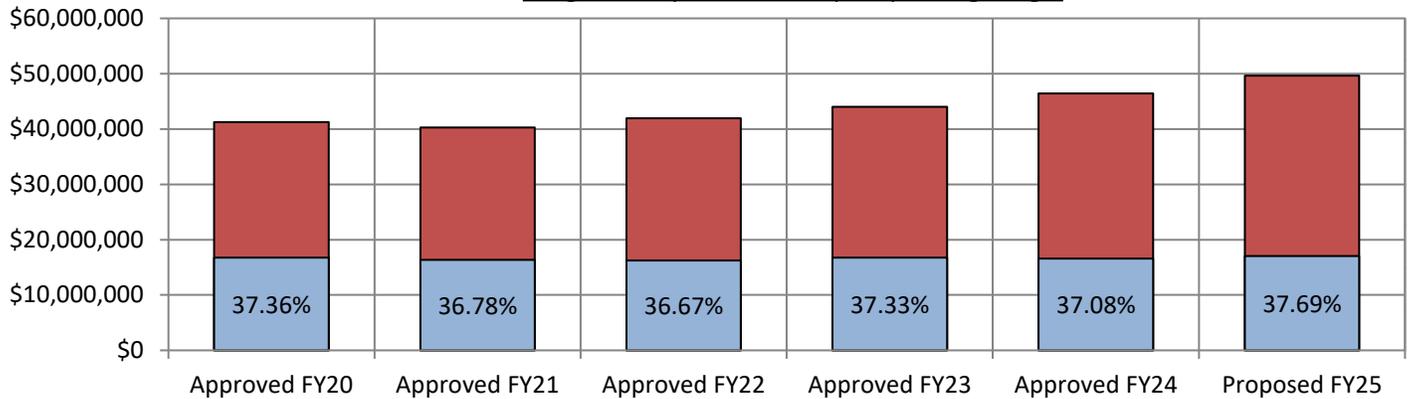
Total Sources of Funding Historical and Budgeted



Tax support accounts for 95% of total sources of funding to cover the proposed budget. This department operations also generates revenue through outside police detail reimbursements, gun and taxi permits, and alarm registration.

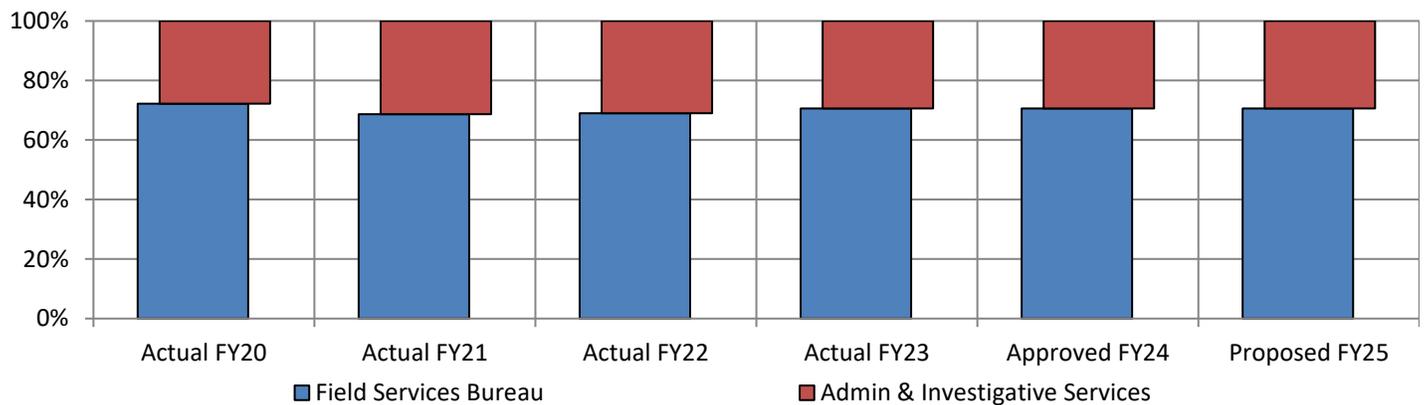
# Police Department Factors Affecting Expenditures

Budget History - % Of Municipal Operating Budget



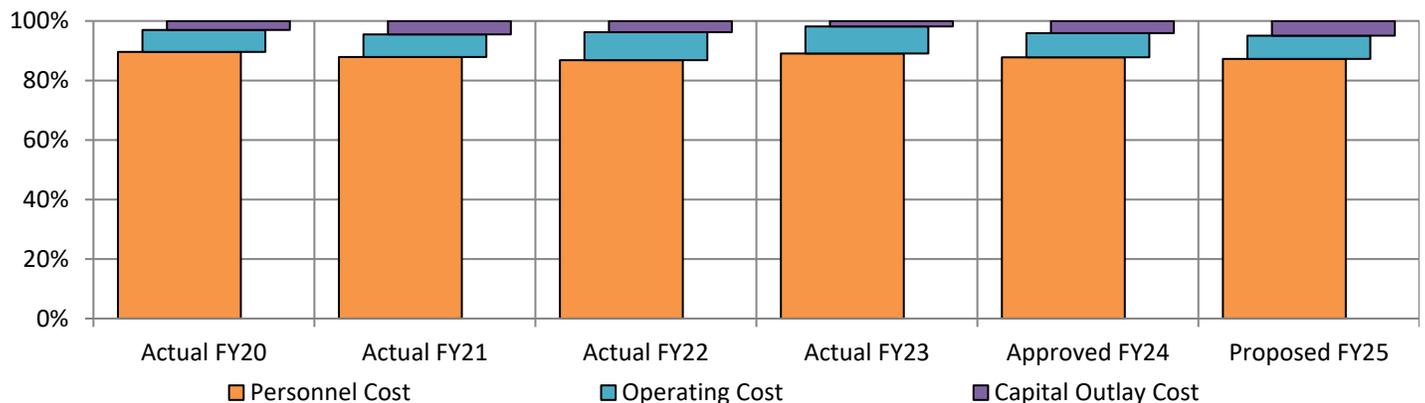
The Police Department’s budget averages 37% of Municipal operating budget. The budget has averaged an annual 3.57% increase over the last six years.

Total Expenditures By Division Historical and Budgeted



Field Services represent 71% of the Police Department proposed budget as the bulk of personnel resides within the field services bureau.

Total Expenditures By Category Historical and Budgeted



Personnel cost represents the largest component of police expenditures by category at 87%. Actual results have remained consistent over a six-year period.

# ADMINISTRATIVE & INVESTIGATIVE SERVICES BUREAU

## Purpose Statement

The Administrative & Investigative Services Bureau is committed to providing the department with leadership via the senior command staff. The Investigative Services Division is responsible for criminal investigations, victim services, youth services, prosecution, drug-related crime, the Community Impact Unit, and the Consumer Affairs Officer. The Administrative Division is responsible for training, information systems, crime analysis, finance and support services, personnel selection, volunteer services, records, evidence, licensing, alarms, vehicle maintenance, and facility maintenance.

## Program Areas



**Administrative Services Program**

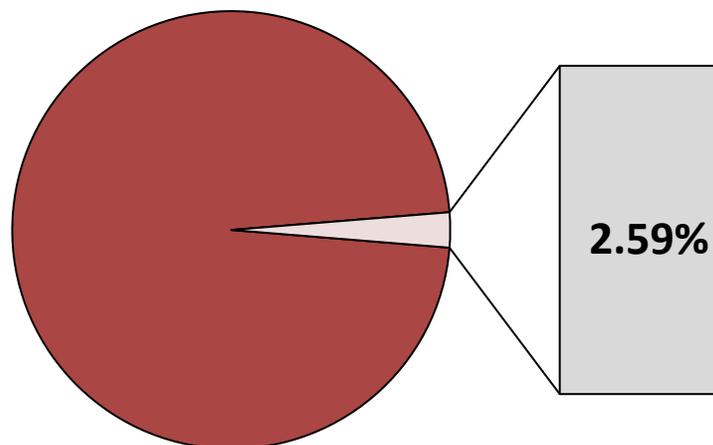


**Investigative Services Program**



**Records Program**

% of FY 2025 General Fund Budget



The Administrative & Investigative Services Bureau comprises 2.59% of the overall General Fund budget.

## Admin. & Investigative Bureau Services Provided

<http://www.barnstablepolice.com/records-division/>

The Police Department is the largest municipal department within the town. This Bureau's responsibilities include a range of clerical and administrative tasks designed to ensure the smooth operation of police functions. The primary tasks of these assistants include developing and implementing effective office procedures, responding to public inquiries, maintaining law enforcement records, and serving as a link between the Chief of Police and other law enforcement officers. This Bureau is also responsible for the maintenance, monitoring, and replacement of all fleet vehicles within the Police Department.

## Admin. & Investigative Bureau Recent Accomplishments

### Investigative Services Division

In September of 2023 the Barnstable Police Department Investigative Services Division was assigned a patrol officer to work as a Task Force Officer with the FBI Metro Boston Gang Task Force. Along with this Task Force Officer the Investigative Services Division continued the "rotating detective" position, where a patrol officer is assigned to the unit for 8 months to gain the knowledge and experience of working prolonged cases and then bring those new skills back to their duties as a patrol officer. The Investigative Services Division has also been participating in the Justice Assistance Grant "Safe Communities Initiative" with the Massachusetts State Police Detective Unit, Gang Unit, Community Action Team, and Human Trafficking Unit. Along

with the narcotic related arrests, this initiative has resulted in multiple human trafficking "stings" where individuals both living and traveling to our community for the purpose of commercial sex with adults and children, have been arrested and charged. While investigating both reactive and proactive cases the Investigative Services Division has authored and executed 146 search warrants since July 2023

### Narcotics Investigation

The Barnstable Police Department Investigative Services Division led several narcotic investigations in 2023, working collaboratively with its local, Federal, and State partners including the Barnstable Police Department Community Impact Unit (CIU), the Patrol Division, the Drug Enforcement Administration, the Federal Bureau of Investigation, the State Police Cape and Islands Drug Task Force, State Police Gang Units and State Police Community Action Team. Much of this collaboration was funded by the Justice Assistance Grant "Safe Communities Initiative" for 2023 to address community-based criminal activity related to gang violence, firearms offenses, and narcotics distribution. With an increase in the availability of crack cocaine, the Barnstable Police were able to identify and twice apprehend a significant off Cape source of supply for cocaine, seizing over a ½ kilogram and later a large amount of fentanyl disguised as prescription medication.

### Digital Forensics Investigations

The Barnstable Police Department Investigative Services Division continued to utilize the Digital Forensics & Investigations Unit to assist with narcotic investigations, sexual assaults, property crimes, and violent crimes to include stabbings and shootings. The unit has conducted 22 cell phone extractions and processed 375 cell tower records since July 1, 2023. Along with processing and analyzing cell phones and cell tower records the unit continued to support proactive initiatives and investigations with new technologies.



## **Admin. & Investigative Bureau Recent Accomplishments (Continued)**

### **Community Services Division**

The Community Services Division (CSD) represents the Department in non-traditional ways and provides critical community engagement through cultivating meaningful relationship with our community. The CSD includes the Community Impact Unit, School Resource Officer Unit, Hyannis Youth & Community Center Officer, and the Summer and Winter Community Service Officers.

### **School Resource Officers**

In 2023 we established the Barnstable Police Comfort Dog Foundation are excited to begin the process of adopting the Department's first comfort dog. The costs for procuring the dog and its training will be donated. The Foundation will conduct fundraising events to cover other costs associated with our Comfort Dog program.

The School Resource Officers, Adopt-A-School Officers and Hyannis Youth and Community Officer work closely with our youth population. Their passion and dedication to this community is unparalleled. In addition to fostering positive relationships with students and staff in our schools and the HYCC, they also conduct safety response training at all of our schools and for local organizations teach social media safety and substance abuse awareness classes for students, staff, and parents.

At Barnstable High School, the SRO team conducts classes for distracted and impaired driving awareness, teaches classes on healthy dating relationships, educates parents through use of the Hidden in Plain Sight mobile training lab, and organizes student police academies.

In addition to mandated annual in-service training, the SROs also receive training on autism awareness, bomb threats and swatting calls and response, crisis negotiations, school crisis reunification, and Youth Crisis Intervention. Members of the unit also attended the 2023 International Chiefs of Police Conference. Over the last year the SROs helped collect over 3,000 toys for the Toys-for-Tots Program, participated in the Town's Back to School and Holiday Shop-With-A -Cops events, collected winter coats and backpacks for over 150 students, and conducted child car seat installations and checks.

### **Community Impact Unit**

The Community Impact Unit (CIU) consists of a Sergeant, three officers, and the Summer and Winter Community Service Officers. For their dedication to improving the quality of life for all members of our community, the CIU was awarded the 2023 Hyannis Main Street Business Improvement District Citizens Award. During the past year they partnered with the BPD Detective Division and the Massachusetts State Police on a coordinated narcotics investigation. The investigation resulted in numerous arrests and the seizure of over ½ kilo of narcotics and made a direct impact on the street level narcotics trade in Hyannis.

The CIU conducts weekly outreach meetings with its public and private partners and hosts monthly Community Crisis Intervention with participation from over 20 public and private partners. Additionally, the CIU collaborates with Cape Cod Hospital and the courts to ensure that jail diversion efforts are accomplished and that persons in crisis receive appropriate treatment. The CIU work closely with the DPW to monitor and remove homeless encampments as necessary.

### **Other events and achievements:**

The CSD also participates in the following community-based programs: Unity Day, BPD Kids Day, Youth Substance Abuse Forum, Barnstable Youth Commission, BHS/BPD Internship Program, Barnstable Youth Job Fair at HYCC, YMCA Y Achievers, and the Massachusetts Juvenile Police Officers Association Conference.

# Admin. & Investigative Bureau Recent Accomplishments (Continued)

## Police Records

<http://www.barnstablepolice.com/records-division/>

The Records Division has been working with the Town of Barnstable Information Technologies Department to develop and implement ways to streamline the Alarm Registration process to be more user friendly, convenient and efficient for the 2025-2026 registration period.

The Departments participation in the DEA's semi-annual prescription medication take back event in October yielded a total of 538 lbs. of prescription medication collected and safely destroyed. Residents are encouraged to remove unneeded medications from their homes as a measure of preventing medication misuse. A prescription medication collection kiosk is located in the lobby of the Barnstable Police Department and is available to the public 24 hours a day.

For assistance with records, residents have the option of visiting the customer service window in person or contactless service by dropping off paperwork or requests for service in our convenient mailbox located in the lobby, via email or telephone. Our website continues to be a tremendous resource for forms, applications, and payment options.

## Training

The importance of training cannot be overstated. The Barnstable Police Department is committed to ensuring that officers are provided training opportunities that will allow members to provide exceptional service to the community and ensure ongoing professional development.

Training FY24 included:

- ✓ All sworn officers completed driver safety training.
- ✓ The department completed a yearlong harassment prevention course.
- ✓ All sworn officers completed an in-house tactical movement course which had never been done department wide before.
- ✓ Records Staff was trained in a variety of topics.
- ✓ 10 officers were able to attend the International Association of Chiefs of Police Conference.



**Police Swearing In**

- The firearms unit began training officers on red dot optics.
- 9 Supervisors attended the FBI LEEDA Executive Leadership Course.
- 3 new dispatch leads were trained in a Communications Center Supervisor course.
- 10 Officers attended Crime Tracer Training, the Commonwealth's Fusion Center database.



**Barnstable Police Cruiser**

## **Admin. & Investigative Bureau FY 2024 Goals and Results**

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

1. Explore Implementation of Body-Worn Cameras. **(SP: Public Health & Safety)**  
**STATUS: COMPLETED**
2. With the signing of the 'Police Reform' legislation by Governor Baker in December of 2020, the Commonwealth let it be known that they would be creating a Division of Police Certification to establish minimum standards for all law enforcement agencies. Although that Division has yet to be formed by the state, the Barnstable Police Department has set a goal to become Certified by the private Massachusetts Police Accreditation Commission (MPAC) in FY24. The MPAC Certification Program currently consists of 159 selected standards that impact officer and public safety and generally promote operational efficiency throughout the agency. MPAC's certification of a department is considered a defining achievement of success for an agency, as it is a professional measure of established best practices from around the nation. Sworn and Civilian members of the BPD look forward to working together to attain this worthwhile goal to better serve the citizens of Barnstable.  
**(SP: Public Health & Safety)**  
**STATUS: ONGOING**
3. Successfully recertify eligible officers through POST by required date in 2023. **(SP: Public Health & Safety)**  
**STATUS: COMPLETED**
4. Seek out grant opportunities to help fund department initiatives and equipment as appropriate. **(SP: Public Health & Safety)**  
**STATUS: COMPLETED (COPS Grant; Byrne Grant; EMPG Grant; MRS Grant)**

## **Admin. & Investigative Bureau FY 2025 Goals and Objectives**

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1. Explore Implementation of Body-Worn Cameras. **(SP: Public Health & Safety)**
2. Explore removing the Barnstable Police Department from Civil Service. **(SP: Public Health & Safety)**
3. Complete Massachusetts Police Accreditation Commission (MPAC) certification program. **(SP: Public Health & Safety)**
4. To continue to cultivate a diverse workforce reflective of the Community we service. **(SP: Public Health & Safety)**

## Admin. & Investigative Bureau Budget Comparison

Admin & Investigative Services Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$4,314,044	\$4,836,934	\$4,610,882	\$5,116,583	\$505,701	10.97%
Fees, Licenses, Permits	126,289	58,153	61,000	118,000	57,000	93.44%
Charges for Services	288,608	164,938	250,000	270,000	20,000	8.00%
Interest and Other	2,467	1,329	1,500	1,000	(500)	-33.33%
<b>Total Sources of Funding</b>	<b>\$4,731,407</b>	<b>\$5,061,354</b>	<b>\$5,066,278</b>	<b>\$5,505,583</b>	<b>\$439,305</b>	<b>8.67%</b>

Expenditure Category						
Personnel	\$2,988,960	\$2,980,455	\$2,989,641	\$3,141,304	\$151,663	5.07%
Operating Expenses	1,450,000	1,384,451	1,380,189	1,443,742	63,553	4.60%
Capital Outlay	292,447	696,448	696,448	920,537	224,089	32.18%
<b>Total Appropriation</b>	<b>\$4,731,407</b>	<b>\$5,061,354</b>	<b>\$5,066,278</b>	<b>\$5,505,583</b>	<b>\$439,305</b>	<b>8.67%</b>

### Summary of Budget Changes

The Administrative & Investigative Bureau's proposed FY 2025 budget increased by \$439,305, or 8.67% from the approved FY 2024 budget. Personnel budget change includes contractual obligations, increased overtime, and the department's annual training needs. Operating budget change includes anticipated increases in technology and training bundle. This budget also includes the annual patrol vehicle replacements and IT hardware purchases.

Admin & Investigative Services		FY 2024	FY 2025	Change
Job Title	FY 2023			
Administrative Assistant	2.00	2.00	2.00	-
Admin. Asst. to Detective Division	1.00	1.00	1.00	-
Alarm Administrator/Records Analyst	1.00	1.00	1.00	-
Asst. Records Property Supervisor	1.00	1.00	1.00	-
Chief of Police	1.00	1.00	1.00	-
Confidential Assistant to Chief	1.00	1.00	1.00	-
Deputy Chief	1.00	1.00	1.00	-
Detective	8.00	8.00	8.00	-
Dir. of Finance & Support Services	1.00	1.00	1.00	-
Victim Services/Special Prosecution	1.00	1.00	1.00	-
Financial Coordinator	1.00	1.00	1.00	-
Lieutenant	1.00	1.00	1.00	-
Mechanic	2.00	2.00	2.00	-
Records/Property Supervisor	1.00	1.00	1.00	-
Sergeant	2.00	2.00	2.00	-
<b>Full-time Equivalent Employees</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>-</b>

# Admin. & Investigative Services Bureau Factors Affecting FTE's

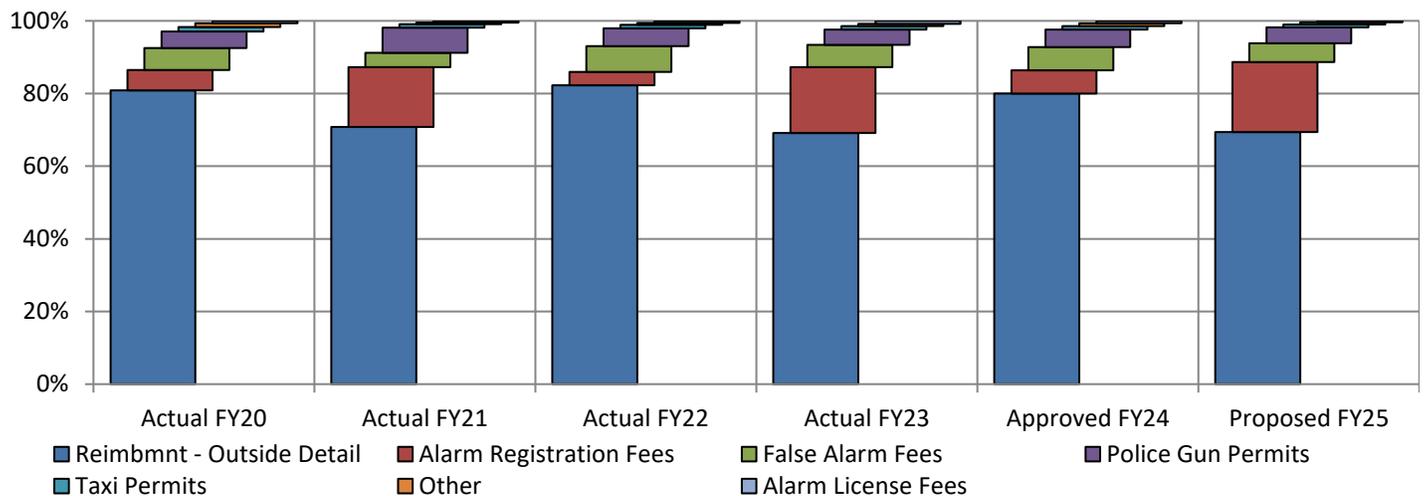
Bureau Full Time Employee History



FY 2025 – no proposed changes to full-time employees.

# Admin. & Investigative Services Bureau Factors Affecting Revenues

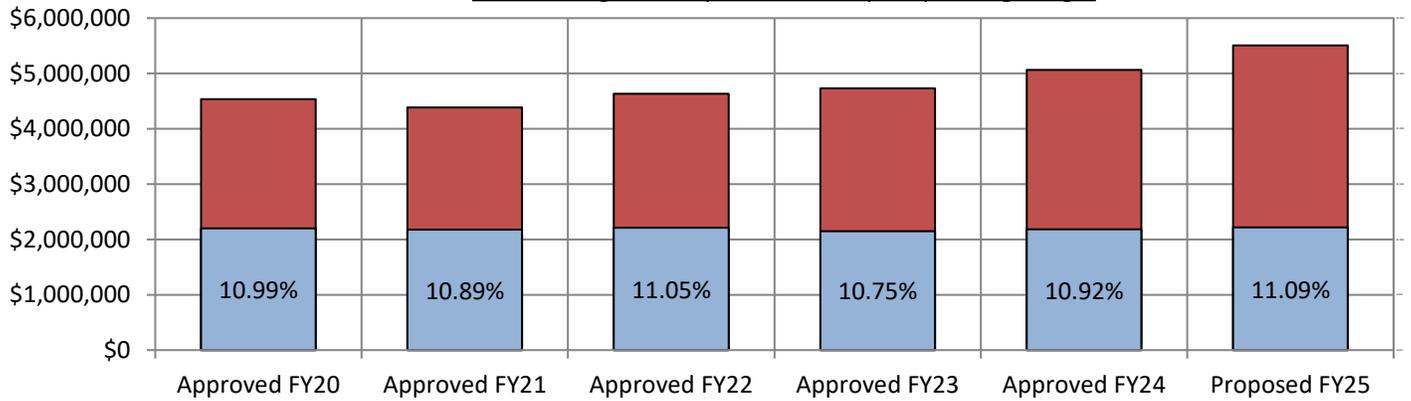
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Taxes provide 92% of total sources of funding for the proposed budget. Excluding taxes, reimbursements for outside detail provides 69%, alarm registration fees 19%, false alarms 5%, and police gun permits 4%.

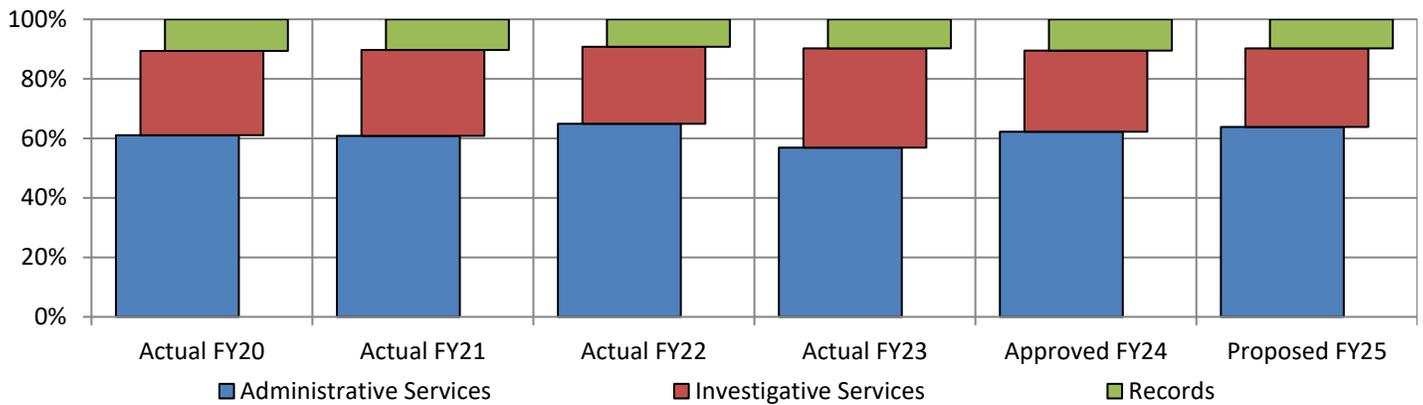
# Admin. & Investigative Services Bureau Factors Affecting Expenses

Bureau Budget History - % Of Municipal Operating Budget



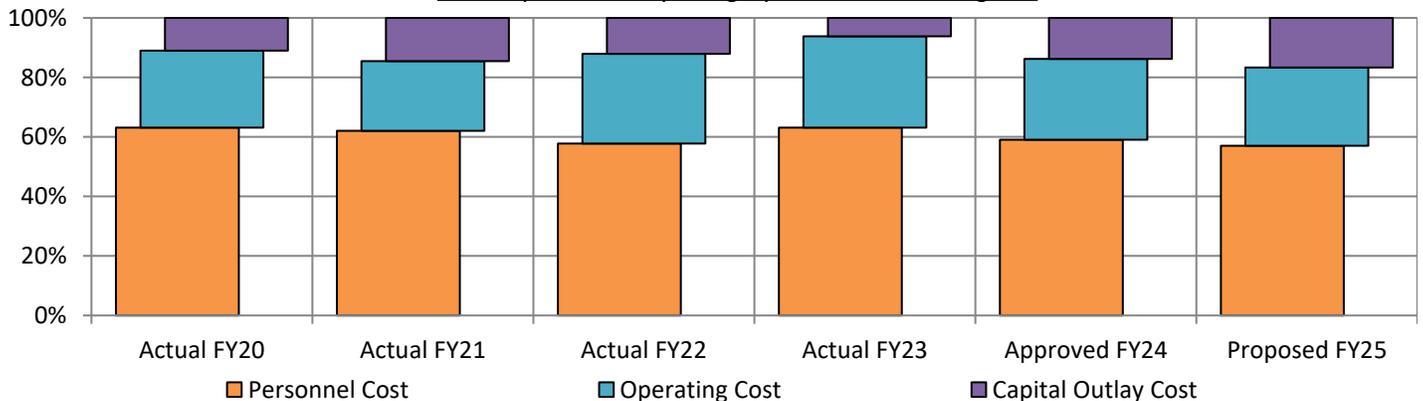
This budget has increased 3.57% annually on average over a six-year period. This budget averages 10.95% of total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



The bureau's programs are allocated Administration 64%, Investigations 26%, and Records 10% of the proposed budget.

Total Expenditures By Category Historical and Budgeted



Personnel cost accounts for 57% of the proposed budget followed by operating 26%, and capital outlay at 17%.

# Admin. & Investigative Bureau Services Provided

## Administrative Services Program

Administrative Services, under the direction of a Deputy Chief, provides the Department with leadership and support in a variety of functional areas including personnel selection, information technology, and training. The Executive Services function, under the leadership of a Lieutenant, is responsible for the professional standards function as well as policy development and review and public information. All Communications, Emergency Management and Facility Supervision and Maintenance likewise in Administration and is the responsibility of the Deputy Chief of Field Services. Finance/Budget-related responsibilities are managed by the Finance & Support Services Director in addition to Grant-Writing/Grant Maintenance as well as oversight of Support Services.

- Professional Standards is responsible for the investigation of allegations of misconduct by members of the Police Department;
- Personnel Selection is responsible for the recruitment, investigation, and selection of new police officers. This unit coordinates and monitors medical, psychological, and physical testing for police candidates. Personnel Selection also conducts background investigations on all civilian employees of the Department.

- Police officers volunteer their time for a Police Explorer's Program that meets at the police facility.
- Training provides for the development of in-service training programs trainings related to legal updates, leadership, use of force and de-escalation, and other areas critical for professional development, succession planning, as well as agency and officer wellness.
- The Motor Vehicle Maintenance area is responsible for the repair and upkeep of the Department's motor vehicles, motorcycles, and
- Volunteer Services utilizes graduates of the Citizen's Police Academy to serve as greeters at the Main Station and Hyannis Substation.
- Information Technology is responsible for programming, maintenance, and user support of all computer systems in the police facility and in all police vehicles.

Administrative Services Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$2,271,998	\$2,948,975	\$2,696,445	\$3,123,058	\$426,613	15.82%
Fees, Licenses, Permits	126,289	58,153	61,000	118,000	57,000	93.44%
Charges for Services	288,608	164,938	250,000	270,000	20,000	8.00%
Interest and Other	2,467	1,329	1,500	1,000	(500)	-33.33%
Reserves	-	-	142,896	-	(142,896)	-100.00%
<b>Total Sources of Funding</b>	<b>\$2,689,362</b>	<b>\$3,173,395</b>	<b>\$3,151,841</b>	<b>\$3,512,058</b>	<b>\$360,217</b>	<b>11.43%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$960,254	\$1,126,642	\$1,138,022	\$1,210,597	\$72,575	6.38%
Operating Expenses	1,436,661	\$1,350,305	1,317,371	1,380,924	63,553	4.82%
Capital Outlay	292,447	696,448	696,448	920,537	224,089	32.18%
<b>Total Appropriation</b>	<b>\$2,689,362</b>	<b>\$3,173,395</b>	<b>\$3,151,841</b>	<b>\$3,512,058</b>	<b>\$360,217</b>	<b>11.43%</b>

# Admin. & Investigative Bureau Services Provided (Continued)

## Records Program

Records Program is responsible for the processing of all incident/accident/arrest reports to allow retrieval in a variety of formats. The Records Unit processes all firearm and hackney licenses within the Town of Barnstable.

- Evidence Preservation and Accountability is responsible for the processing, submitting for analysis and safekeeping of all evidence, drugs and property that come into possession of the department;
- The Daily Public Log is available on our website at [www.barnstablepolice.com](http://www.barnstablepolice.com) under Resources/Daily Public Log.
- Licensing and Permits investigates the suitability of issuing licenses to persons applying for firearms, taxi and other licenses;
- The Division maintains an active database of all sex offenders living and working in the Town of Barnstable. The Department disseminates all information regarding Level 3 Sex Offenders, including posting on our website. [www.barnstablepolice.com](http://www.barnstablepolice.com).



*Commendation – Officers Gardiner & Gustafson*

- Alarm Administration provides for the registration of all alarms in both private residences and businesses in order to reduce the number of false alarm dispatches.
- The Division ensures the timely processing and production of the records requested through Freedom of Information Act (FOIA) Requests.

Records Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$461,117	\$438,072	\$530,379	\$536,526	\$6,147	1.16%
<b>Total Sources of Funding</b>	<b>\$461,117</b>	<b>\$438,072</b>	<b>\$530,379</b>	<b>\$536,526</b>	<b>\$6,147</b>	<b>1.16%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$447,778	\$407,472	\$479,379	\$485,526	\$6,147	1.28%
Operating Expenses	13,340	\$30,600	51,000	51,000	-	0.00%
<b>Total Appropriation</b>	<b>\$461,117</b>	<b>\$438,072</b>	<b>\$530,379</b>	<b>\$536,526</b>	<b>\$6,147</b>	<b>1.16%</b>

## Admin. & Investigative Bureau Services Provided (Continued)

### Investigative Services Program

The Investigative Services Program falls under the supervision of a Detective Lieutenant. Those functions include a Narcotics Unit, a General Investigations Unit, Juvenile Services, an Arson Investigator, Sexual Assault Investigators, and a Domestic Violence Detective. The focus of the Investigative Services Bureau is the investigation of serious crimes including, but not limited to, homicides, assaults, sexual assaults, robberies, burglaries, narcotics trafficking, weapons (gun) violations, larcenies, and identity fraud. The Bureau accomplishes its work through a number of functional areas as follows:

- A Detective Sergeant supervises the day-to-day operations of General Investigations Unit and is responsible for the investigation of all felony and serious crimes;
- Narcotics and Vice Control Unit is responsible for the investigation of drug offenses and conditions that may promote crime. A Detective Sergeant supervises the day-to-day operations of this unit;
- Victim Services coordinates the department's response to incidents of domestic violence, victims of other incidents and assists victims in obtaining support services;
- The Prosecution Unit of the Police Department is responsible for the preparation and presentation of all cases on the District Court level. This not only includes over two thousand arrests per year but also motor vehicle citation hearings, show cause hearings, warrant applications, summons and alcohol commitments. The Prosecution Unit includes a Sergeant and a Detective, who act as the Department's liaison, and maintain an effective working relationship scheduling and coordinating all cases with the Court, District Attorney's Office, defense attorneys, and witnesses. The unit assures that police officers are notified of pending cases and manages discovery compliance;
- The Computer Forensic Technology Lab tests and preserves evidence relative to crimes committed in which technology was utilized to assist in the crime (cell phones, computers, etc.).

Investigative Services Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$1,580,928	\$1,449,886	\$1,384,058	\$1,456,999	\$72,941	5.27%
<b>Total Sources of Funding</b>	<b>\$1,580,928</b>	<b>\$1,449,886</b>	<b>\$1,384,058</b>	<b>\$1,456,999</b>	<b>\$72,941</b>	<b>5.27%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$1,580,928	\$1,446,341	\$1,372,240	\$1,445,181	\$72,941	5.32%
Operating Expenses	-	\$3,545	11,818	11,818	-	0.00%
<b>Total Appropriation</b>	<b>\$1,580,928</b>	<b>\$1,449,886</b>	<b>\$1,384,058</b>	<b>\$1,456,999</b>	<b>\$72,941</b>	<b>5.27%</b>

# FIELD SERVICES BUREAU

## Purpose Statement

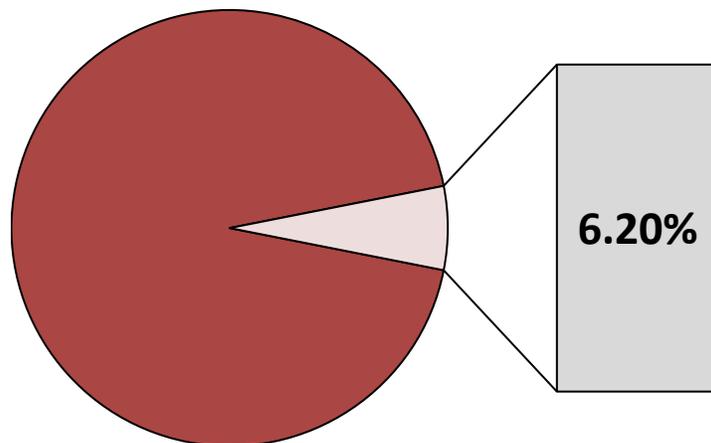
The Field Services Bureau is responsible for delivering proactive, effective, and professional police services to our community. Through collaborative efforts and partnerships, we are the guardians of life, property, and constitutional rights of all. We pursue justice with compassion and respect for all citizens. We work in cooperation with our community to improve the quality of life through investigating and reducing crime, problem-solving, and participating in multiple and diverse community policing initiatives. Our officers work diligently to detect crime and apprehend perpetrators while, at the same time, they demonstrate humanity and empathy to victims of crime. We know that our greatest asset is our personnel and our greatest strength is our partnership with the community.

## FIELD SERVICES



Officers of the Field Services Bureau

% of FY 2025 General Fund Budget



The Field Services Bureau comprises 6.20% the total General Fund budget.

## Field Services Bureau Services Provided

### Field Services Bureau

The patrol force consists of three patrol shifts, lock-up oversight, and several specialty units including the marine unit, mountain bike unit, traffic unit, canine unit and SWAT team. The Field Services Bureau also includes the Public Information Office, Emergency Preparedness, and Telecommunications (Dispatch). The SWAT team is responsible for serving high-risk warrants and responding to emergencies including hostage or barricade situations and active shooter events. The Emergency Preparedness function works with all Town, State and Federal Agencies, Public Utilities and the American Red Cross for disaster preparedness, response, and mitigation. The Public Information Office is responsible for relaying accurate and timely information and news updates to the media.

The Patrol Force, under the command of the Deputy Chief of Field Services, is divided into three watches. Each watch is under the command of a Lieutenant. The major function of patrol is crime prevention and suppression. The Town of Barnstable has been geographically divided into six patrol sectors. Officers are assigned to the sectors bases on shift strength and the needs of that particular sector.

The Patrol Division has a variety of areas of responsibility including:

- Three K-9 units providing for tracking purposes and drug detection;
- The Traffic Unit works full time with the specific goal of safety on our roadways;



**Members of Regional SWAT from Barnstable Police**

- The Marine Unit is responsible for patrolling and safeguarding the waterways of the Town of Barnstable;
- The Mountain Bike Unit is responsible for high visibility patrol coverage throughout the downtown Hyannis area during the warmer months, and;
- The Field Training Unit has the heavy responsibility of training all new recruits upon their graduation from the academy and ensuring that they are qualified before being released.

# Field Services Bureau Recent Accomplishments

## Traffic Division

The Barnstable Police Department Traffic Division oversees the safety along our community's 461 miles of roadway within our seven villages. The primary functions of the Traffic Division include enforcement, roadway construction management, educational activities directed toward reducing crashes and the performance of general and technical crash investigations. The Barnstable Police Traffic Division is constantly exploring and implementing new and innovative methods to improve traffic safety and decrease serious injury/fatal crashes. Through enforcement, education and engineering; we strive to make our community's roadways a safer environment to travel. The Barnstable Police Department strives to include everyone in our community to be a traffic safety advocate.



## **Motorcycle Unit**

### FY24 Traffic Division Accomplishments

Successfully completed our first full fiscal year of traffic enforcement packages (TEP). A TEP is initiated through either a citizen complaint, a location identified by our Records Analyst, or by a Patrol Division concern. Through various sources of data, the TEP is for implemented by the Traffic Division, with follow-up enforcement by the Patrol Division. During FY24, 468 TEP's were completed in the Town of Barnstable.

Successfully managed and completed the 3<sup>rd</sup> awarded year of the Massachusetts Road Safety Grant that included 126 deployments. This grant consisted of additional roadway enforcement in the following areas: distracted driving, click-it-or-ticket, speeding enforcement (Summer & Winter); and impaired operation. The Department has been awarded the same grant for FY25.

Successfully completed the first full year of week collaborative discussion groups involving the Town of Barnstable Department of Public Works and their Divisions, construction companies and other stakeholders for the purpose of creating, implementing, and modifying traffic management plans for all roadway construction activities within the Town of Barnstable.

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Successfully completed the first year with a Traffic Division Detail Coordinator. The Detail Coordinator is responsible for managing 7,996 traffic details during this first year. This new position has helped to strengthen working relationships with all vendors; create and implement an on-line detail request system; and create an on-line detail payment method through Uni-Pay. Trained other Cape Law Enforcement agencies on the use of the Detail Tracking System.

Successfully completed first year of commercial vehicle enforcement (weights & measures) while actively collaborating with commercial companies by means of educational opportunities to clarify Massachusetts Department of Transportation requirements and responsibilities relative to commercial vehicles. Education was also made available in Spanish and Portuguese.

The Traffic Division Radar Trailers were deployed to 156 locations where speeding was a concern.

The Traffic Division Signboards were deployed to 52 locations for the purpose of community event messaging and Massachusetts Department of Transportation updates.

The Traffic Division oversaw safety/security collaborations with various municipal and private organizations during 34 licensed Town events and 22 unanticipated events during the fiscal year.

The Barnstable Police Department Traffic Division completed 10 Accident Reconstructions for fatal motor vehicle crashes and/or motor crashes involving serious bodily injury.

### **Citizens Police Academy Session**

In 2023, the Barnstable Police Department held two sessions of our CPA, the 33<sup>rd</sup> Session was held from March through May, and the 34<sup>th</sup> Session was held from September through November. The Citizen's Police Academy is an intensive, interactive, ten-week course which allows residents to gain a better understanding regarding the fair and professional policing that takes place in the Town of Barnstable each and every day. The goal of the CPA is to educate the participants and create partnerships and establish trust with all members of the community that we serve. Throughout the ten-week course, participants hear about two different aspects of the Department each week, they hear from a variety of speakers including the Chief of Police, District Attorney, both State Representatives, the Barnstable County Sheriff, and a variety of officers that speak on a number of topics. These topics include the Detective Unit, Prosecution Unit, SWAT Team, K-9 Unit, Traffic Unit, Records Division, Community Impact Unit, Firearms Unit, and many more. Participants are also able to take a tour of the House of Correction, go to the firearms range, experience a ride along with a police officer during their shift, and attend a graduation ceremony at Town Hall. During the two sessions we hosted in 2023, over sixty residents were able to see first-hand how the Barnstable Police Department operates on a daily basis.

### **Marine Unit**

Also, in 2023 our Marine Unit was fortunate to receive a 31' Safeboat from the Barnstable County Sheriff's Department. Additionally, ten officers from the marine unit attended a five-day operator's class taught by the Massachusetts Environmental Police. This boat, as well as the training, will greatly enhance the Barnstable Police Department's ability to respond to emergencies on the water and enforce maritime laws, thus making it safer for residents and visitors alike who enjoy spending time on the water for commercial or personal purposes, or as a means of travel to the islands. The boat, named in honor of Sgt. Sean Gannon, is a Cape Law Enforcement Council resource used by the regional maritime response team. The boat and Marine Unit were called up to Support Police Operations in Provincetown for Carnival and Wellfleet for Oysterfest.

## Field Services Bureau FY 2024 Goals and Results/Progress

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

### Short-Term:

1. Continue to work collaboratively with other units and agencies to ensure that our villages are safe and orderly places for residents and visitors alike.

**STATUS: COMPLETED**

2. Increase traffic safety of roadways and deter motor vehicle violations through education and enforcement throughout Town.

**STATUS: COMPLETED**

3. Provide officers an opportunity to engage in specialty assignments during shift such as marine patrol, mountain bike patrol, and traffic enforcement that enhances public safety and encourages job enrichment as appropriate.

**STATUS: COMPLETED**

4. Recertify eligible bureau officers through POST by the required date in 2023.

**STATUS: ONGOING**



**Barnstable Police – Kids Day**

## Field Services Bureau FY 2025 Goals and Objectives

### Short-Term:

1. Implement a training for Civilian Town Employees relative to Response to Active Shooter Incidents.
2. Continue to seek grant funding for Traffic Control.
3. Continue to seek grant funding for proactive prevention of street crime activity.
4. To better utilize available data to inform our patrol response.
5. Work collaboratively with the Community in order to identify and address quality of life issues.
6. Enhance programs to support officer wellness

# Field Services Bureau Budget Comparison

Field Services Bureau Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$10,906,964	\$11,049,967	\$11,713,896	\$12,742,745	\$1,028,849	8.78%
Fines, Forfeitures, Penalties	110,046	85,654	76,000	81,000	5,000	6.58%
Fees, Licenses, Permits	81,100	130,550	80,000	80,000	-	0.00%
Interest and Other	250,787	260,729	270,000	300,000	30,000	11.11%
<b>Total Sources of Funding</b>	<b>\$11,348,898</b>	<b>\$11,526,900</b>	<b>\$12,139,896</b>	<b>\$13,203,745</b>	<b>\$1,063,849</b>	<b>8.76%</b>

Expenditure Category						
Personnel	\$11,340,049	\$11,504,396	\$12,109,891	\$13,173,740	\$1,063,849	8.78%
Operating Expenses	8,848	\$22,504	30,005	30,005	-	0.00%
<b>Total Appropriation</b>	<b>\$11,348,898</b>	<b>\$11,526,900</b>	<b>\$12,139,896</b>	<b>\$13,203,745</b>	<b>\$1,063,849</b>	<b>8.76%</b>

## Summary of Budget Changes

The Field Services' proposed FY 2025 budget increased by \$1,063,849 or 8.76% from the approved FY 2024 budget. Personnel budget change includes contractual obligations and overtime increases.

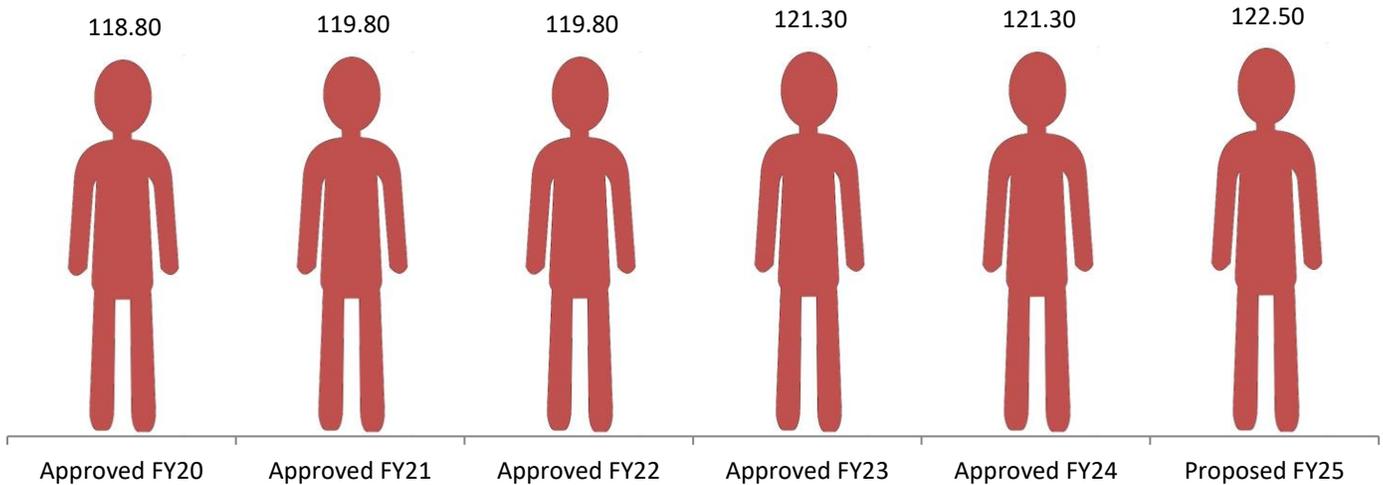
Job Title	FY 2023
Crossing Guard	0.80
Deputy Chief	1.00
Detective	1.00
Lieutenant	5.00
Outside Detail Coordinator	0.50
Patrol Officer	80.00
Sergeant	18.00
Telecomm. Specialist/Jail Assistant	15.00
<b>Full-time Equivalent Employees</b>	<b>121.30</b>

FY 2024	FY 2025	Change
0.80	-	(0.80)
1.00	1.00	-
1.00	1.00	-
5.00	5.00	-
0.50	0.50	-
80.00	82.00	2.00
18.00	18.00	-
15.00	15.00	-
<b>121.30</b>	<b>122.50</b>	<b>1.20</b>



## Field Services Bureau Factors Affecting FTE's

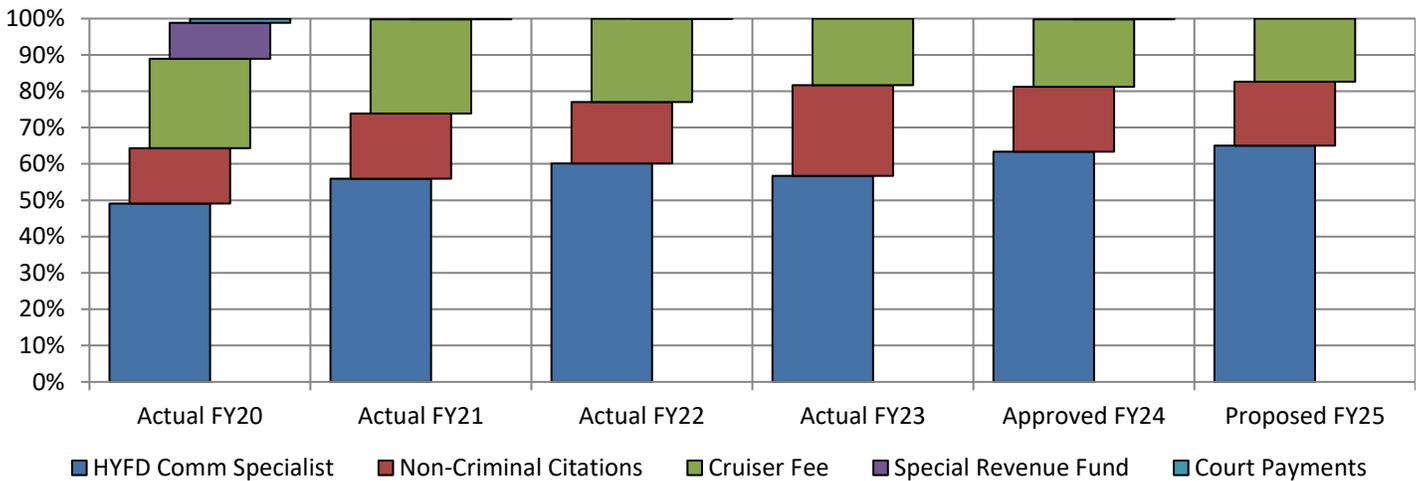
Bureau Full Time Employee History



FY 2025 includes 2 additional Patrol Officers and the reduction of 0.80 FTE Crossing Guard positions.

## Field Services Bureau Factors Affecting Revenues

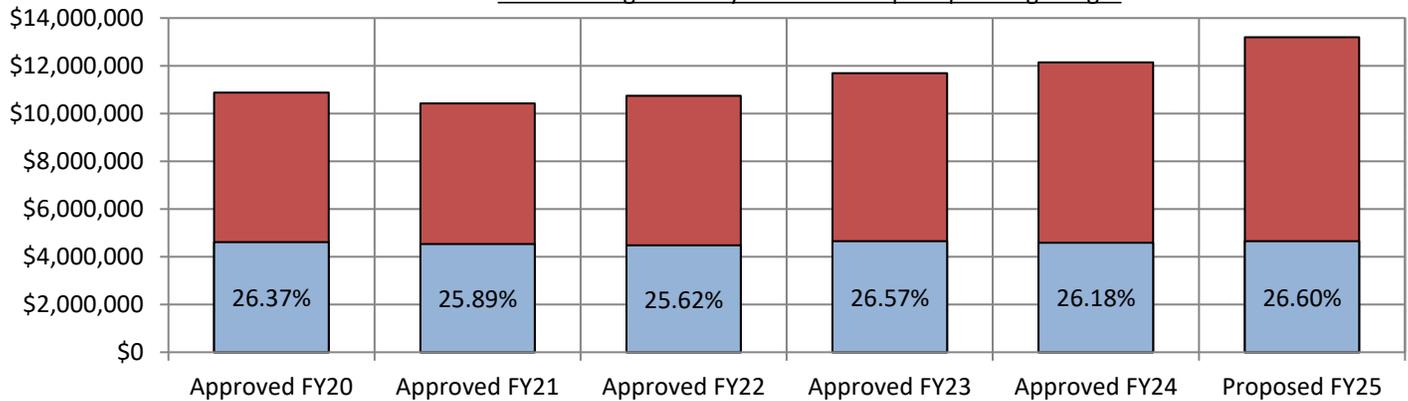
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Tax support provides 96.5% of the funding for this bureau's proposed budget. The remaining balance is covered by reimbursements from the Hyannis Fire District shared agreement, non-criminal citations, and cruiser fees.

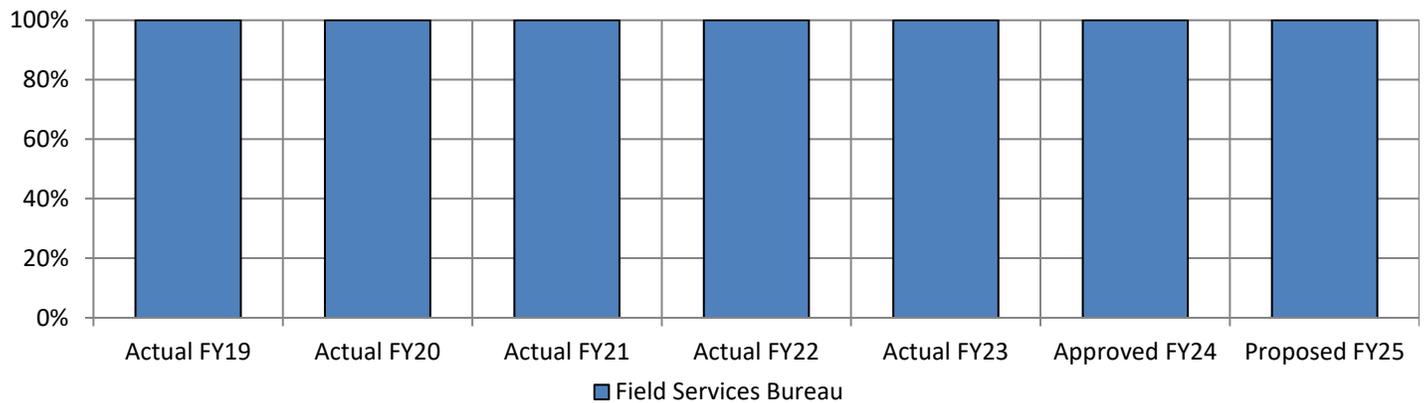
# Field Services Bureau Factors Affecting Expenses

Bureau Budget History - % Of Municipal Operating Budget



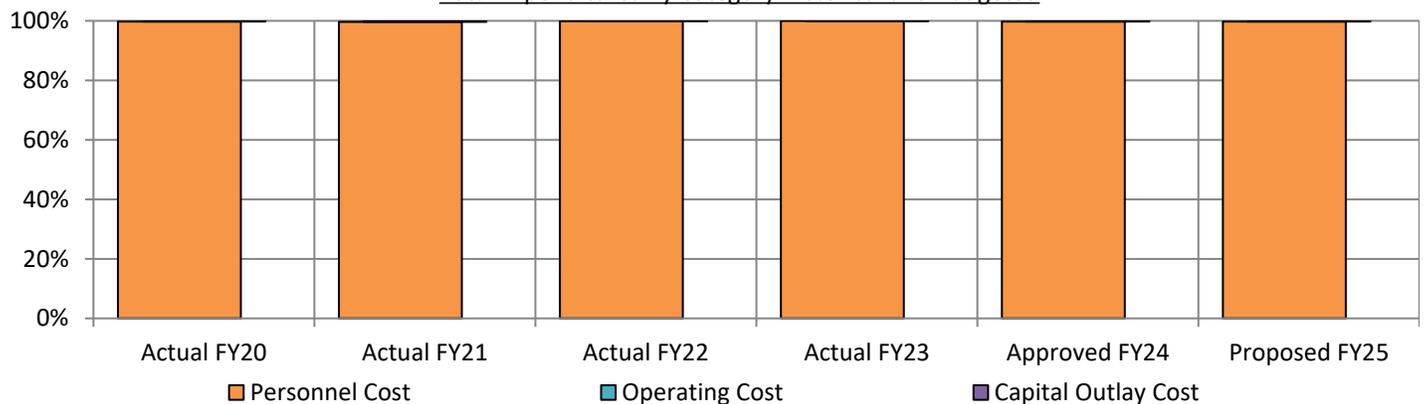
The Field Services budget has increased 3.57% annually on average over a six-year period. This budget averages 26.2% of the municipal operating budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



Field Services Bureau is a standalone division with no segregate programs.

Total Expenditures By Category Historical and Budgeted



Personnel cost accounts for 99% of the proposed budget followed by operating at 1%.

# Workload Indicators

## Administration & Investigative Services Bureau

Key Outcome Measures	Benchmark	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Target	FY2025 Target
To continue to increase the number of jail diversions of individuals encountered by the Community Impact Unit	1,110	824	1,499*	875	1,100	1,300

\*Data reflects a large number of Jail Diversions in comparison to previous year due to large group activities resulting in multiple jail diversions to one response.

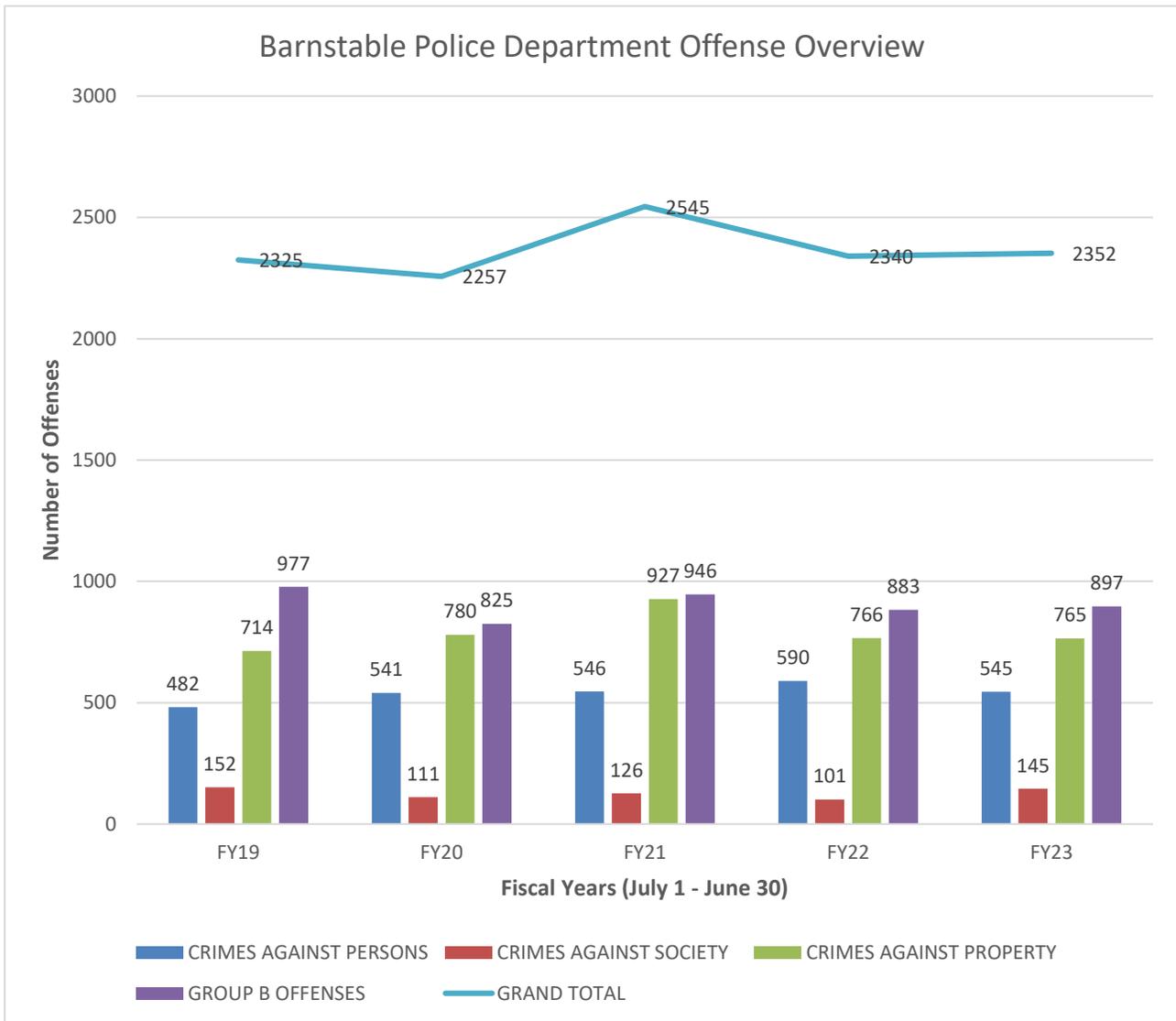
Workload Indicators	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Firearms Licenses Processed	864	951	1,046
Taxi/Limousine Licenses Issued	101	112	123
Processed Arrest/Incident/Accident Reports	6,031	6,634	7,297
Processed Item Evidence/Property	2,727	2,999	3,298
Process sex offenders for annual registrations, etc.	187	196	204
Home sex offender verification checks	71	78	86



Officer Noonan – Toys for Tots Event at the Cape Cod Mall

# Workload Indicators Continued

## Field Services Bureau

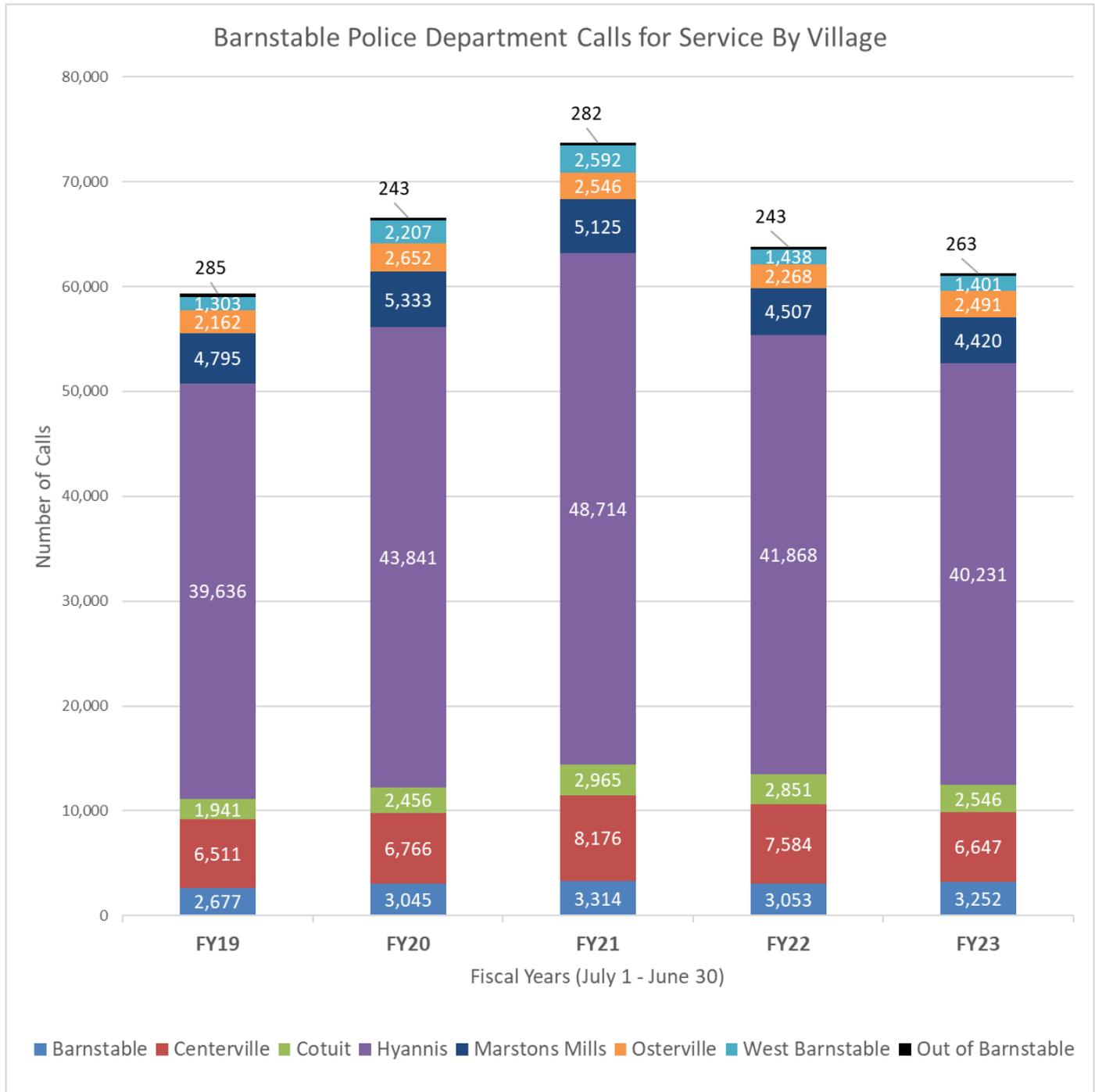


**Group A Offenses** are: **Crimes Against Persons** (Assaults, Homicides, Human Trafficking, Kidnapping/Abduction and Sex Offenses); **Crimes Against Society** (Animal Cruelty, Drug/Narcotic Offenses, Pornography/Obscene Material, Prostitution Offenses, Weapon Law Violations); **Crimes Against Property** (Arson, Burglary/Breaking and Entering, Counterfeiting/Forgery, Destruction/Damage/Vandalism, Embezzlement, Extortion/Blackmail, Fraud Offenses, Larceny/Theft Offenses, Motor Vehicle Theft, Robbery, Stolen Property Offenses)

**Group B Offenses** are: Disorderly Conduct, Driving Under the Influence, Family Nonviolent Offenses, Liquor Law Violations, Trespass of Property, Violation of Restraining Orders, Protective Custodies, Warrant Arrests)

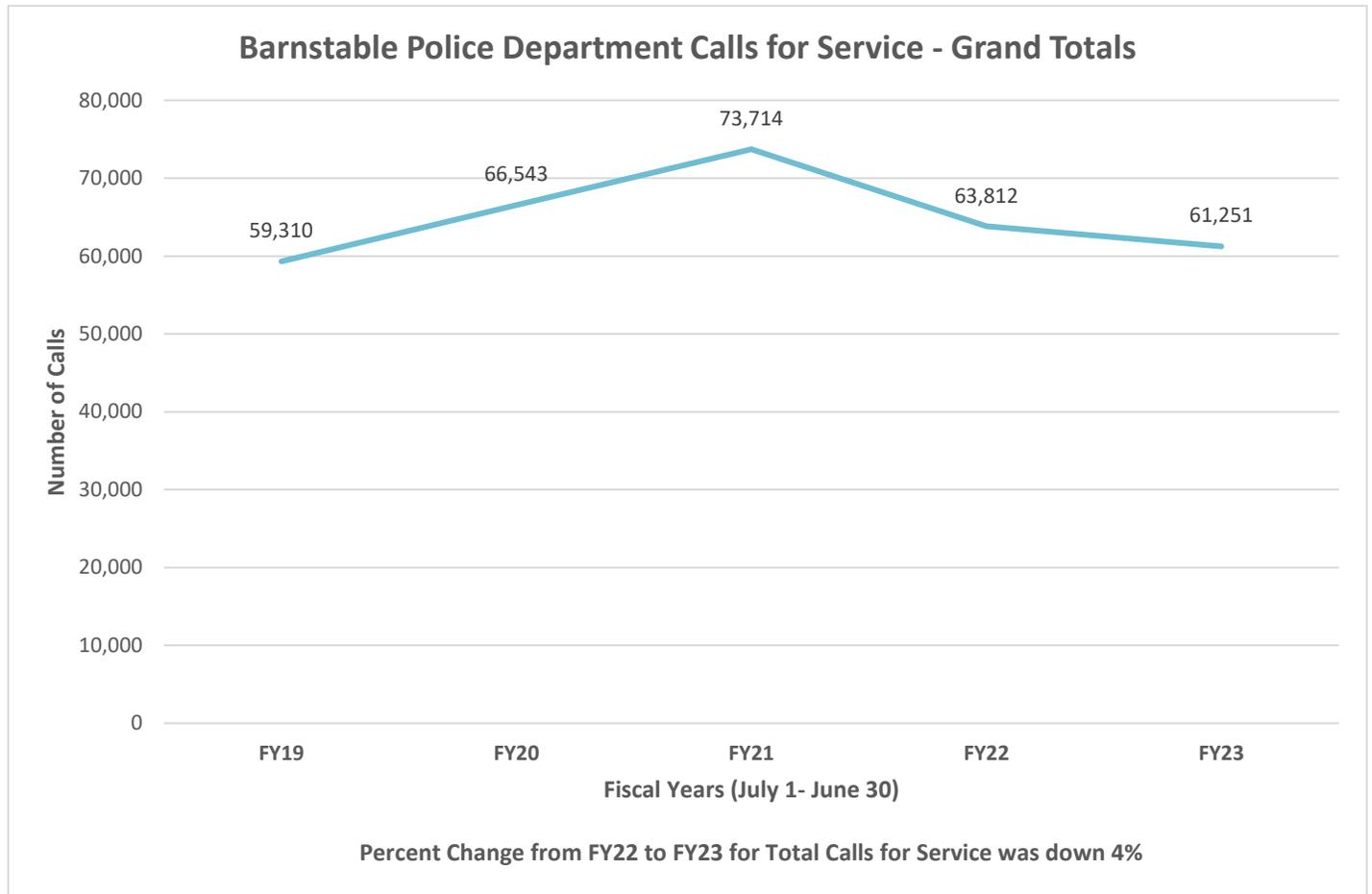
# Workload Indicators Continued

## CALLS FOR SERVICE BY VILLAGE



# Workload Indicators Continued

## CALLS FOR SERVICE PERCENT CHANGE FY22 TO FY23



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# DEPARTMENT OF PUBLIC WORKS

## Department Purpose Statement

The purpose of the Department of Public Works is to protect, preserve, and improve the Town's infrastructure and related assets in a manner that meets the current and future social and economic needs of the community; and contributes to a healthy, safe, and quality environment for the Town's citizens and its visitors.

## Division Areas



**Administration & Tech Support**

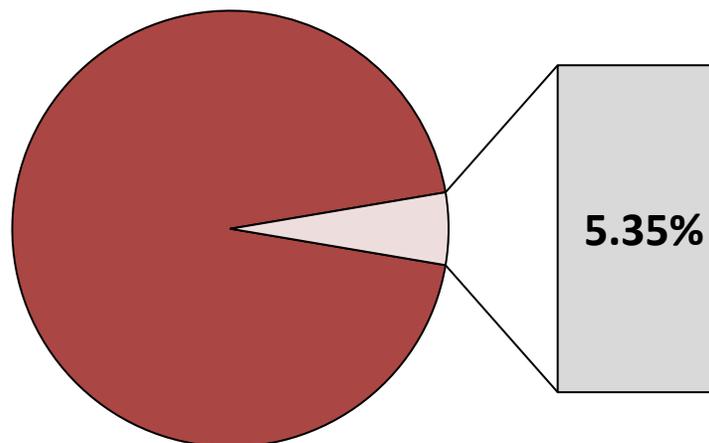


**Highway**



**Structures & Grounds**

% of FY 2025 General Fund Budget



The Public Works Department comprises 5.35% of the overall General Fund budget.

# Public Works Department Services Provided

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

Department of Public Works is responsible for all day-to-day maintenance of the town infrastructure services such as road maintenance and facility operation, sanitation, street maintenance, town storm, waste disposal, and emergency response for snow and ice, flood, severe weather mitigation.

## Public Works Department Budget Comparison

Public Works Dept. Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$7,631,315	\$9,649,762	\$10,347,416	\$9,876,371	(\$471,045)	-4.55%
Fees, Licenses, Permits	244,920	220,875	215,000	225,000	10,000	4.65%
Interest and Other	1,494,859	500,319	500,000	1,200,000	700,000	140.00%
Special Revenue Funds	80,360	79,640	79,640	83,140	3,500	4.39%
<b>Total Sources of Funding</b>	<b>\$9,451,454</b>	<b>\$10,450,596</b>	<b>\$11,142,056</b>	<b>\$11,384,511</b>	<b>\$242,455</b>	<b>2.18%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$5,381,450	\$5,839,668	\$6,636,468	\$6,736,923	\$100,455	1.51%
Operating Expenses	3,005,805	3,960,928	3,855,588	3,997,588	142,000	3.68%
Capital Outlay	1,064,198	650,000	650,000	650,000	-	0.00%
<b>Total Appropriation</b>	<b>\$9,451,454</b>	<b>\$10,450,596</b>	<b>\$11,142,056</b>	<b>\$11,384,511</b>	<b>\$242,455</b>	<b>2.18%</b>

### Summary of Budget Changes

The Department of Public Works' proposed FY 2025 budget is increasing \$242,455, or 2.18% over the approved FY 2024 budget. Personnel budget change includes contractual. The Operating expense budget change includes increases for utilities and portable bathrooms. Capital outlay will continue the annual vehicle replacement and building improvements programs.

## Public Works Department Budget Reconciliation

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
<b>FY 2024 Approved Budget</b>				<b>\$11,142,056</b>	
Contractual Obligations Net of Staff Turnover	100,455	-	-	<b>100,455</b>	-
One-Time Charges	-	-	(650,000)	<b>(650,000)</b>	-
<b>FY 2025 Budget Changes</b>					
1. Electricity	-	130,000	-	<b>130,000</b>	-
2. Sewer and Water	-	7,000	-	<b>7,000</b>	-
3. Portables	-	5,000	-	<b>5,000</b>	-
4. Vehicle Fleet Replacement	-	-	500,000	<b>500,000</b>	-
6. Mechanical & Building	-	-	150,000	<b>150,000</b>	-
<b>FY 2025 Proposed Budget</b>	<b>\$100,455</b>	<b>\$142,000</b>	<b>-</b>	<b>\$11,384,511</b>	<b>-</b>

## Department of Public Works Budget Reconciliation

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- 1. Electricity** - The Structures & Grounds Division is responsible for managing our facilities electric accounts. This includes monitoring the usage, processing invoices for payment, and maintaining historical data for 125 accounts. Based on current pricing and historical usage this will result in additional funds needed to cover anticipated costs.
- 2. Water & Sewer** - The Hyannis Water Supply Division implemented rate increases over the last few years. These rate increases have included a 5% commercial water usage rate that has impacted all 49 municipal water service accounts in Hyannis and a similar increase is expected for FY2025. Additionally, a new public fire readiness rate was implemented for all facilities with dedicated fire suppression systems. Other rate increases include general field service labor, meter settings, backflow tests and seasonal turn off/turn on charges.
- 3. Portable Bathrooms** – Transfer for the Community Services Department to cover the cost of Portable Bathrooms located at various recreational locations.
- 4. Operating Capital for Vehicles** – The DPW has approximately 150 pieces of equipment, which are used to conduct its day-to-day business for the Town and emergency operations. These are replaced when they reach the end of their useful life with monies from the Vehicle Op-cap budget. The DPW has developed and implemented sustainable, long-term, plans for the vehicle program that has resulted in efficiencies and cost savings.
- 5. Operating Capital for Facilities** – The Structures & Grounds Division is responsible for the ongoing maintenance of nineteen (19) municipal facilities. These facilities need upgrades and maintenance. These funds allow the division to implement maintenance programs to ensure upkeep and reliability of our facilities.

## Department of Public Works Factors Affecting FTE's

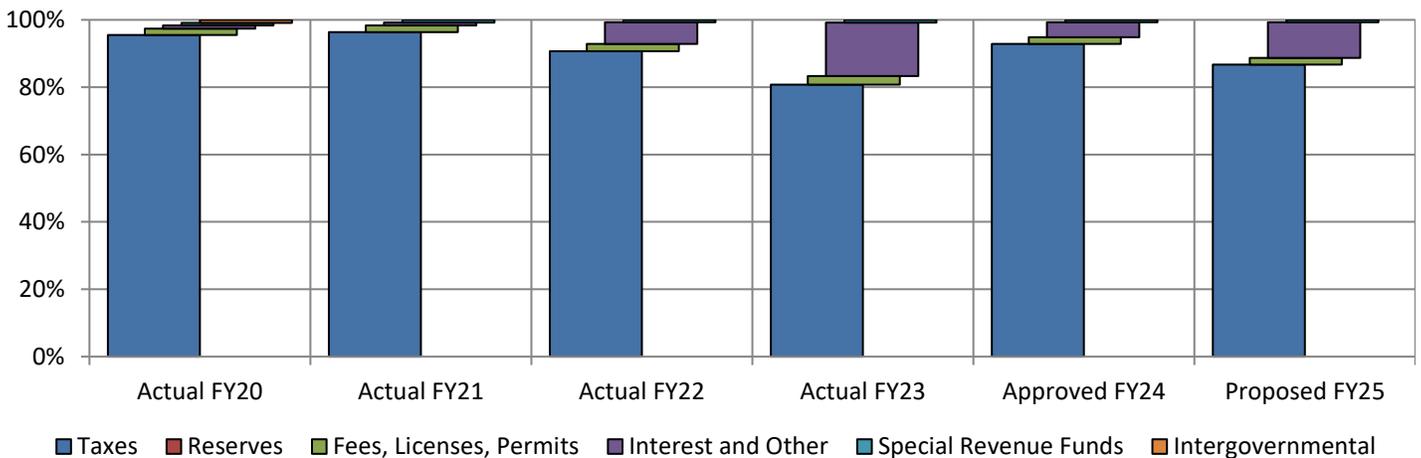
Full Time Employee History



The FY 2020 budget included the addition of 3.00 positions to support a field maintenance program. The FY 2021 and FY 2022 changes are due to the reallocation of salary between General Fund and Enterprise Fund operations and the Survey Crew Chief position was eliminated in FY 2021. The FY 2023 budget included 1 new full-time equivalent for a Bathhouse Custodial position. The FY 2024 budget includes an additional 1.40 full-time equivalents; the Water Resource Coordinator position is transferred from the Inspectional Services Department and 0.40 full-time equivalents for the Embayment Special Project Manager is transferred from capital funding.

## Department of Public Works Factors Affecting Revenues

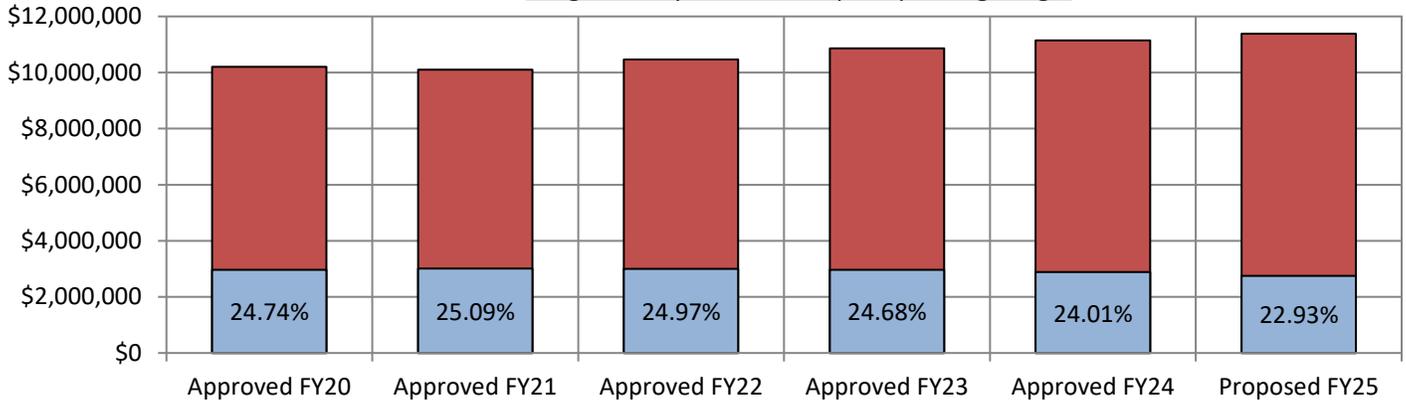
Total Sources of Funding Historical and Budgeted



Taxes account for 86% of total sources of funding for the proposed budget. However, direct sources of funding generated within the Public Works operations comes from operating the cemeteries, revenue sharing from solar panel installations well as special revenue reimbursements. Renewable energy revenues are shared with Structures & Grounds to offset utility costs. Burial fees account for roughly 20% of total sources of funding when excluding taxes. Embarkation special revenue reimbursements help support the cost of maintenance services at Aselton and Bismore Park areas, which accounts for 17% of total sources of funding when excluding taxes.

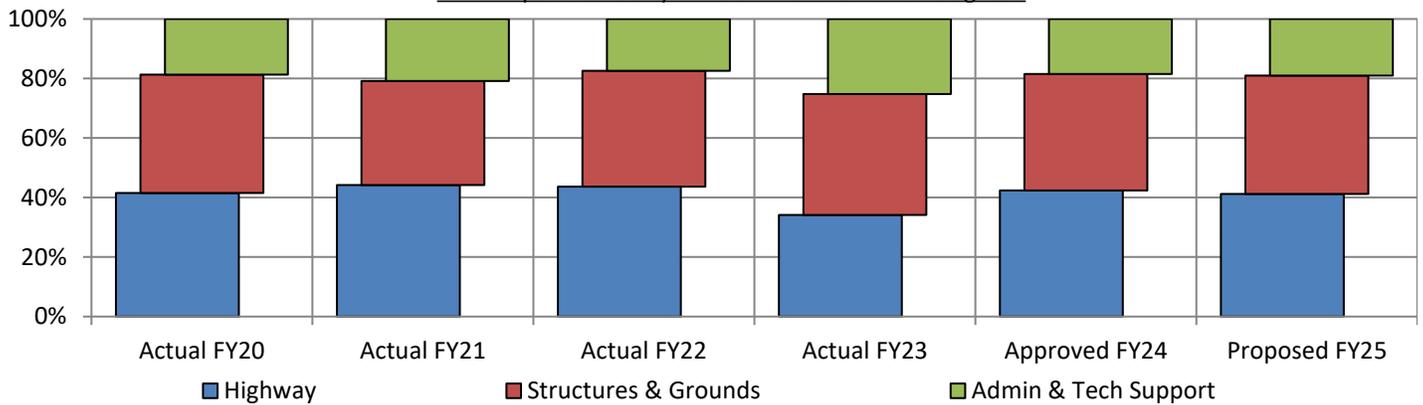
# Department of Public Works Factors Affecting Expenditures

Budget History - % Of Municipal Operating Budget



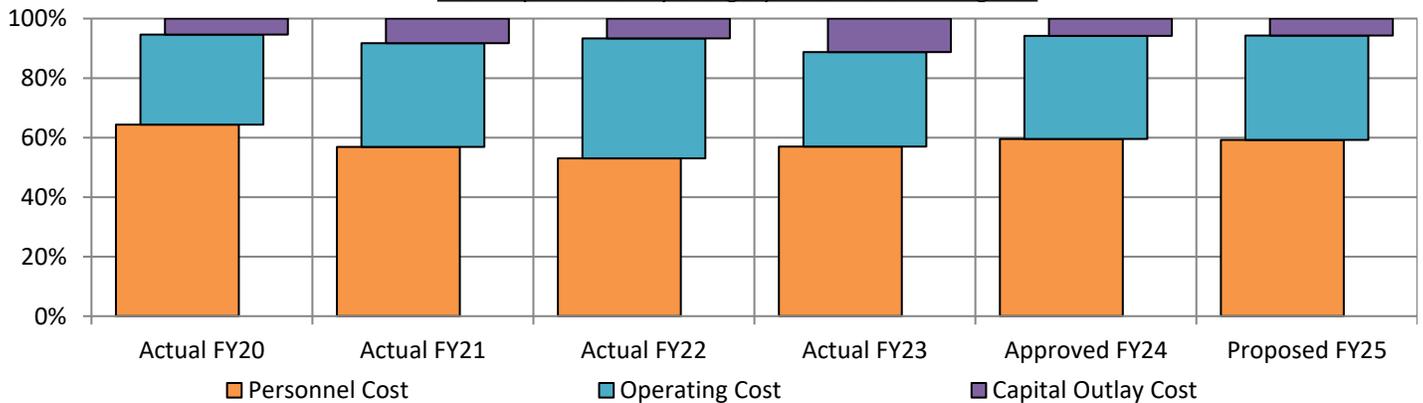
Department of Public Work’s budget has increased 1.92% annually on average over a six-year period. This budget has also decreased from 25.1% to 22.9% of total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Division Historical and Budgeted



Highway is the largest division within the Department of Public Works at 41%, Structures & Grounds represents 40%, and Admin 19%. Snow & Ice removal is included within the Highway Division, which can experience significant cost increases depending on the winter weather.

Total Expenditures By Category Historical and Budgeted



Personnel cost represents the largest component of Public Works expenditures by category at 59% of the proposed budget. Actual results have remained consistent over a six-year period.

# ADMINISTRATIVE & TECHNICAL SUPPORT DIVISION

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## Purpose Statement

The Administration and Technical Support provides centralized administrative and technical support services to the Department's five operating divisions. These services include policy and procedural guidance, program and capital planning, oversight of division operations, procurement and budgetary management services, community relations and it maintains close liaison with the Town Manager. In addition, the division provides efficient, cost-effective, and professional quality engineering, architectural, survey, and project management services in support of capital improvements and other projects.

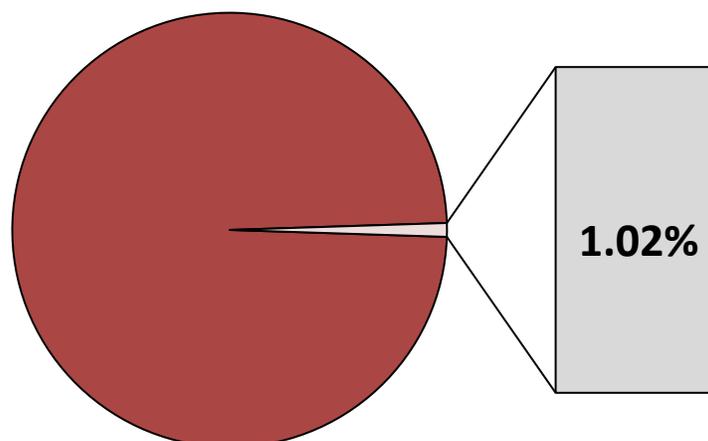
## Program Areas

Administration

Technical Support

Capital Projects

% of FY 2025 General Fund Budget



This division comprises 1.02% of the overall General Fund budget.

## Admin. & Technical Support Division Services Provided

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

The Administrative & Technical Support Division is responsible for various administrative and managerial duties by planning, directing, coordinating, and reviewing the work plans for assigned staff; assigned work activities, projects, and programs; review and evaluate work products, methods, and procedures. This division is also responsible for overseeing capital projects through the Capital Improvement Plan by creating, executing, and evaluating projects. This division leads the Department and provides management and fiscal oversight. The Engineering Group supports the operational divisions with engineering and project management expertise in all matters relating to horizontal construction (roads, sidewalks, sewers, water, etc.; and marine matters). The Architectural Group supports the operational divisions with architectural and project management expertise for vertical construction. The Survey Group supports the Department with in-house survey capabilities.



***Strawberry Hill Road Sewer Expansion Project***

Technical Support portion supplies services and records to other DPW divisions, various town boards, committees and agencies, as well as the public. These services range from review of subdivision submittals for Planning Board and Site Plan Review, to supplying address assignments and corrections to the telephone company in support of the 911 system. Many hours are spent answering questions and responding to requests from the public for traffic control, road improvements, parcel information, and plan reproduction. Technical support on numerous issues is provided to the administrative and operating divisions of DPW, as well as other Town departments. The Division assists the Assessing Department by annually updating the Assessor's maps to reflect changes in property delineations.

Finally, this division provides project and engineering management services for the capital projects. Project management of capital projects involves preliminary planning of a project through to the successful completion of the project. This entails planning, design or review of design by a consultant, permitting, bidding, construction, inspection, grant management, contract management, and all other management functions to assure the timely and cost-effective completion of the capital project.

# Admin. & Technical Support Division Recent Accomplishments

## Town Engineer Recent Accomplishments

The Town Engineer, Griffin Beaudoin, P.E., and his staff provide engineering services and expertise to the five operational divisions, and other Town departments.

### **Comprehensive Wastewater Management Plan**

- ✓ Prepared and submitted CWMP Annual Report to the Cape Cod Commission
- ✓ Prepared and submitted WP95 Watershed Permit Application to MassDEP
- ✓ Completed Construction of Strawberry Hill Road Sewer Expansion Project
- ✓ Commenced Construction of Route 28 East Sewer Expansion Project
- ✓ Continued Survey and Preliminary Design of the Route 28 West, Phinney's Lane Neighborhoods, Centerville Village, and Long Pond Sewer Expansion Projects
- ✓ Commenced Survey and Preliminary Design of Shootflying Hill Road/Great Marsh Road and Old Craigville Road Sewer Expansion Projects
- ✓ Continued coordination with MassDOT regarding installation of sewers within the State's planned Route 28 and Yarmouth Road Intersection Improvement Project
- ✓ Continued evaluation, design and permitting of Mill Pond Dredging Project
- ✓ Commenced evaluation of Warrens Cove Aquaculture Feasibility Study
- ✓ Development of Shubael Pond, Long Pond Marstons Mills, and Lovells Pond Management Plans
- ✓ Implementation of an Alum Treatment in Shubael Pond
- ✓ Initiated design of stormwater improvements around Shubael Pond
- ✓ Completed permitting of the Long Pond Marstons Floating Treatment Wetland Pilot Study

### **Special Projects**

- ✓ Initiated survey and design on the Clamshell Cove Road and Old Shore Road Stormwater Improvement Projects to reduce stormwater inputs into shellfish beds
- ✓ Coordination with NRCS on the Lake Elizabeth Fish Ladder and Culvert Replacement Project
- ✓ Initiated evaluation and design on Middle Pond Fish Passage Project



***Water quality sampling at Centerville River Sentinel Station***

- ✓ Coordination with NRCS on the Rosa Lane Culvert Replacement Project
- ✓ Initiated conceptual design on the Shubael Pond boat ramp parking lot stormwater improvements
- ✓ Initiated an update to the Blish Point Long Term Alternatives Analysis
- ✓ Continued coordination with other Town Departments to adopt the Stormwater Management Ordinance and Regulations
- ✓ Continued implementation of Freshwater Pond water quality sampling and Pond Management
- ✓ Continued public engagement and coordination of water quality sampling for the annual estuaries monitoring program
- ✓ Coordination of the Town's cyanobacteria sampling program in partnership with the Health Department

### **Capital Improvement Projects**

- ✓ Continued design of Commerce Road Culvert Improvements
- ✓ Commenced final design of Sandy Neck Beach Long-Term Coastal Resiliency Project
- ✓ Completed construction of sidewalk extension on Attucks Lane, commenced construction pedestrian safety upgrades

# Admin. & Technical Support Division Recent Accomplishments

## Capital Improvement Projects (Continued)

- ✓ Completed final design and bid of Bearses Way Shared Use Path
- ✓ Completed survey, design and permitting for Bismore Park Marina improvements
- ✓ Completed repairs of Blish Point Boat Ramp
- ✓ Completed condition assessments for Bridge Repairs Program
- ✓ Continued design and permitting for the Cape Cod Rail Trail Phase 3 (Yarmouth to Mary Dunn Road); completed survey and commenced preliminary design for the Cape Cod Rail Trail Phase 4 (Mary Dunn Road to Sandwich)
- ✓ Completed design and commenced permitting for the Gosnold Street Improvements Project
- ✓ Completed design for the Main Street Hyannis Traffic Signal Improvements and Ocean Street Sidewalk Extension Projects
- ✓ Continued engineering study for the Route 132 Improvements Project
- ✓ Installed flashing beacons with speed feedback on West Main Street at Barnstable High School
- ✓ Continued design for the Scudder's Lane Boat Ramp Reconstruction Project
- ✓ Continued hydrologic modeling for the Snows Creek Culvert

## Water Pollution Control Facility Capital Improvements Projects

- ✓ Continued evaluation of Effluent Disposal Alternatives
- ✓ Continued Evaluation of Nitrogen Improvements at the WPCF
- ✓ Commenced Construction of Solids Processing Facility Upgrades Project

## Hyannis Water System Planning & Capital Improvements Projects

- ✓ Assisted design of Mary Dunn Well #4 Pump Station for Hyannis Water
- ✓ Assisted with completion of the New Source Well Exploration Report for Hyannis Water
- ✓ Designed and commenced construction of water main improvements along Route 28, coordinated with the Route 28 East Sewer Expansion Project
- ✓ Coordinated and provided technical support for water main improvements associated with the MassDOT Route 28 & Yarmouth Road Intersection Improvements Project

## Capital Roadway Maintenance & Repairs Recent Accomplishments

**Asphalt Mill & Overlay Roads:** This process includes milling the top layer of existing asphalt on a roadway, typically to a depth of 1-1/2", to remove minor cracks and defects and installing 1-1/2" of new asphalt pavement to provide a smooth driving surface.

- ✓ Locations: Sections of the following roads: Heather Drive; Hyannis- Barnstable Road; Independence Drive; Main Street, Marstons Mills; Old Falmouth Road; Old Stage Road; Santuit- Newtown Road; and South County Road.
- ✓ Chip Seal Road Locations: Ashley Drive; Cedric Road; Cyrus Drive; Fox Glove Road; Garth Court; Guilford Road; Lester Circle; and Sheaffer Road.

## Temporary Repair Program for Certain Private Roads:

This program is intended to provide property owners on private roads with a method to petition for use of Town funds to make temporary repairs on their roadway. This is a betterment program offered by the Town with reimbursement of the costs made by the property owners back to the Town through the Tax Collectors Office.

- ✓ Completed construction on: Wheeler Road, Marstons Mills and Goodview Way, Barnstable.
- ✓ Prepared bids for: Rosewood Lane, Cotuit.

**Drainage Improvements:** This program is intended to repair/ replace or install new drainage systems throughout the Town for the collection of stormwater runoff.

- ✓ Installed independent drainage systems on the following streets: Carl Avenue, Hyannis; First Avenue, Hyannis; Scudder Avenue, Hyannis; Franklin Avenue, Hyannis; Old South Street Pump Station, Hyannis; West Main Street, Hyannis; Camp Opechee, Centerville; Tern Lane, Centerville; (continued)

# Admin. & Technical Support Division Recent Accomplishments

## Drainage (Continued)

Avalon Circle, Centerville; Spice Lane, Osterville; Crystal Lake Road, Osterville; Bay Street, Osterville; Bayview Circle, Osterville; Seaview Avenue, Osterville; Mockingbird Lane, Marstons Mills; Race Lane, Marstons Mills

## Grants Awarded

- ✓ Coastal Zone Management (CZM) grant for final design and construction for Sandy Neck Beach Long-Term Coastal Resiliency Project
- ✓ Division of Marine Fisheries grant for Blish Point Boat Ramp repairs
- ✓ MassTrails grant for Cape Cod Rail Trail Phase 4 design
- ✓ Safe Routes to School grant for flashing beacons with speed feedback on West Main Street at Barnstable High School
- ✓ Safe Route to School Signs & Lines grant plus no-cost design for pedestrian and bicycle improvements on Route 28
- ✓ Seaport Economic Council grant for Bismore Park Marina bulkhead replacement

## Other Services

- ✓ Responded to hundreds of Public Inquiries and Requests
- ✓ Provided technical support for Site Plan Review Committee
- ✓ Processed over 270 Road Opening Permits
- ✓ Evaluated and inspected 53 Sanitary Sewer Connections, Disconnections and Repairs
- ✓ Processed dozens of Address Changes
- ✓ Processed dozens of Sign Requests
- ✓ Process and conduct pole hearings and grant of location hearings for the Town
- ✓ Oversee and maintain MS4 permit compliance
- ✓ Provides Town communication and coordination for MassDOT, National Grid, and Eversource projects
- ✓ Partner on MVP Regional Low-Lying Roads Grant awarded to Wellfleet
- ✓ Collaborated with Planning & Development and the Cape Cod Commission to establish the Town's Complete Streets Program

## Other Services (Continued)

- ✓ Oversees planning, design, implementation, and compliance of the Town's Comprehensive Wastewater Management Plan (refer to Sewer Construction and Private Way Maintenance Improvement Fund section)

## Town Surveyor Recent Accomplishments:

- ✓ Perform Existing Conditions Survey and Plan for Zion Museum
- ✓ Perform Existing Conditions Survey and Plan for Hyannis Golf Course Parking Area
- ✓ Perform Existing Conditions Survey and Plan for multiple existing sewer pump stations
- ✓ Perform Existing Conditions Survey and Plan for Cotuit Library and recreational park area
- ✓ Perform Existing Conditions Survey and Plan for portion of Indian Trail and parking area
- ✓ Perform Existing Conditions Survey and Plan for Cape Cod Airfield
- ✓ Perform Existing Conditions Survey and Plan for Shootflying Hill Road proposed sewer pump station
- ✓ Perform large scale monitoring well survey for Cotuit Water Department
- ✓ Perform Existing Conditions Survey and Plan for Covell's Beach and Craigville Beach
- ✓ Perform Existing Conditions Survey and Plan for Old Shore Road
- ✓ Perform comprehensive research for Hyannis Breakwater
- ✓ Perform property line stakeout of old Marstons Mills Elementary School property
- ✓ Perform property line stakeout of Bay Street right of way
- ✓ Perform peer review of various roadway as-built plans
- ✓ Provide support for private roadway takings for Phase 1 Sewer Expansion project
- ✓ Facilitate oversight of land surveying sub-consultant plan review for Phase 2 Sewer Expansion projects
- ✓ Perform dune erosion monitoring for Sandy Neck and Blish Point

# Admin. & Technical Support Division Recent Accomplishments

## Town Surveyor (Continued)

- ✓ Perform title research in conjunction with Sewer Expansion projects for title certifications and Barnstable County roadway discontinuances
- ✓ Construction related activities relevant to sewer construction projects
- ✓ Provide supports to town legal department as needed
- ✓ Preparation and acquisition of numerous easements documents
- ✓ Perform numerous sideline surveys for tree/plow damage
- ✓ Perform plan and title research at resident or consultant request

## Town Architect Recent Accomplishments:

### **Capital Improvement Planning**

- ✓ Aided Structures & Grounds with improvements to various projects as needs dictated
- ✓ Provided assistance to Structures & Grounds with restoration of mechanical failure at Town Hall
- ✓ Cataloged building mechanical conditions and related interior environment concerns for DPW controlled community and government buildings.
- ✓ Development of 53 capital improvement plan submissions

### **Design Oversight**

- ✓ Consultant design oversight of HYCC Facility RTU1 Mechanical Improvements.
- ✓ Consultant design oversight of HYCC Facility ERV1 and ERV2 Mechanical Improvements.
- ✓ Consultant design oversight of the Osterville Recreation Building Demolition project
- ✓ Consultant design oversight of the Hyannis Armory Redevelopment
- ✓ Consultant design oversight of the School Administration Building Mechanical Improvements phase 1
- ✓ Consultant design oversight of the School Administration Building Mechanical Improvements phase 2
- ✓ Consultant design oversight of the Barnstable Adult Community Center Fire Suppression System Improvement project

## **Design Oversight (Continued)**

- ✓ Consultant design oversight of the DPW Office Expansion Project
- ✓ Consultant design oversight of the Barnstable Town Hall Mechanical System and Security Upgrade project.
- ✓ Consultant design oversight of the Marstons Mills School demolition project
- ✓ Consultant design oversight of the Craigville Bathhouse Phase III improvement project
- ✓ Consultant design oversight of the Emergency Generator Upgrade project
- ✓ Consultant design oversight of the Police Department Lobby and Ballistic Improvement Project
- ✓ Consultant design oversight of the Police Department Detective Wing Mechanical Improvement Project
- ✓ Consultant design oversight for the restoration of the Hyannis Golf Course Club House Project.
- ✓ Consultant design oversight for the Cape Cod Airfield Fuel Tank Replacement project.
- ✓ Consultant design oversight for the HYCC Security Office Project

### **In-House Design**

- ✓ Design services for the Transfer Station Maintenance Building Improvement project
- ✓ Design services for the Centerville Playground, Parking, and Field Project
- ✓ Design services for a master plan at the Osterville Recreation Site
- ✓ Design services for the Osterville Playground Project
- ✓ Design services for the Hyannis Golf Course Club House Water Damage Restoration Project
- ✓ Design services for the Hathaway Pond Park Improvement project
- ✓ Design services for the Burgess House Window Restoration project
- ✓ Design services for the Centerville Recreation Building Window Restoration Project

# Admin. & Technical Support Division Recent Accomplishments

## In-House Design (Continued)

- ✓ Design services for the Paine Black House Improvement project
- ✓ Design services for the Barnstable Town Hall Security Improvement project
- ✓ Design services for the Barnstable Police Lobby Improvement project
- ✓ Design services for the Town Office Consolidation Project
- ✓ Design services for the Town Clerk Voting Ballot Space at 200 Main Street
- ✓ Design services for the Bay Lane Ballfield Improvement Project
- ✓ Design services for improvements to the Covell's Beach House
- ✓ Design services for the MEA Entrance and Restroom Improvement project
- ✓ Design services for improvements to the Zion Union Heritage Museum project

## *Phinney's Lane Pump Station Project*



## Construction Project Management

- ✓ Construction management of the Hyannis Youth and Community Center Emergency Ammonia Ventilation Project
- ✓ Construction management of the Marstons Mills School Demolition Project
- ✓ Construction management of the Adult Community Building Fire Suppression System Replacement Project
- ✓ Assisted the school department with the RTU replacement project at the Barnstable High School
- ✓ Architectural review and construction assistance for the Phinney's Lane Pump Station Project

# Admin. & Technical Support Division Goals and Objectives

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

## Short-Term:

1. Continue staffing and implementation of the Comprehensive Wastewater Management Plan (CWMP); seek response from MassDEP regarding WP95 Watershed Permit Application. **(SP: Public Health and Safety, Education, Environmental and Natural Resources, Communication, Infrastructure, Finance)**
2. Continue planning and design for the reconfiguration and rehabilitation of the Route 132 corridor from Bearse's Way to the Airport Rotary. **(SP: Public Health and Safety, Infrastructure)**
3. Evaluate costs and impact of absorbing additional infrastructure responsibilities within the DPW. **(SP: Finance, Education, Communication)**
4. Continue to implement the Comprehensive Dredge Permit. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**
5. Continue to support the Structures and Grounds Division with strategic planning, budgeting, and engineering assistance in the implementation of the Comprehensive Field Study. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**
6. Add additional resources to the Vertical Section to support the ongoing CIP workload. **(SP: Finance, Education, Communication)**
7. Continue to implement security measures in Town Hall and School Administration Building. **(SP: Public Health and Safety, Education, Communication Infrastructure)**
8. Continue to apply for and secure grant funding for CWMP and Capital Improvement Program projects. **(SP: Public Health and Safety, Education, Environmental and Natural Resources, Communication, Infrastructure, Finance)**

## Long-Term:

1. Continue staffing and implementation of the CWMP; execution of wastewater projects as per the CWMP schedule. **(SP: Public Health and Safety, Education, Communication, Infrastructure, Finance)**
2. Continue to maintain MS4 permit compliance. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**
3. Finalize the Hyannis East End and West End planning and designs. **(SP: Public Health and Safety, Infrastructure)**
4. Integration of the Town's water purveyors into Department planning as appropriate. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**
5. Evaluate and plan the end of useful life of critical infrastructure, such as Oyster Harbors Bridge. **(SP: Public Health and Safety, Infrastructure, Finance)**
6. Continue to address critical system vulnerabilities and plan for climate change. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**



**Sewer construction on Strawberry Hill Road**

## Admin. & Technical Support Division Budget Comparison

Admin & Tech Support Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$2,160,170	\$1,929,359	\$2,031,276	\$2,135,748	\$104,472	5.14%
Fees, Licenses, Permits	41,760	30,820	30,000	35,000	5,000	16.67%
Interest and Other	181,877	100	-	-	-	0.00%
<b>Total Sources of Funding</b>	<b>\$2,383,807</b>	<b>\$1,960,279</b>	<b>\$2,061,276</b>	<b>\$2,170,748</b>	<b>\$109,472</b>	<b>5.31%</b>

Expenditure Category						
Personnel	\$884,281	\$933,285	\$1,014,440	\$1,123,912	\$109,472	10.79%
Operating Expenses	435,328	376,994	396,836	396,836	-	0.00%
Capital Outlay	1,064,198	650,000	650,000	650,000	-	0.00%
<b>Total Appropriation</b>	<b>\$2,383,807</b>	<b>\$1,960,279</b>	<b>\$2,061,276</b>	<b>\$2,170,748</b>	<b>\$109,472</b>	<b>5.31%</b>

### Summary of Budget Changes

Public Works Admin & Technical Support Division's proposed FY 2025 budget increased by \$109,472, or 5.14 from the approved FY 2024 budget. Personnel budget change includes contractual obligations. Capital outlay continues the annual vehicle replacements and building improvements.

Job Title	FY 2023	FY 2024	FY 2025	Change
Admin Asst. to DPW Director	0.70	0.70	0.70	-
Assistant Public Works Director	0.55	0.55	0.55	-
Director of Public Works	0.55	0.55	0.55	-
Engineer Records Manager	1.00	1.00	1.00	-
Financial Coordinator	0.70	0.70	0.70	-
Assistant Town Engineer	1.00	1.00	1.00	-
Senior Project Manager	1.00	1.00	1.00	-
Special Project Manager Embayment's	0.60	1.00	1.00	-
Town Architect	1.00	1.00	1.00	-
Town Engineer	0.55	0.55	0.55	-
Town Surveyor	1.00	1.00	1.00	-
Water Resources Coordinator	-	1.00	1.00	-
<b>Full-time Equivalent Employees</b>	<b>8.65</b>	<b>10.05</b>	<b>10.05</b>	<b>-</b>

## Admin. & Technical Support Division Factors Affecting FTE's

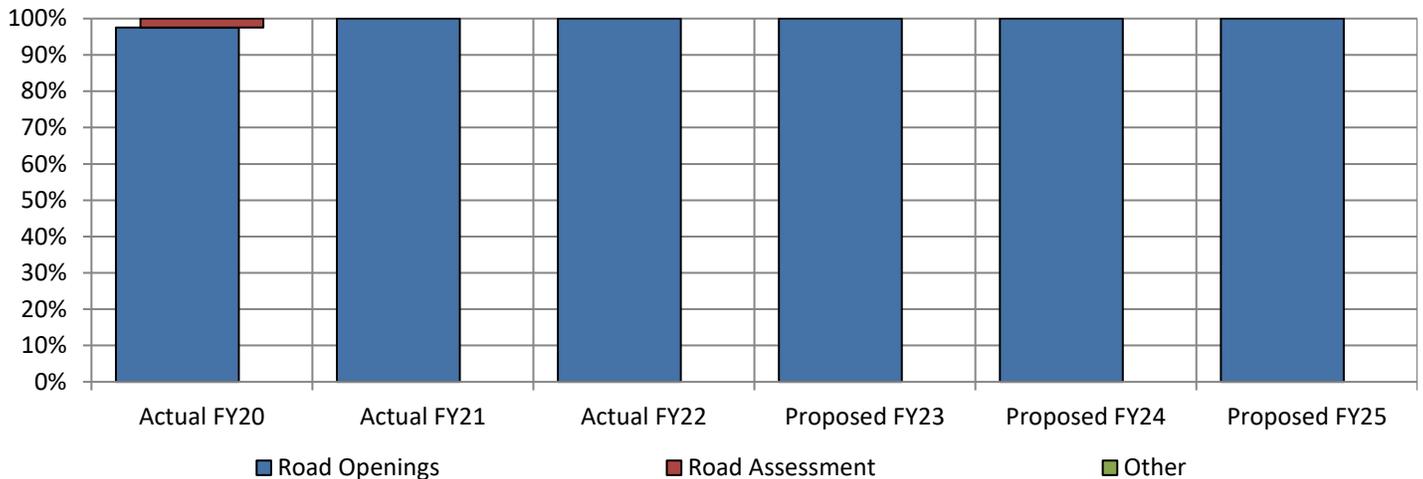
Full Time Employee History



FY 2021 budget reflects a net decrease of (1.30) fte's as two vacant positions are being eliminated. FY 2022 includes a reallocation of the Safety Officer salary from the General Fund to the Enterprise Funds. FY 2024 an additional 0.40 fte was added to the Special Project Manager Embayment position.

## Admin. & Technical Support Division Factors Affecting Revenues

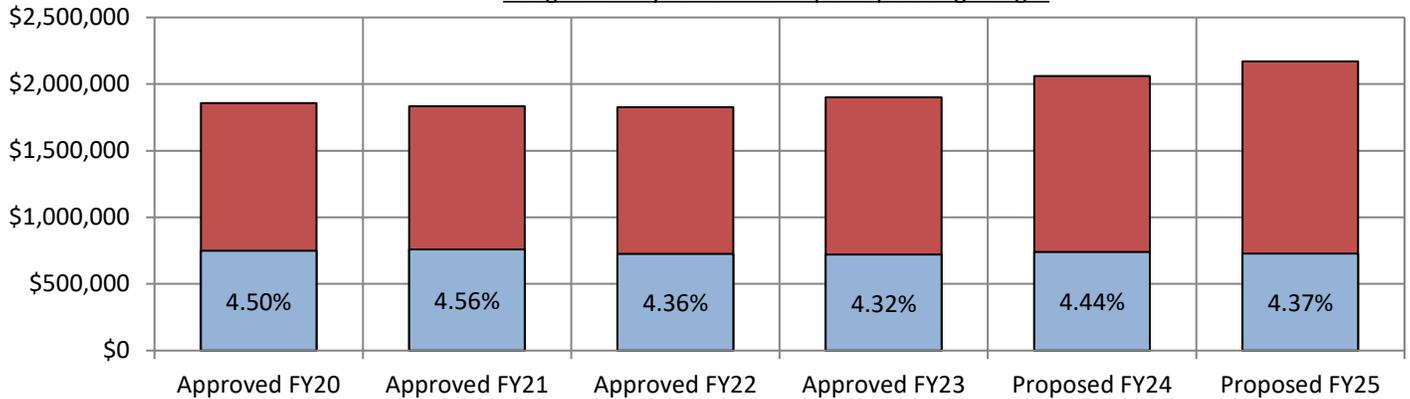
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Taxes provide 99% of total sources of funding. Excluding tax support, road openings provide 100% of the revenue sources for this division.

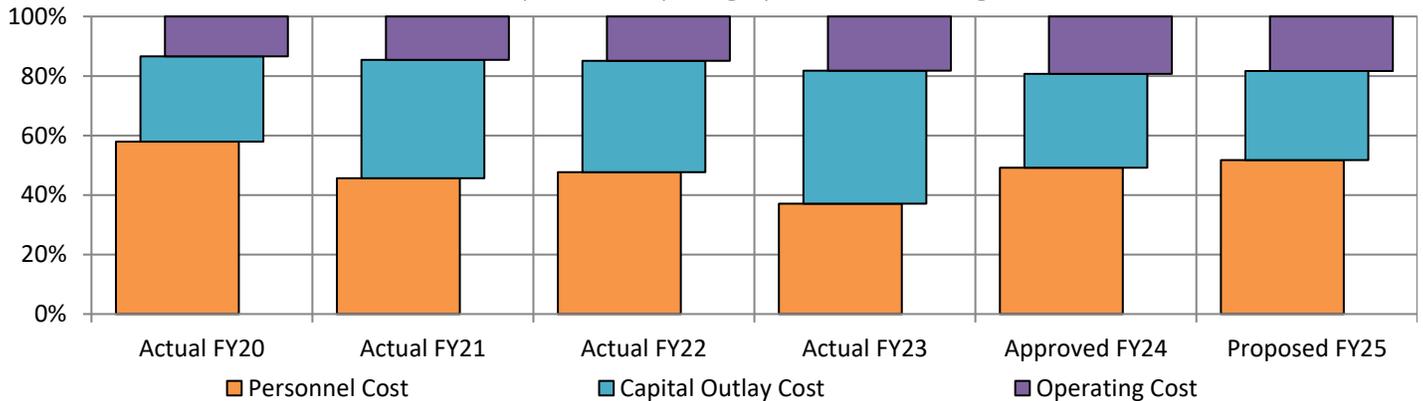
# Admin. & Technical Support Division Factors Affecting Expenses

Budget History - % Of Municipall Operating Budget



Admin & Technical Support’s budget has been flat over a six-year period. The division manages all the department capital outlay needs for vehicle replacements. This division’s budget has decreased from 4.56% to 4.37% of total municipal operating budget (excludes other requirements and schools)

Total Expenditures By Category Historical and Budgeted



Personnel cost account for 52% of the proposed budget followed by capital outlay at 30%, and operating at 18%. This division manages the entire Public Works fleet of vehicles.

# HIGHWAY DIVISION

## Purpose Statement

The mission of the Highway Division and its 37 employees is to protect, maintain and improve the Town's roadway system, parking facilities and drainage facilities in a manner which promotes maximum life, improves traffic flow and enhances both pedestrian and vehicular safety; and to provide a level of routine and emergency repairs to certain Town-owned vehicles and equipment that maximizes their life and minimizes down-time. The Highway Division is also responsible for the seasonal operation of the drawbridge in Osterville, Main St Hyannis sidewalk machine litter removal and a courier service that provides interdepartmental mail delivery. 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.

## Program Areas

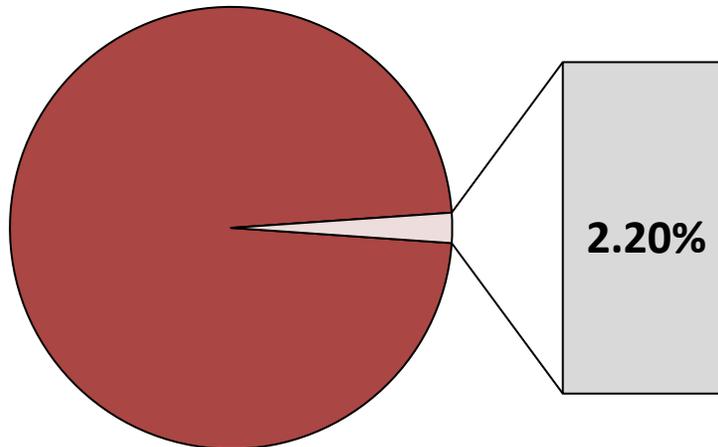


### Roadway Maintenance



### Equipment Support

% of FY 2025 General Fund Budget



The Highway Division comprises 2.2% of the overall General Fund budget.

## Highway Division Services Provided

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

Highway Division is responsible for the alterations, repair, maintenance, and management of public ways and sidewalks, storm drains and culverts. This division is also responsible for the seasonal operation of the drawbridge in Osterville, Main St Hyannis sidewalk machine litter removal and a courier service that provides interdepartmental mail delivery. This division is also responsible for snow & ice removal.

## Highway Division Recent Accomplishments

- ✓ Cleaned over 1,200 catch basins
- ✓ Repaired a total of 37 catch basin systems
- ✓ Graded a total of 59 gravel roads
- ✓ Installed 670 tons of new asphalt patches
- ✓ Swept over 546 lane miles of roads and 13 parking lots
- ✓ Painted 197 miles of yellow centerlines, 188 miles of white edgelines, and over 380 road markings town wide
- ✓ Mowed over 200 lane miles of road shoulders and picked up litter on 95 lane miles of roads
- ✓ Mowed and maintained the Route 132 Corridor 12 times
- ✓ Maintained 75 miles of sidewalks
- ✓ Addressed 97 road brushing requests
- ✓ Maintained the fire roads in the West Barnstable Conservation area
- ✓ Repainted 664 stop bars, 359 crosswalks
- ✓ Repainted 4 parking lots
- ✓ Completed over 260 road sign repairs
- ✓ Provided traffic and crowd control devices for various functions throughout the Town
- ✓ Completed 1,750 bridge lifts
- ✓ Maintained 410 pieces of equipment
- ✓ Maintained 122 pieces of snow and ice equipment
- ✓ With the help and cooperation of staff from many other divisions and departments, roadways were cleared of snow and ice. The DPW responded to 13 total Snow & Ice weather-related calls
- ✓ Continued with rebuilding and restoration Sandy Neck spring trails
- ✓ Assisted Conservation in the opening and closing of Stewarts Creek Gate during storm-related high tides
- ✓ Responded to 9 hazard tree removal work orders town wide; performed over 50 tree inspection requests; planted 5 new trees



**Crosswalk and Stop Bar Installation**

# Highway Division Goals and Objectives

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

## Short-Term:

1. Continue to improve, develop, and expand procedures and methods for winter operations. **(SP: Infrastructure, Public Health & Safety)**
2. Implement recommended safety procedures and review and develop safety procedures throughout the division with the assistance of the Town's Safety Officer **(SP: Education, Public Health & Safety)**
3. Continue with guardrail and sidewalk repair and/or replacement throughout the Town. **(SP: Infrastructure, Public Health & Safety)**

## Long-Term:

1. Continue to develop and expand employee training programs to insure staff are knowledgeable in current technologies, procedures, and methods to create a safe and efficient work environment. **(SP: Education, Public Health & Safety)**
2. Continue with implementation of street sweeping and catch basin maintenance in compliance with MS4 permit. **(SP: Infrastructure)**
3. Review and improve vehicle maintenance and replacement programs utilizing available resources to maximize vehicle and equipment useful life and value **(SP: Infrastructure)**

# Highway Division Budget Comparison

Highway Division Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$3,231,025	\$4,440,987	\$4,680,718	\$4,685,116	\$4,398	0.09%
Interest and Other	270	219	-	-	-	0.00%
<b>Total Sources of Funding</b>	<b>\$3,231,295</b>	<b>\$4,441,206</b>	<b>\$4,680,718</b>	<b>\$4,685,116</b>	<b>\$4,398</b>	<b>0.09%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$1,983,916	\$2,145,218	\$2,560,991	\$2,545,389	(\$15,602)	-0.61%
Operating Expenses	1,247,380	2,295,987	2,119,727	2,139,727	20,000	0.94%
<b>Total Appropriation</b>	<b>\$3,231,295</b>	<b>\$4,441,206</b>	<b>\$4,680,718</b>	<b>\$4,685,116</b>	<b>\$4,398</b>	<b>0.09%</b>

## Summary of Budget Changes

The Highway Division's proposed FY 2025 budget is increasing \$4,398, or 0.09% over the approved FY 2024 budget. Personnel budget change is for contractual obligations.

Job Title	FY 2023	FY 2024	FY 2025	Change
Administrative Assistant Highway	1.00	1.00	1.00	-
Arborist	2.00	2.00	2.00	-
Bridge Ops./Laborer Craftsperson	2.00	2.00	2.00	-
Division Supervisor Highway	1.00	1.00	1.00	-
Equipment Operator	12.00	12.00	12.00	-
General Foreman	1.00	1.00	1.00	-
General Foreman Fleet Manager	1.00	1.00	1.00	-
Laborer/Craftsperson	4.00	4.00	4.00	-
Mechanic	5.00	5.00	5.00	-
Principal Division Asst. Highway	1.00	1.00	1.00	-
Section Foreman	2.00	2.00	2.00	-
Tree Warden/Forestry Foreman	1.00	1.00	1.00	-
Working Foreman	4.00	4.00	4.00	-
<b>Full-time Equivalent Employees</b>	<b>37.00</b>	<b>37.00</b>	<b>37.00</b>	<b>-</b>

## Highway Division Factors Affecting FTE's

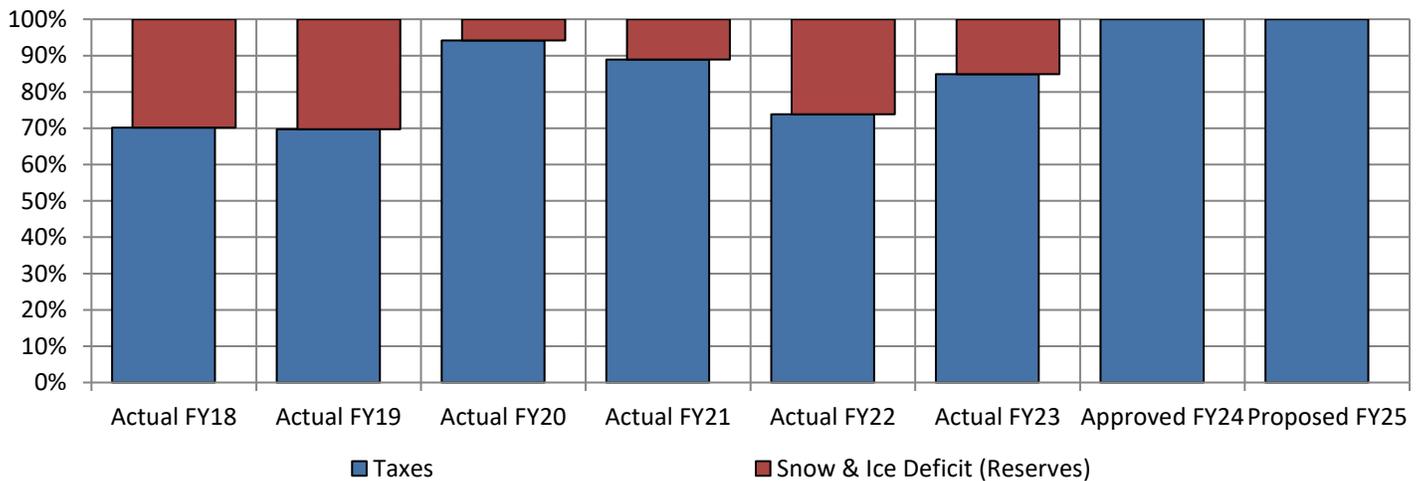
Full Time Employee History



The total number of full-time equivalents has remained steady in this division for the past few years.

## Highway Division Factors Affecting Revenues

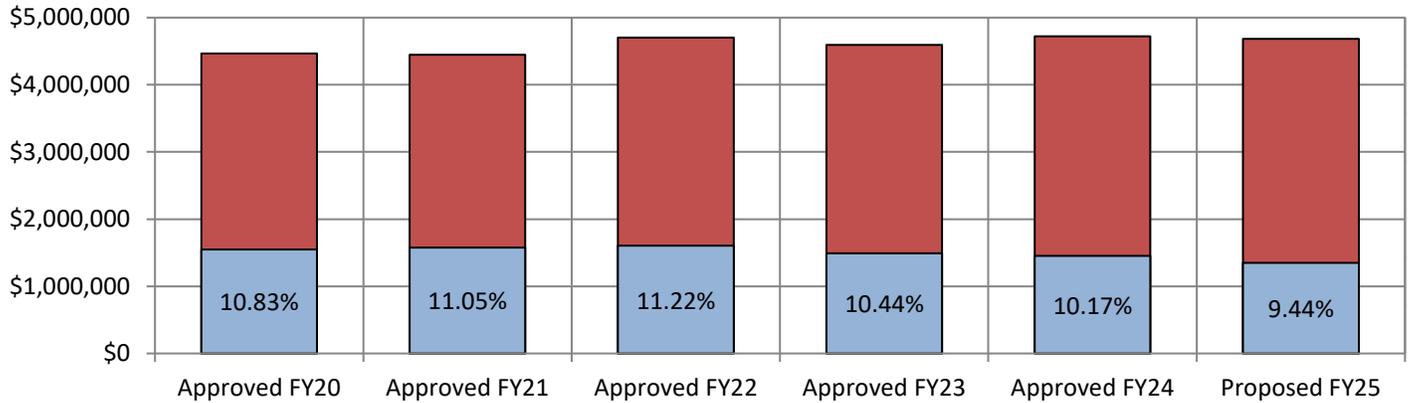
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Taxes provide 100% of total sources of funding to support the Highway division's proposed budget. The snow & ice removal budget is included within the Highway Division budget, which any snow & ice deficit from the previous fiscal year is carried over into the next fiscal year as a use of reserves.

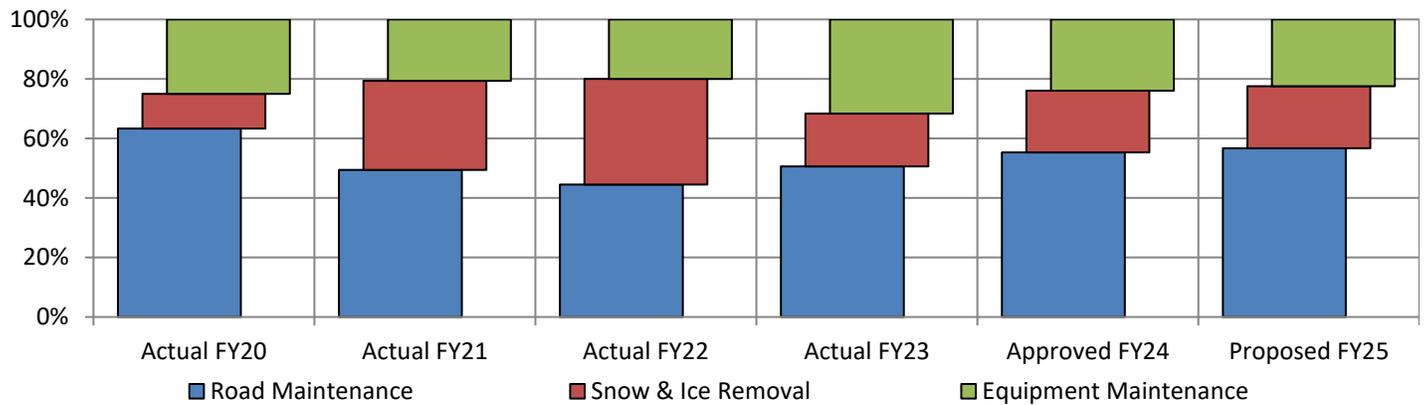
# Highway Division Factors Affecting Expenses

Budget History - % Of Municipall Operating Budget



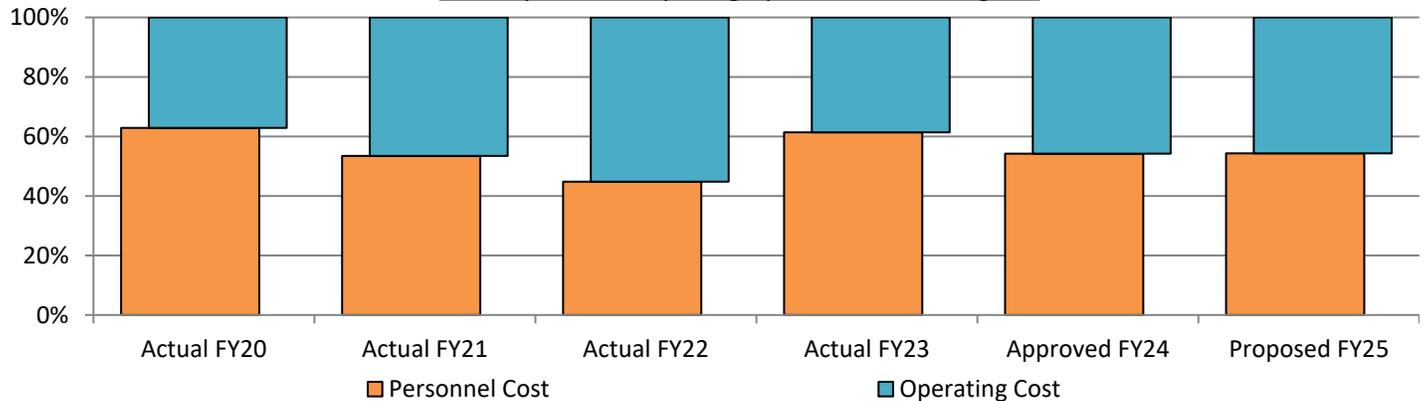
Highway’s budget has increased 0.81% annually on average over a six-year period. The division manages the gasoline and diesel for most of the town’s vehicles, so fuel contract prices contribute most to any budget changes. This division’s budget ranged between 9.44% and 11.2% of the total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



Roadway maintenance is the largest program area within the Highway division comprising 56%. The remaining balance is split between Equipment Maintenance and Snow & Ice removal.

Total Expenditures By Category Historical and Budgeted



Personnel cost account for 54% of this division’s proposed operating budget followed by 46% in operating cost.

# Highway Program Services Provided

## Roadway Maintenance Program

The roadway maintenance program is responsible for 250 miles of town roads, 70 miles of town sidewalks, 4 miles of bike paths, 74 town parking lots, 6 bridges and over 4,000 drainage systems on town roads. It also performs emergency repairs to 200 miles of private roads, sweeps town roads and responds to pumping flooded private roads on an emergency basis, grades 91 gravel roads, removes brush and mows 144 lane miles of town road shoulders, and removes litter from 250 miles of town roads. In addition, the division maintains over 8,000 regulatory and non-regulatory signs on town roads and street signs on private roads, maintains and repairs 48,549 feet of guardrails on town roads and provides pavement marking on town primary roads and parking lots. The Forestry section maintains and waters 25 trees per week during the summer months. The bridge crew operates the drawbridge, and the courier moves interdepartmental mail, as well as picking up dead animals. The crews are supported by a small office staff which answers the telephone, dispatches, and deals with administrative matters and equipment procurement for the DPW. The Roadway Maintenance program focuses on our goal of infrastructure maintenance, deals expeditiously with daily complaints, strives to complete the preparations necessary for the following year's roadway resurfacing program and, increasingly, accomplishes construction projects such as drainage improvements. During winter storms, everyone works to keep our roadways passable.



**Roadway Maintenance**

Road Maintenance Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Change
Taxes	\$1,633,737	\$2,013,357	\$2,586,629	\$2,658,129	\$71,500	2.76%
Interest and Other	270	219	-	-	-	0.00%
<b>Total Sources of Funding</b>	<b>\$1,634,007</b>	<b>\$2,013,576</b>	<b>\$2,586,629</b>	<b>\$2,658,129</b>	<b>\$71,500</b>	<b>2.76%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Change
Personnel	\$1,255,988	\$1,387,939	\$1,850,585	\$1,902,085	\$51,500	2.78%
Operating Expenses	378,018	625,637	736,044	756,044	20,000	2.72%
<b>Total Appropriation</b>	<b>\$1,634,007</b>	<b>\$2,013,576</b>	<b>\$2,586,629</b>	<b>\$2,658,129</b>	<b>\$71,500</b>	<b>2.76%</b>

## Equipment Maintenance Support Program

The Equipment support program maintains a 160-unit fleet of vehicles which includes trucks, automobiles, street sweepers, backhoes and everything in between. We do this for all divisions of the DPW, as well as Natural Resources, Weights and Measures, Recreation, Animal Control, Sandy Neck Rangers, Hyannis Youth Center and the Harbormaster. The Equipment support program also maintains 27 traffic signals, 13 school flashers, the Osterville drawbridge, and operates the municipal fueling depot.

Equipment Maintenance Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$1,022,784	\$1,129,649	\$1,119,089	\$1,051,987	(\$67,102)	-6.00%
<b>Total Sources of Funding</b>	<b>\$1,022,784</b>	<b>\$1,129,649</b>	<b>\$1,119,089</b>	<b>\$1,051,987</b>	<b>(\$67,102)</b>	<b>-6.00%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$616,305	\$636,080	\$630,406	\$563,304	(\$67,102)	-10.64%
Operating Expenses	406,478	493,570	488,683	488,683	-	0.00%
<b>Total Appropriation</b>	<b>\$1,022,784</b>	<b>\$1,129,649</b>	<b>\$1,119,089</b>	<b>\$1,051,987</b>	<b>(\$67,102)</b>	<b>-6.00%</b>

## Highway Program Services Provided (Continued)

### Snow & Ice Removal Program

The Snow and Ice Removal Program provides for snow and ice removal from 450 miles of roads comprised of 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's 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.



*Plow and Salt Truck*

Snow & Ice Removal Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$574,505	\$1,297,980	\$975,000	\$975,000	\$0	0.00%
<b>Total Sources of Funding</b>	<b>\$574,505</b>	<b>\$1,297,980</b>	<b>\$975,000</b>	<b>\$975,000</b>	<b>\$0</b>	<b>0.00%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$111,622	\$121,200	\$80,000	\$80,000	\$0	0.00%
Operating Expenses	462,883	1,176,780	895,000	895,000	-	0.00%
<b>Total Appropriation</b>	<b>\$574,505</b>	<b>\$1,297,980</b>	<b>\$975,000</b>	<b>\$975,000</b>	<b>\$0</b>	<b>0.00%</b>

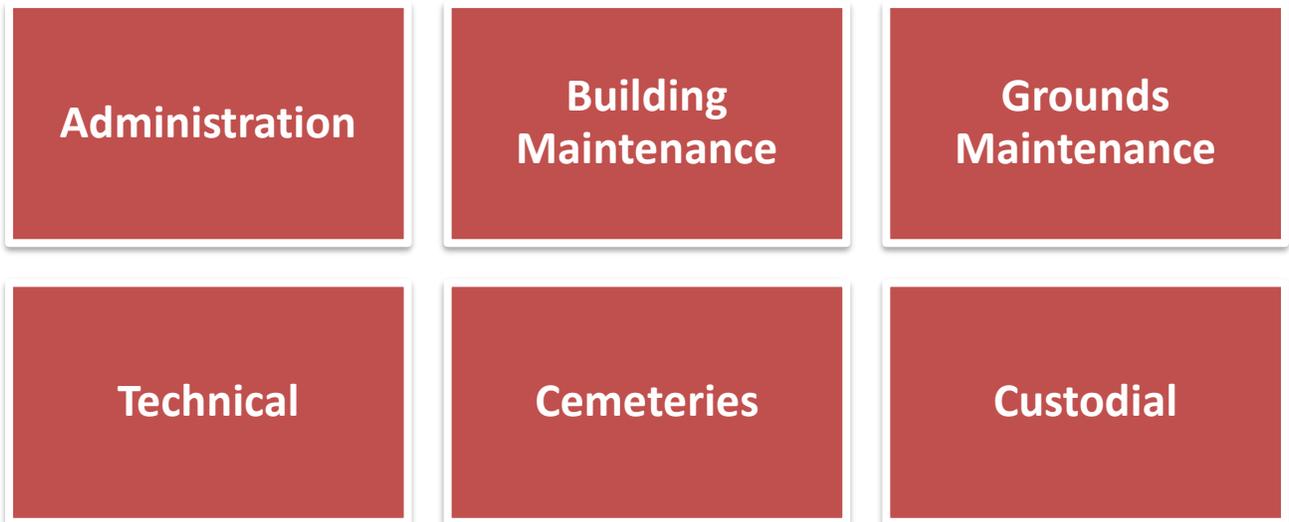
# STRUCTURES & GROUNDS DIVISION

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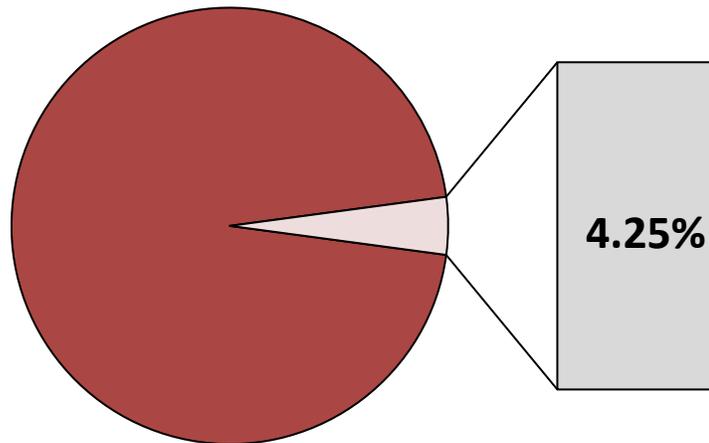
## Purpose Statement

The purpose of the Structures & Grounds Division is to provide outstanding public services with pride and dedication for the Residents of Barnstable, our visitors and our colleagues in municipal employment while protecting and maintaining 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, efficacious 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 possible.

## Program Areas



% of FY 2025 General Fund Budget



The Structures & Grounds Division comprises 4.25% of the overall General Fund budget.

## Structures & Grounds Division Services Provided

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

Structures & Grounds is responsible for the cultivation and care of the landscaping and grounds surrounding town facilities, planting flowers, mows, pulls weeds, repairs structures, and maintains outside of buildings.

## Structures & Grounds Division Recent Accomplishments

### Grounds Accomplishments

- ✓ improvements to Harbor Overlook by removing overgrown shrubs and installing sod along South Street
- ✓ Completed 6 homeless camp cleanups in cooperation with Barnstable Police Department
- ✓ Removed existing shrubs and weeds throughout beds at Aselton Park and installed multiple butterfly gardens
- ✓ Assisted with set up and breakdown of 60 special events throughout the Town
- ✓ Cleaned up overgrown beach grass and replaced split rail fence at Greeter Island
- ✓ Installed new fence, boulders, and gate on Navigation Road
- ✓ Demolished and removed deteriorating playground equipment at Centerville Recreation
- ✓ Assisted with holiday décor installation



**Event Support: Hyannis Open Streets**

### Buildings Accomplishments

- ✓ Constructed and installed new gate house for Dowses Beach
- ✓ Framed new walls on first and second floor of School Administration Building
- ✓ Assisted Harbor Master with yearly installation and removal of docks at various marinas and boat ramps
- ✓ Repainted walls of Barnstable Adult Community Center billiards room
- ✓ Assisted with set up and breakdown of Unity Day
- ✓ Assisted with Second Summer Celebration
- ✓ Coordinated set up and take down of voting booths and precincts for November 2023 elections

### Technical Accomplishments

- ✓ Installed new cameras, cabinets, and traffic control equipment at Rte. 132 & Festival Mall intersection to improve traffic and pedestrian safety
- ✓ Installed new cameras, cabinets, and traffic control equipment at Rte. 132 & Cape Cod Mall intersection to improve traffic and pedestrian safety
- ✓ Installed new Camera Vehicle Detection system at Main Street & Sea Street intersection
- ✓ Assisted with installing electrical services for numerous events and electrical drops for holiday décor
- ✓ Installed new furnace at Structures & Grounds
- ✓ Installed new furnaces, condensing units and lines at West Barnstable Community Building
- ✓ Installed 4 dehumidification units in Records Rooms at Barnstable Police Station
- ✓ Winterized bathhouses throughout Town

## Structures & Grounds Division Recent Accomplishments (Continued)

### Cemeteries Accomplishments

- ✓ Completed asphalt overlay project on all roadways and installed new drainage system in Crocker Park Cemetery
- ✓ Opened the new Green Burial in Mosswood Cemetery with accompanying regulations
- ✓ Installed new irrigation in Jewish section and Section H of Mosswood Cemetery
- ✓ Started clearing land and grading for new section of Mosswood Cemetery
- ✓ Installed six flush markers for some of the ancient burials in Lothrop Hill Cemetery
- ✓ Completed improvements to iron fence along the front of Oak Grove Cemetery
- ✓ Repainted all cemetery signs and posts
- ✓ Completed pruning and dead branch removal in all trees throughout Beechwood Cemetery
- ✓ Cleaned 34 ancient monuments in Marstons Mills Cemetery



*Mosswood Cemetery*



*Apartment Tombs- Mosswood Cemetery*

# Structures & Grounds Division Goals and Objectives

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

## Short-Term:

1. Complete the renovation and replacement of the ADA access boardwalk at Kalmus Beach. **(SP: Public Health & Safety, Infrastructure & Assets, Environmental & Natural Resources)**
2. Implement recommended safety procedures and review and develop safety procedures throughout the division with the assistance of the Town's Safety Officer. **(SP: Education, Public Health & Safety)**
3. Complete the implementation of a new software program to improve the scheduling and tracking of work requests and preventative maintenance work. **(SP: Communications, Infrastructure & Assets, Public Health & Safety)**

## Long-Term:

1. Through GAP assessments, and in cooperation with the Community Services Department, continue to implement improved management and maintenance plans for the Hyannis Youth and Community Center. These improvements will include written Emergency Response Plans and maintenance protocols for the ammonia refrigeration system. **(SP: Finance, Communications, Public Health & Safety, Infrastructure & Assets)**
2. Continue to implement and expand our mechanical preventive maintenance program for all municipal facilities under management. This program will expand scheduled preventive maintenance procedures for HVAC, Electrical and Plumbing equipment throughout all municipal facilities. **(SP: Finance, Infrastructure & Assets)**
3. Continue to develop and expand employee training programs to ensure staff are knowledgeable in current technologies, procedures, and methods to create a safe and efficient work environment. **(SP: Education, Public Health & Safety)**

## Structures & Grounds Division Budget Comparison

Structures & Grounds Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$2,240,119	\$3,279,416	\$3,635,422	\$3,055,507	(\$579,915)	-15.95%
Fees, Licenses, Permits	203,160	190,055	185,000	190,000	5,000	2.70%
Interest and Other	1,312,712	500,000	500,000	1,200,000	700,000	140.00%
Special Revenue Funds	80,360	79,640	79,640	83,140	3,500	4.39%
<b>Total Sources of Funding</b>	<b>\$3,836,351</b>	<b>\$4,049,111</b>	<b>\$4,400,062</b>	<b>\$4,528,647</b>	<b>\$128,585</b>	<b>2.92%</b>

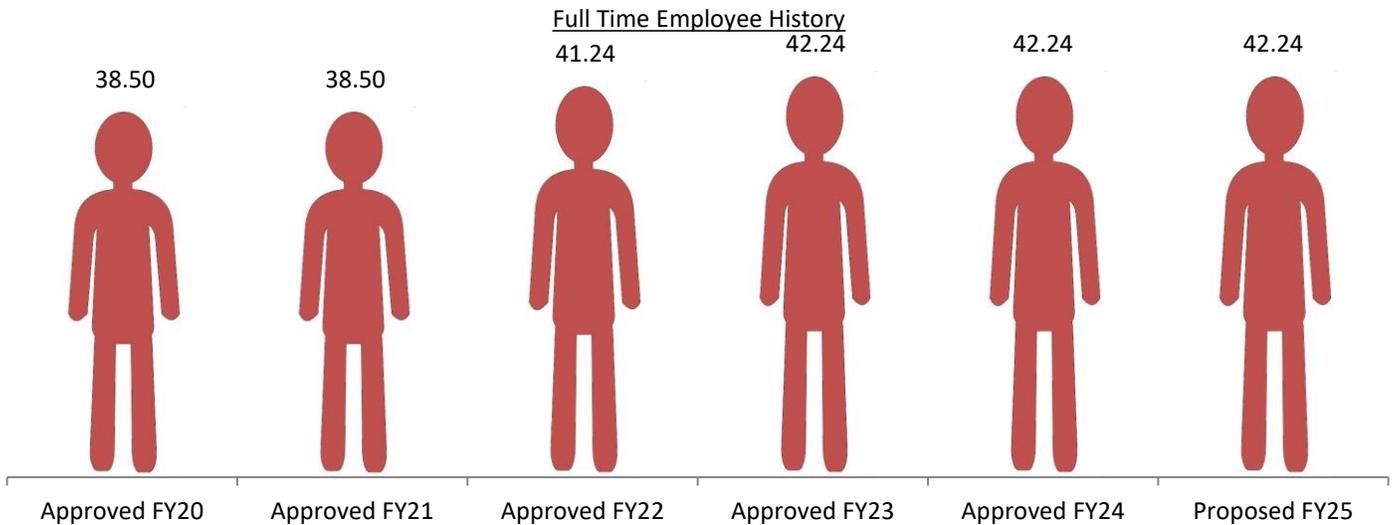
Expenditure Category						
Personnel	\$2,513,253	\$2,761,165	\$3,061,037	\$3,067,622	\$6,585	0.22%
Operating Expenses	1,323,098	1,287,946	1,339,025	1,461,025	122,000	9.11%
<b>Total Appropriation</b>	<b>\$3,836,351</b>	<b>\$4,049,111</b>	<b>\$4,400,062</b>	<b>\$4,528,647</b>	<b>\$128,585</b>	<b>2.92%</b>

### Summary of Budget Changes

The Structures & Grounds Division's proposed FY 2025 budget is increasing \$128,585 or 2.9% over the approved FY 2024 budget. Personnel budget change includes contractual obligations. Operating budget change includes funds for the seasonal portable bathrooms and utility costs.

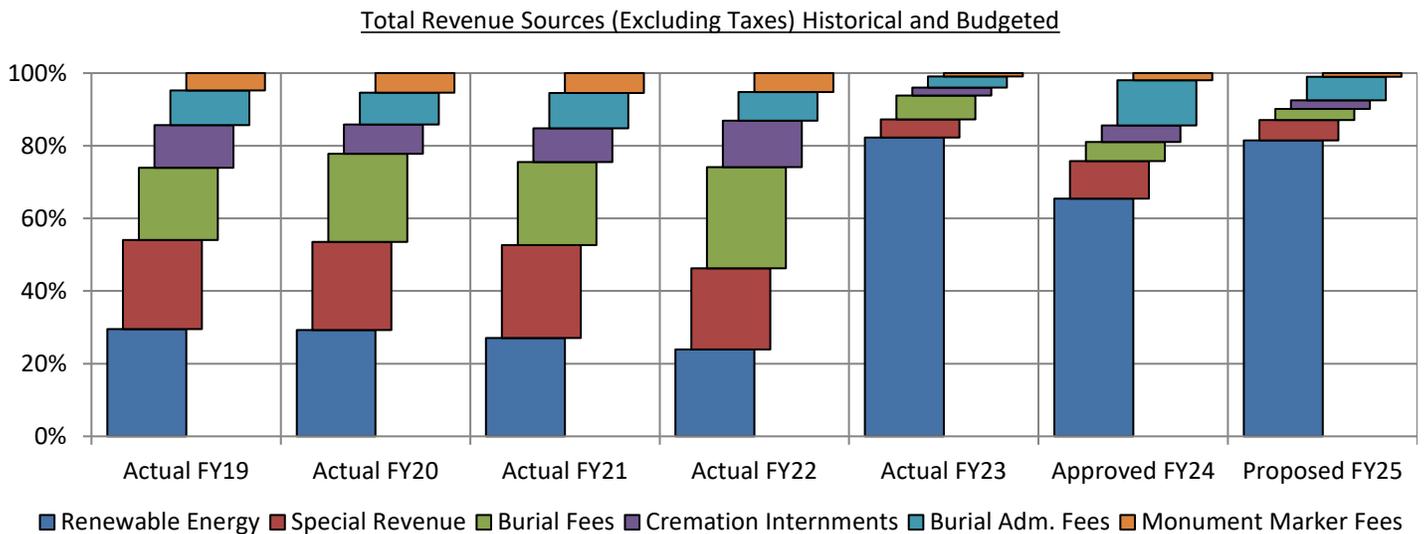
Job Title	FY 2023	FY 2024	FY 2025	Change
Carpenter	2.00	2.00	2.00	-
Cemeteries Foreman	1.00	1.00	1.00	-
Cemetery Services Coordinator	1.00	1.00	1.00	-
Custodian	9.60	9.60	9.60	-
Equipment Operator	3.00	3.00	3.00	-
General Foreman	1.00	1.00	1.00	-
Laborer/Craftsperson	8.00	8.00	8.00	-
Maintenance Technician	4.00	4.00	4.00	-
Office Manager	1.00	1.00	1.00	-
Principal Dept/Div Assistant	1.64	1.64	1.64	-
Section Foreman	2.00	2.00	2.00	-
S&G Div. Supervisor	1.00	1.00	1.00	-
Solid Waste Service	1.00	1.00	1.00	-
Technical Apprentice	2.00	2.00	2.00	-
Working Foreman	4.00	4.00	4.00	-
<b>Full-time Equivalent Employees</b>	<b>42.24</b>	<b>42.24</b>	<b>42.24</b>	<b>-</b>

## Structures & Grounds Division Factors Affecting FTE's



The FY 2020 budget added three (3) positions to support a field maintenance program. The FY 2022 budget includes two (2) positions for the packer service program (municipal trash pickup) as well as a custodian position transferred from the Community Services Department. The FY 2023 budget included one (1) additional custodial position.

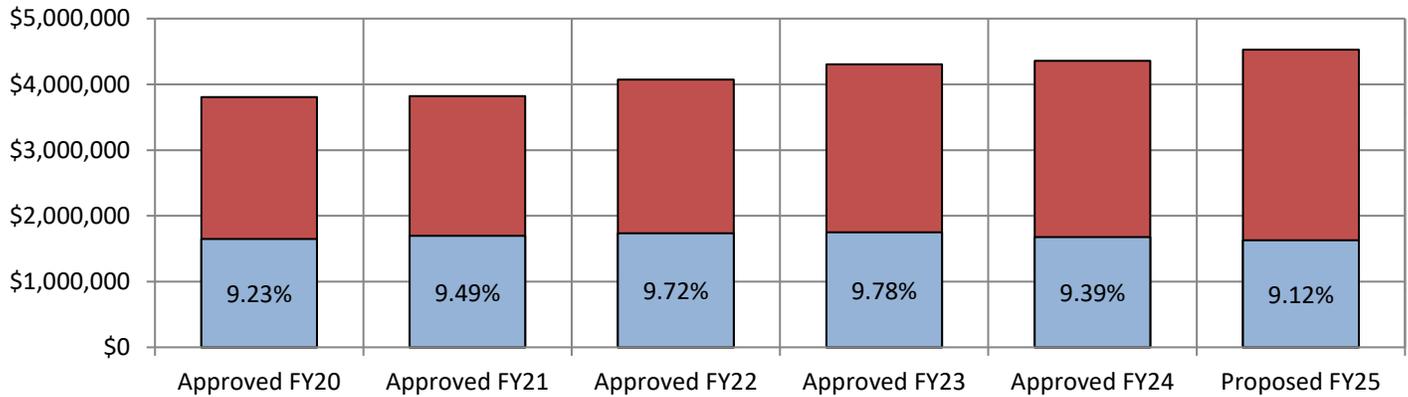
## Structures & Grounds Division Factors Affecting Revenues



Taxes provide 67% of total sources of funding for this division's proposed budget. The remaining balance is covered through revenue received from renewable energy for solar arrays installed on town properties and department fees. These fees include burial fees, cremations, administration fees, and monuments. The availability of burial lots and mortality rates would play a role in the fees generated.

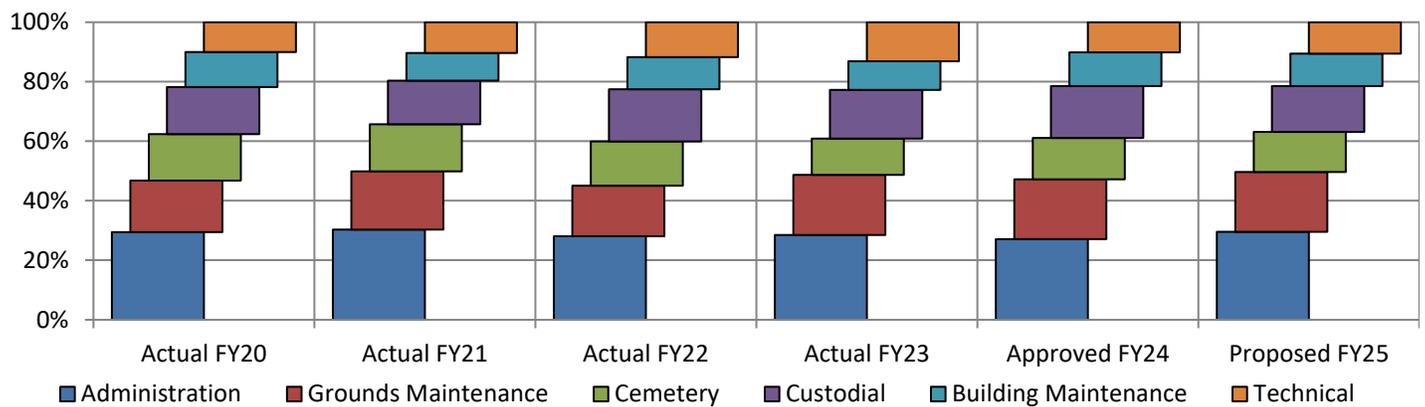
# Structures & Grounds Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



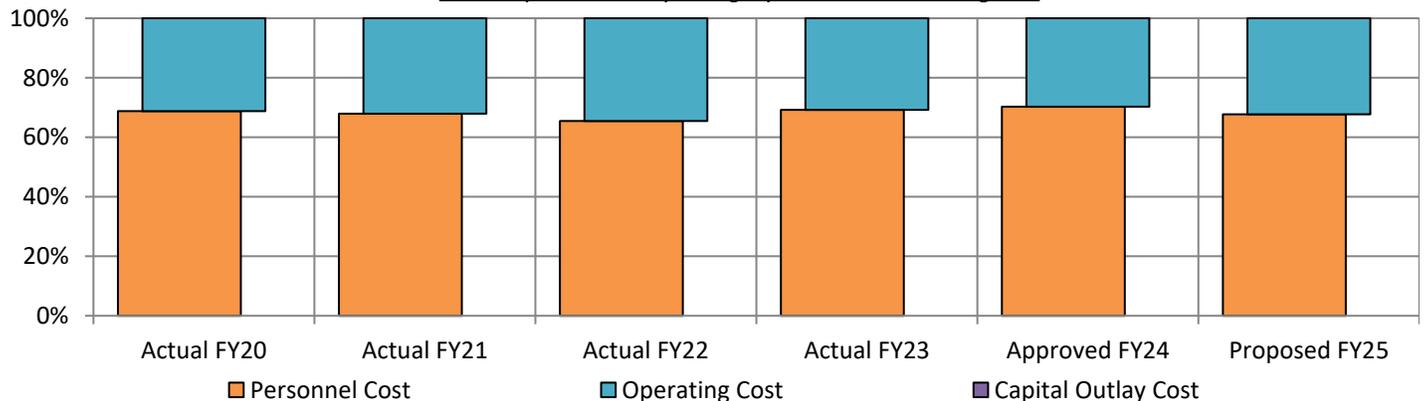
Structures & Ground's budget has increased 3.16% annually on average over a six-year period. This operation has also ranged from 9.12% to 9.78% of the total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



Administration is the largest program area within the Structures & Grounds division at 29% of the proposed budget.

Total Expenditures By Category Historical and Budgeted



Personnel cost account for 67% of the proposed budget followed by 32% in operating cost, this includes utilities for Town properties.

# Structures & Grounds Program Services Provided

## Administration Program

This program has the responsibility for the management of the Division's overall operations and personnel. This team is responsible for the preparation and administration of the Division's operating and capital project budgets, the processing of invoices for payment, personnel, procurement, utility usage, telecommunications, and implementing/monitoring energy conservation measures.

Administration Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$0	\$660,364	\$683,531	\$137,870	(\$545,661)	-79.83%
Interest and Other	1,312,712	500,000	500,000	1,200,000	700,000	140.00%
<b>Total Sources of Funding</b>	<b>\$1,312,712</b>	<b>\$1,160,364</b>	<b>\$1,183,531</b>	<b>\$1,337,870</b>	<b>\$154,339</b>	<b>13.04%</b>

Expenditure Category						
Personnel	\$340,591	\$362,607	\$377,716	\$390,055	\$12,339	3.27%
Operating Expenses	753,238	797,757	805,815	947,815	142,000	17.62%
<b>Total Appropriation</b>	<b>\$1,093,829</b>	<b>\$1,160,364</b>	<b>\$1,183,531</b>	<b>\$1,337,870</b>	<b>\$154,339</b>	<b>13.04%</b>

## Grounds Maintenance Program

The ground's maintenance program supports a wide variety of landscaping tasks throughout our 60 acres of municipal property. The acreage consists of numerous parks, facilities grounds, memorial sites, athletic fields, playgrounds, traffic islands, ways to water, a dog park, and other town assets. These sites require maintenance of 41 irrigation systems, installation of seasonal floral displays, replacement and maintenance of flagpoles and progressive beautification through cultural practices and an organic fertility program. The sector is also responsible for providing weekly beach raking for 33 acres of town owned beaches and 5 private beach raking contracts. The program supports maintenance and upkeep of 81 Community Preservation/Land bank properties and administers the Town's Adopt-A-Spot program for 50+ locations. This group assists the Barnstable Police Department with homeless camp cleanups; the Conservation Department with trail and parking-lot maintenance and construction projects; and the Arts & Culture Program with projects and event support. Grounds support both the Engineering Section and the Town Architect with project specifications and site supervision. Additionally, they assist the Highway Division with snow & ice operations.

Grounds Maintenance Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$694,872	\$714,240	\$794,318	\$827,229	\$32,911	4.14%
Special Revenue Funds	80,360	79,640	79,640	83,140	3,500	4.39%
<b>Total Sources of Funding</b>	<b>\$775,232</b>	<b>\$793,880</b>	<b>\$873,958</b>	<b>\$910,369</b>	<b>\$36,411</b>	<b>4.17%</b>

Expenditure Category						
Personnel	\$630,547	\$654,845	\$727,605	\$764,016	\$36,411	5.00%
Operating Expenses	144,684	139,035	146,353	146,353	-	0.00%
<b>Total Appropriation</b>	<b>\$775,232</b>	<b>\$793,880</b>	<b>\$873,958</b>	<b>\$910,369</b>	<b>\$36,411</b>	<b>4.17%</b>

# Structures & Grounds Program Services Provided (Continued)

## Building Maintenance Program

The Building Maintenance Program is responsible for emergency and scheduled maintenance/repairs to over 56 municipal buildings including the Town Hall Campus, the Police Department, Hyannis Youth & Community Center, Barnstable Adult Community Center, Comfort Stations, Beach Houses, Leased Properties, Community Centers and all Department/Division facilities. This team is comprised of carpenters, painters and laborers who work together on the repairs, renovations, and new construction at municipal facilities. They also assist the Recreation Division with the set-up and removal of beach ramps, ticket booths and lifeguard stations at our 14 beach locations and is responsible for maintenance, repairs and replacement of 19 docks and finger floats at 4 facilities including seasonal installation and removal of the same. They assist the Town Harbormaster with the seasonal installation and removal of all docks managed by the Marine & Environmental Affairs Department. They also provide support to Planning & Development's Arts and Culture Program with projects and event support. Additionally, this team provides support to the Highway Division for snow & ice operations.



Town Hall

Building Maintenance Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$370,635	\$353,963	\$492,277	\$492,808	\$531	0.11%
<b>Total Sources of Funding</b>	<b>\$370,635</b>	<b>\$353,963</b>	<b>\$492,277</b>	<b>\$492,808</b>	<b>\$531</b>	<b>0.11%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$257,986	\$255,013	\$392,327	\$392,858	\$531	0.14%
Operating Expenses	112,649	98,951	99,950	99,950	-	0.00%
<b>Total Appropriation</b>	<b>\$370,635</b>	<b>\$353,963</b>	<b>\$492,277</b>	<b>\$492,808</b>	<b>\$531</b>	<b>0.11%</b>

## Custodial Program

The custodial program provides janitorial services for 6 municipal office buildings, 4 comfort stations, 3 community buildings, Hyannis Youth & Community Center, Barnstable Police Station facility, Barnstable Adult Community Center, and the Mosswood Cemetery office. Cleaning schedules provide daily and routine maintenance objectives, including: floor care, restroom cleaning/sanitation, trash removal, recycling, and all associated cleaning activities. The custodial staff is responsible for purchasing, inventorying and the distribution of all cleaning supplies in support of municipal facilities. This group is responsible for the cleaning, sanitizing and supplying the 14 beach buildings during the summer season. Additional services include building security, safety inspections, public and committee meeting set up, special events support, and preventive maintenance tasks. Additionally, the custodial staff is charged with clearing snow and applying ice melt to the walkways and entryways to all municipal buildings during snow & ice events.

Custodial Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$626,980	\$743,281	\$763,833	\$695,713	(\$68,120)	-8.92%
<b>Total Sources of Funding</b>	<b>\$626,980</b>	<b>\$743,281</b>	<b>\$763,833</b>	<b>\$695,713</b>	<b>(\$68,120)</b>	<b>-8.92%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$562,819	\$669,781	\$705,033	\$636,913	(\$68,120)	-9.66%
Operating Expenses	64,161	73,500	58,800	58,800	-	0.00%
<b>Total Appropriation</b>	<b>\$626,980</b>	<b>\$743,281</b>	<b>\$763,833</b>	<b>\$695,713</b>	<b>(\$68,120)</b>	<b>-8.92%</b>

# Structures & Grounds Program Services Provided (Continued)

## Technical Program

The Technical Program consists of a licensed electrician, licensed HVAC technician and 2 technical apprentices who are responsible for the electrical, heating, air conditioning and ventilating systems throughout the Town. They are responsible for maintaining the Town's traffic control signals, school zone flashing beacons, pedestrian crossing signals and the numerous ornamental light stanchions. The program is charged with the planned and preventative maintenance of Town's mechanical assets throughout our facilities. This team is tasked with access control, public safety, energy efficiency and indoor climate control. This program gives support to the Information Technology Division through their data network wiring capabilities. The team provides technical support for the Town's various security alarms, fire alarms and our automated building systems



*Hyannis Youth and Community Center*

Technical Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$503,845	\$440,042	\$482,344	\$478,852	(\$3,492)	-0.72%
<b>Total Sources of Funding</b>	<b>\$503,845</b>	<b>\$440,042</b>	<b>\$482,344</b>	<b>\$478,852</b>	<b>(\$3,492)</b>	<b>-0.72%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$295,177	\$303,042	\$303,649	\$320,157	\$16,508	5.44%
Operating Expenses	208,668	137,000	178,695	158,695	(20,000)	-11.19%
<b>Total Appropriation</b>	<b>\$503,845</b>	<b>\$440,042</b>	<b>\$482,344</b>	<b>\$478,852</b>	<b>(\$3,492)</b>	<b>-0.72%</b>

## Cemeteries Program

The cemetery program provides management, maintenance, beautification, and improvements for 81 acres of municipal cemetery grounds. This program includes full responsibility for the operation, maintenance, and care of 14 town cemeteries, office building and maintenance garage. It provides the scheduling, coordination and supervision of funeral and interment services for approximately 210 burials annually. It is also responsible for the installation of monument foundations, and flush markers. The Cemetery Program is responsible to maintain an accurate records data base and cemetery lot sales and mapping. Supplementary responsibilities include ancient headstone and monument maintenance and preservation and the development of raw land for future lot expansion. Additionally, it provides support to the Highway Division during snow & ice operations.

Cemetery Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$262,670	\$367,526	\$419,119	\$423,035	\$3,916	0.93%
Fees, Licenses, Permits	203,160	190,055	185,000	190,000	5,000	2.70%
<b>Total Sources of Funding</b>	<b>\$465,830</b>	<b>\$557,581</b>	<b>\$604,119</b>	<b>\$613,035</b>	<b>\$8,916</b>	<b>1.48%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$426,133	\$515,878	\$554,707	\$563,623	\$8,916	1.61%
Operating Expenses	39,697	41,704	49,412	49,412	-	0.00%
<b>Total Appropriation</b>	<b>\$465,830</b>	<b>\$557,581</b>	<b>\$604,119</b>	<b>\$613,035</b>	<b>\$8,916</b>	<b>1.48%</b>

# Public Works Department Workload Indicators

## Highway Division

	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Projected
Cleaned Catch Basins	1,809	1,100	1,257	1,380
New Asphalt Road Patches (tons)	388	410	495	540
Maintained Street Signs	609	850	729	800
Planted New Trees	8	10	5	7
Mowed (miles)	356	408	448	490
Picked Up Litter (miles)	375	430	402	440
Unscheduled Work Requests	2,998	2,846	2,922	3,200
Swept # of Parking Lots	25	26	13	21
Swept Roads (miles)	746	600	546	600
Repainted Center Lines (miles)	207	222	197	220
Repainted Fog Lines (miles)	202	235	188	200
Repainted Stop Bars and Crosswalks	805	552	1,023	1,110
Repaired Catch Basin Drainage Systems	51	44	37	45
Opened West Bay Drawbridge for Boat Traffic	1,910	1,203	1,750	1,900

## Structures & Grounds Division

	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Projected
HVAC Related Calls	162	183	172	190
Building and Maintenance Repair Work Orders	302	325	313	340
Grounds Maintenance Related Work Orders	292	265	278	300
HVAC & Electrical Preventive Maintenance Work Orders	605	423	514	565
Electrical Related Service and Repair Work Orders	251	279	265	315
Plumbing Related Service Work Orders	141	165	153	170
Locksmith Related Work Orders	148	99	123	135
Phone Service and Hardware Relocation Work Orders	77	65	71	80
Custodial Services Related Work Orders	255	222	238	260

# INSPECTIONAL SERVICES DEPARTMENT

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## Department Purpose Statement

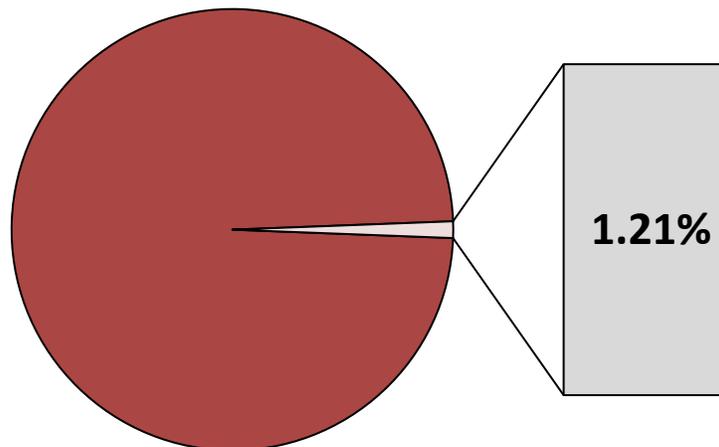
The Inspectional Services Department's purpose is developing, implementing, and administering a comprehensive public safety and public health services, policies, and procedures throughout the community. The Inspectional Services Department seeks to develop and implement sound and effective policies and procedures that support the Town's overall mission of protecting our citizen's quality of life while responding to and anticipating the needs of the community.

## Division Areas

**Building  
Services**

**Public  
Health**

% of FY 2025 General Fund Budget



The Inspectional Services Department comprises 1.21% of the overall General Fund budget.

# Inspectional Services Department Services Provided

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

Inspectional Services provides a suite of regulatory services to the community involving public safety and public health as they relate to buildings, structures, property use, and businesses.

## Inspectional Services Department Budget Comparison

Inspectional Services Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$0	\$16,943	\$641,595	\$72,892	(\$568,703)	-88.64%
Fines, Forfeitures, Penalties	30,100	10,615	-	10,000	10,000	0.00%
Fees, Licenses, Permits	4,013,927	2,347,133	1,819,500	2,500,500	681,000	37.43%
Charges for Services	1,006	-	-	1,000	1,000	0.00%
<b>Total Sources of Funding</b>	<b>\$4,045,034</b>	<b>\$2,374,691</b>	<b>\$2,461,095</b>	<b>\$2,584,392</b>	<b>\$123,297</b>	<b>5.01%</b>

Expenditure Category						
Personnel	\$2,092,975	\$2,153,350	\$2,205,099	\$2,339,396	\$134,297	6.09%
Operating Expenses	226,355	221,341	255,996	244,996	(11,000)	-4.30%
<b>Total Appropriation</b>	<b>\$2,319,330</b>	<b>\$2,374,691</b>	<b>\$2,461,095</b>	<b>\$2,584,392</b>	<b>\$123,297</b>	<b>5.01%</b>

### Summary of Budget Changes

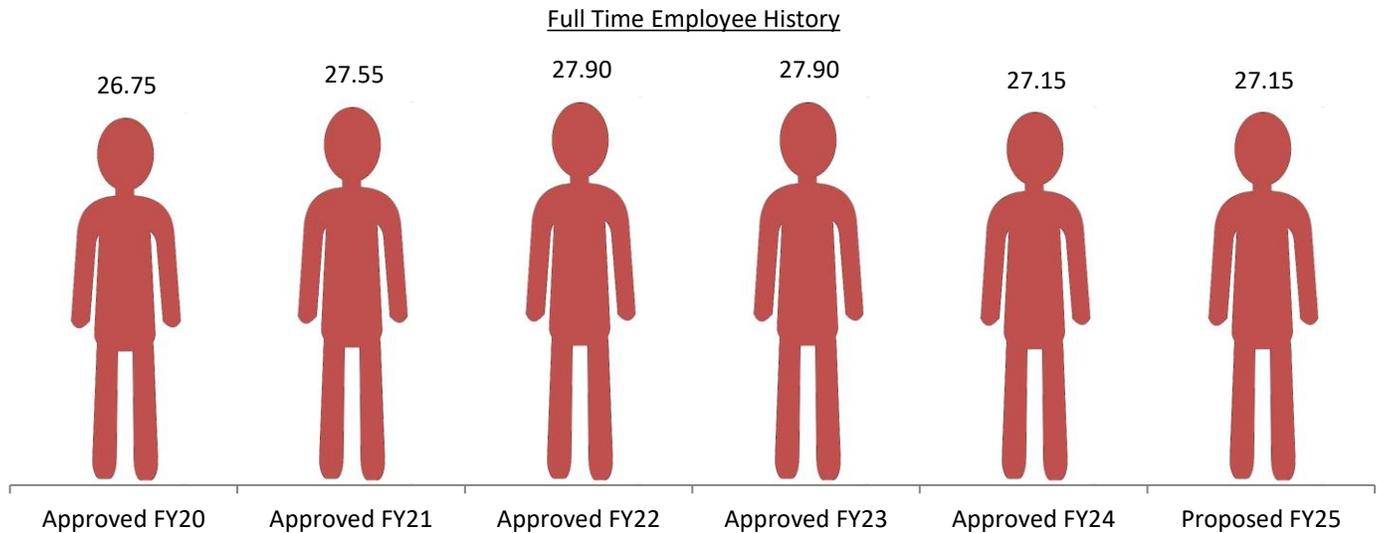
The Inspectional Services Department's proposed FY 2024 budget is increasing by \$123,297 or 5.0% over the approved FY 2024 budget. Personnel budget change includes contractual obligations. Operating costs are decreasing \$11,000 due to a reduction in credit card processing charges.

## Inspectional Services Department Budget Reconciliation

	Personnel	Operating	Capital Outlay	Totals	FTE
<b>FY 2024 Approved Budget</b>				<b>\$2,461,095</b>	
Contractual Obligations Net of Staff Turnover	134,297	-	-	<b>134,297</b>	-
One-Time Charges	-	-	-	-	-
<b>FY 2025 Budget Changes</b>					
1. Credit Card Service Charge	-	(11,000)	-	<b>(11,000)</b>	-
<b>FY 2025 Proposed Budget</b>	<b>\$134,297</b>	<b>(\$11,000)</b>	<b>\$0</b>	<b>\$2,584,392</b>	<b>-</b>

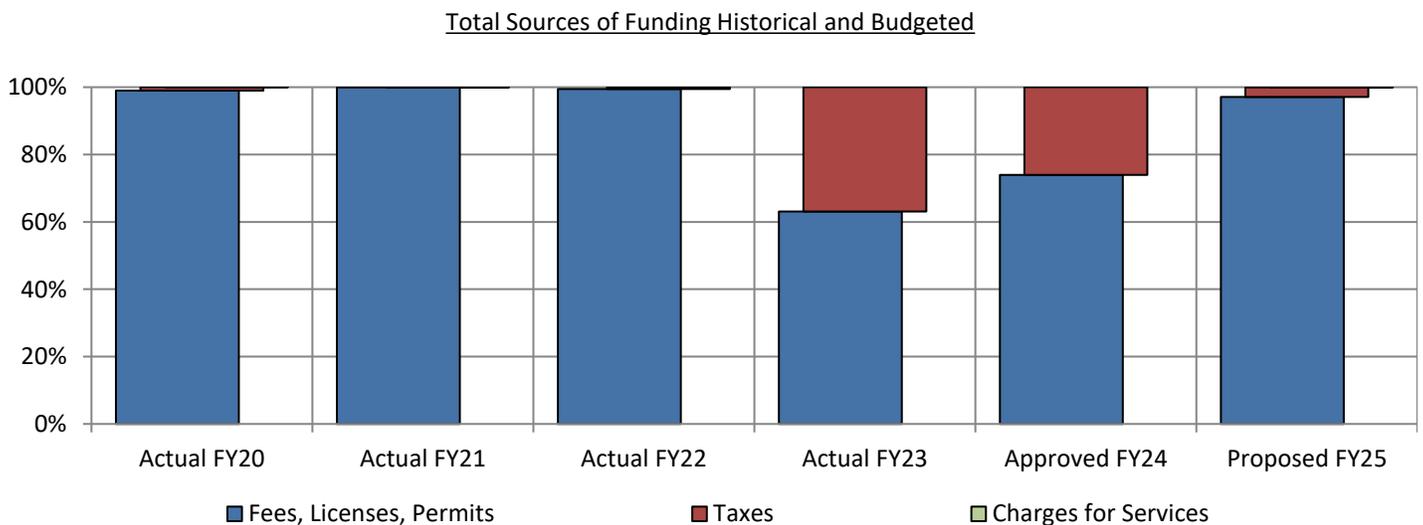
- 1. Credit Card Service Charge-** Reduction in operating costs. Credit card service charge previously budgeted within the department is charged to user at time of transaction.

## Inspectional Services Department Factors Affecting FTE's



In FY 2021 full-time equivalents increased by 0.80 due to adding a Deputy Director position (1.00) and a reduction for a part-time Septic System Info Coordinator (0.20). In FY 2024 25% of the Deputy Director's position is allocated to a revolving fund, the part-time Coastal Health Resource Coordinator position (0.70 fte) is being transferred to the Department of Public Works, and the part-time Septic system Coordinator position is increasing by 0.20 ftes. FY 2025 no changes in personnel.

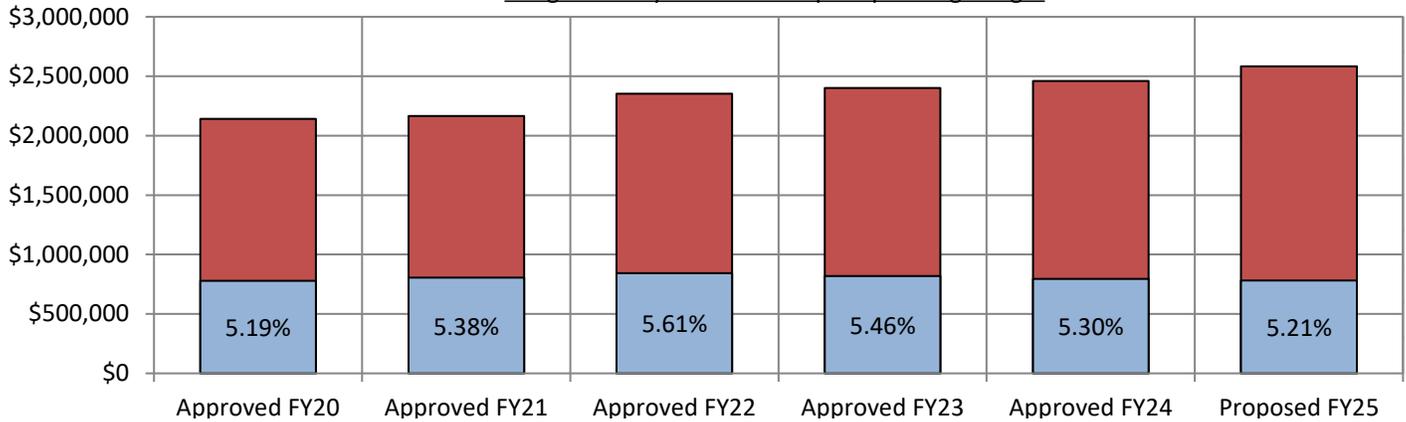
## Inspectional Services Department Factors Affecting Revenues



Fees, Licenses, and Permits accounts for 96% and tax support 2.8% of total sources of funding for the proposed budget. Building permits account for the majority of sources of funding for this department at roughly 65% of total sources of funding. Other types of permits include filing fees, disposal work, gas, food services, swimming pools, and wiring. Fees charged by this department relate to certificates of inspection, site plan reviews, and hazardous material. This department is 100% covered by the sources of funding it generates based on actuals during the fiscal year.

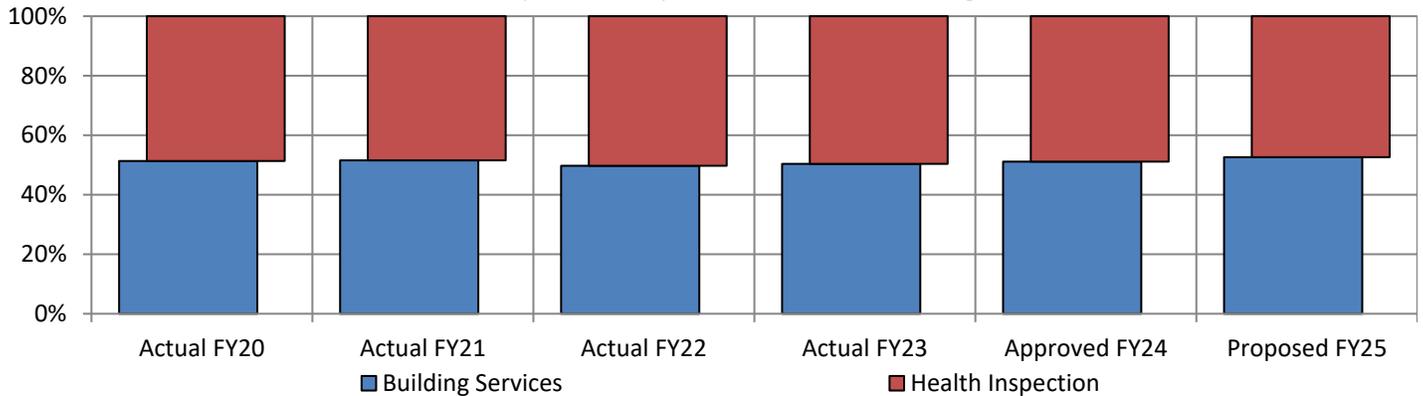
# Inspectional Services Department Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



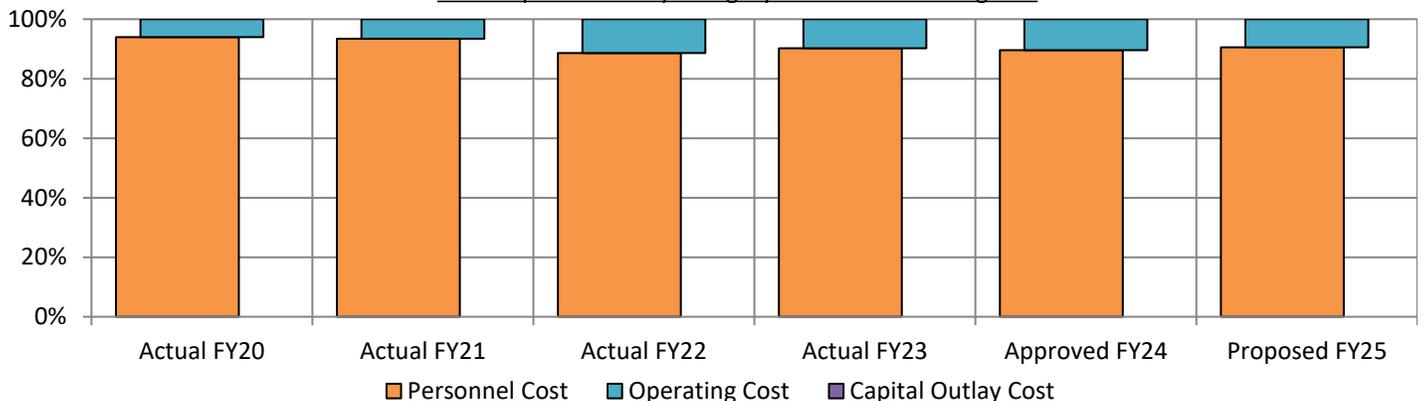
The Inspectional Services Department’s budget has increased 3.46% annually on average over a six-year period. This budget on average is between 5.19 to 5.61% of the total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Division Historical and Budgeted



Inspectional Services division’s are split 50/50 between Building Services and Health Inspection. This trend has remained consistent through the six-year period.

Total Expenditures By Category Historical and Budgeted



Inspectional Services Department’s expenditures proposed budget is allocated 90% personnel cost and 10% operating cost.

# BUILDING SERVICES DIVISION

## Purpose Statement

The Building Division role is to further Town's mission by enacting permitting, inspection and code compliance services that are intended and designed to protect the health and safety of our citizens while being respectful of their rights, their property, and them as individuals.

Our goal is to assist our citizens with code issues in a helpful, meaningful, and a creative manner designed to promote their business and personal property needs.

## Program Areas

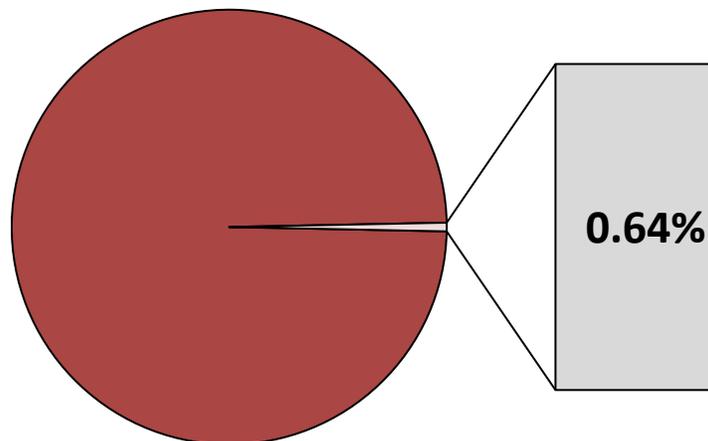


**Inspection & Permitting Program**



**Zoning Enforcement Program**

% of FY 2025 General Fund Budget



This Building Services Division comprises 0.64% of the overall General Fund budget.

## Building Services Division Services Provided

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

The Building Services Division is responsible for administration and enforcement of the Massachusetts State Building Code (780 CMR), Massachusetts State Plumbing/Gas Code (248 CMR), and Electrical code (527 CMR), the Architectural Access Board's accessibility Code (521 CMR), and several Town ordinances including the Barnstable Zoning Ordinance (Chapter 240).

Our services include:

- Building permit application review for construction, zoning, and handicap accessibility.
- Permit issuance for the building, plumbing, gas & wiring trades.
- Inspectional services for the building, plumbing, gas & wiring trades.
- Sign code administration, including permit review, permit issuance and enforcement.
- Site Plan Review coordination / decisions for capital projects.
- Code Compliance processing for all divisional and interdepartmental disciplines.



## Building Services Division Recent Accomplishments

- ✓ The Building Division, with assistance from the Site Plan Review Coordinator, successfully implemented an electronic permitting portal for the Site Plan Review program. This electronic portal ensures ease of use for the applicant as well as consistency and convenience for committee members. Documentation is uploaded to the system for review and comment which allows staff to communicate internally and externally to the applicant.  
**(SP: Regulatory Process and Performance, Communication)**
- ✓ The Building Division's Code Compliance Program formally expanded its scope to include the Health Division. This program receives complaints from the public, monitors and tracks each request for service through a single Code Compliance Manager and the OpenGov platform.  
**(SP: Regulatory Process and Performance, Communication)**



*Home Depot renovation and expansion*

# Building Services Division Goals and Objectives

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

## Short-Term:

1. Continue to work with the Town Manager's office to maintain friendly, predictable, and easy citizen access for permitting, zoning and general inquiries. Refine our hybrid work model to best fit the needs of the public and staff in anticipation of a move to the Town Offices Campus on South Street. **(SP: Regulatory Process and Performance, Communication)**
2. Both Massachusetts Building Code (780 CMR) and Uniform State Plumbing Code (248 CMR) will both be updated during the 2024 calendar year. Inspectors will be spending considerable time dedicating themselves to training in order to familiarize themselves with the changes while assisting contractors and homeowners through the transition. **(SP: Regulatory Process and Performance, Communication)**
3. After spending much of the previous year reviewing and analyzing the Department's fee structures it is the Building Division's intent to formally propose and implement a new fee structure that is in line with the cost of services provided. **(SP: Regulatory Process and Performance, Communication, Finance)**
4. Work continues with assistance from our Information Technology Department, to establish and provide remote public access to division records electronically. This effort is intended to ensure that files posted publicly maintain integrity while providing ease of access to the public. This final record review is the last phase before remote electronic access is provided to the public. **(SP: Regulatory Process and Performance, Communication)**
5. Division developed the outline for and is working with the Communications Division and Webmaster to modify the Building Division webpage to ensure ease of use and to provide additional resources for the public. **(SP: Regulatory Process and Performance, Communication)**



**Cape Cod Hospital Expansion**

## Long-Term:

1. The process of evaluating our practices and procedures for continued improvement purposes remains a priority of the division. The overall goal is to ensure that any practices adopted by the division serve the public in an efficient and respectful manner. **(SP: Regulatory Process and Performance, Education, Communication, Public Health, and Safety)**
2. Transition to a 100% electronic and paperless Division for all permitting, inspections, notifications and property file retention and access. **(SP: Regulatory Process and Performance, Communication)**
3. Refining the implementation of the Code Compliance Program to provide clear guidelines for Code Compliance Officers and supporting staff on the handling of Requests for Service. This includes training over multiple guiding principles from situational awareness, report writing, respecting, and protecting citizen and property rights and efficient/effective use of court proceedings. **(SP: Regulatory Process and Performance, Communication)**

## Building Services Division Budget Comparison

Building Services Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$0	\$0	\$0	\$0	\$0	0.00%
Fines, Forfeitures, Penalties	\$30,100	\$10,615	\$0	\$10,000	10,000	0.00%
Fees, Licenses, Permits	3,552,524	1,834,770	1,438,000	2,075,000	637,000	44.30%
Charges for Services	1,006	-	-	1,000	1,000	0.00%
<b>Total Sources of Funding</b>	<b>\$3,583,631</b>	<b>\$1,845,385</b>	<b>\$1,438,000</b>	<b>\$2,086,000</b>	<b>\$648,000</b>	<b>45.06%</b>

Expenditure Category						
Personnel	\$1,146,668	\$1,182,109	\$1,183,506	\$1,296,411	\$112,905	9.54%
Operating Expenses	59,656	55,792	74,389	63,389	(11,000)	-14.79%
<b>Total Appropriation</b>	<b>\$1,206,324</b>	<b>\$1,237,901</b>	<b>\$1,257,895</b>	<b>\$1,359,800</b>	<b>\$101,905</b>	<b>8.10%</b>

### Summary of Budget Changes

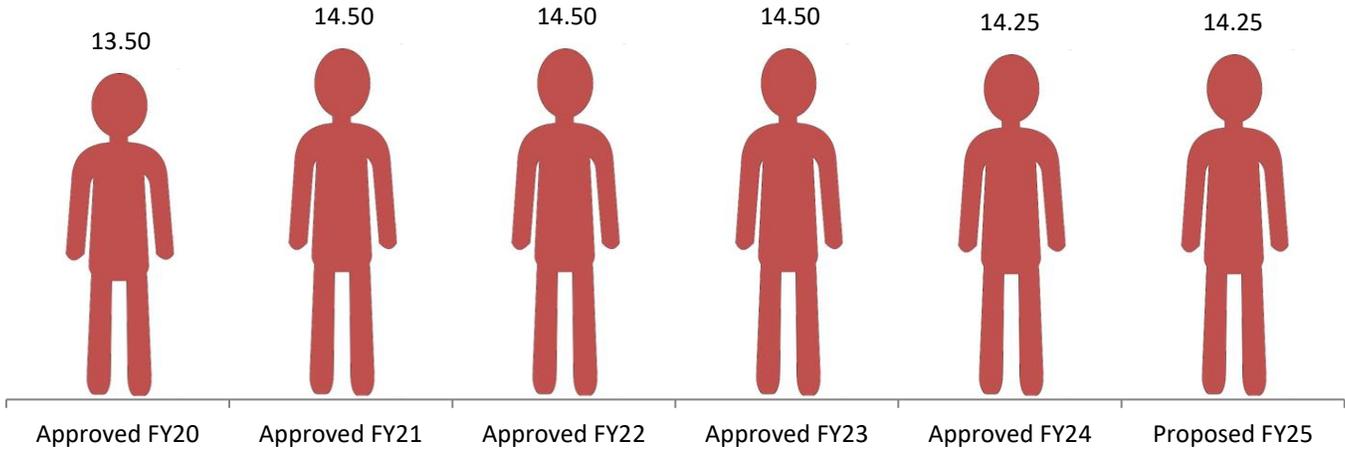
The Building Services Division's proposed FY 2025 budget is increasing \$101,905 or 8.10% over the approved FY 2024 budget. Personnel budget change includes contractual obligations. Operating budgets a decreased \$11,000 due to a reduction in credit card processing fees.

Job Title	FY 2023
Assistant Zoning Administrator	1.00
Building Commissioner	1.00
Chief Local Inspector	1.00
Chief Zoning Enforcement Officer	1.00
Deputy Director of Inspectional Services	1.00
Gas & Plumbing Inspector	2.00
Local Inspector	3.00
Officer Manager Building	1.00
Permit Technician	2.00
Wire Inspector	1.50
<b>Full-time Equivalent Employees</b>	<b>14.50</b>

	FY 2024	FY 2025	Change
	1.00	1.00	-
	1.00	1.00	-
	1.00	1.00	-
	1.00	1.00	-
	0.75	0.75	-
	2.00	2.00	-
	3.00	3.00	-
	1.00	1.00	-
	2.00	2.00	-
	1.50	1.50	-
	<b>14.25</b>	<b>14.25</b>	<b>-</b>

# Building Services Division Factors Affecting FTE's

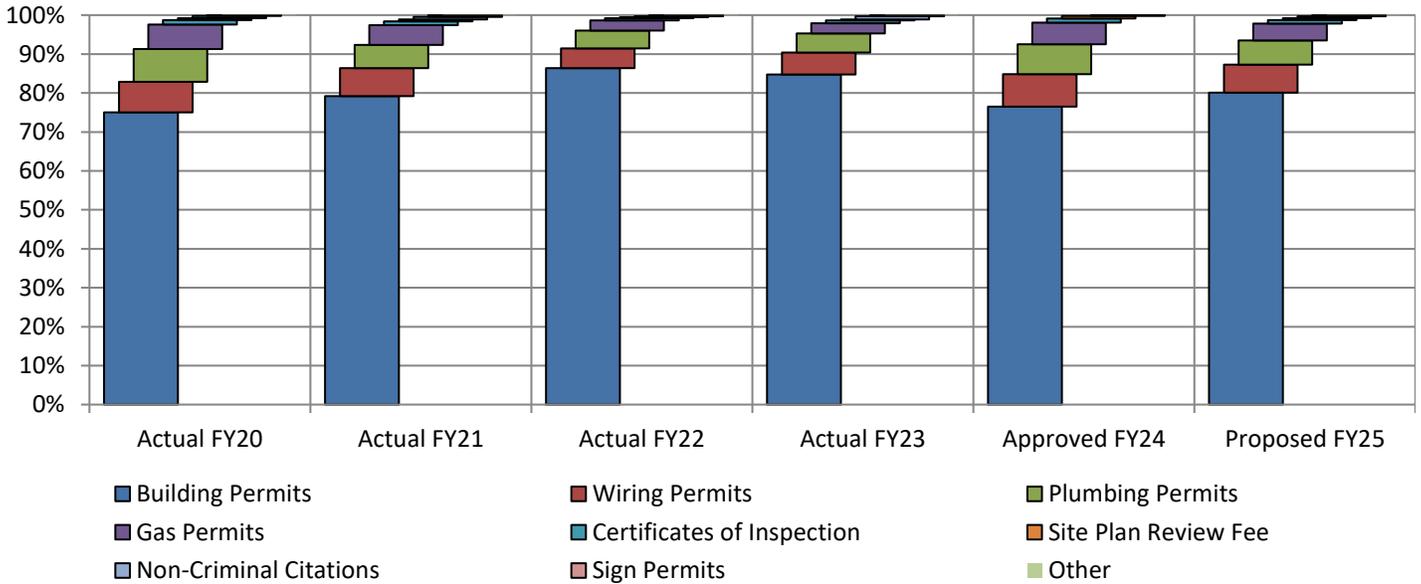
Full Time Employee History



The FY 2021 budget includes the addition of the Deputy Director's position and 25% of this position's salary has been allocated to the Weights & Measures Revolving Fund in FY 2024. No changes in FY 2025.

# Building Services Division Factors Affecting Revenues

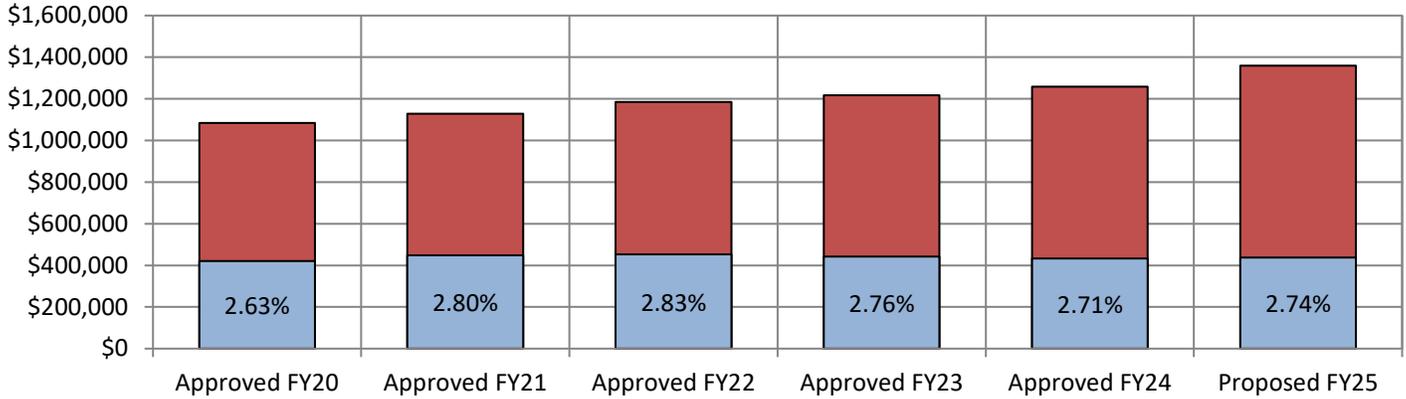
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Fees, Licenses, and permits account for 98% of total sources of funding for the Building Services division. Excluding taxes, building permits account for 80% of total revenue sources. Wiring, plumbing, and gas permits account for 17% when excluding taxes.

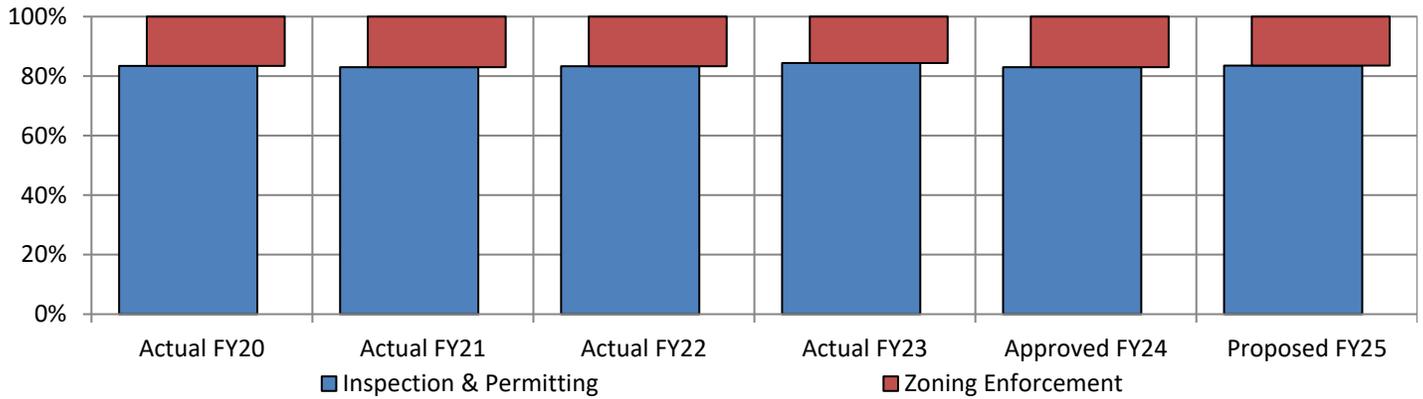
# Building Services Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



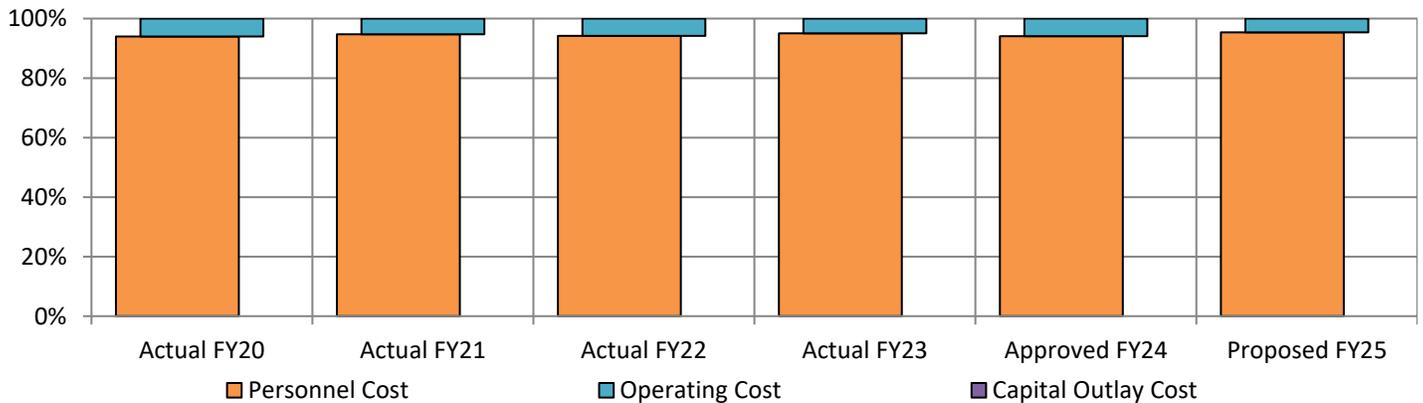
The Building Services Division’s budget has increased 4.25% annually on average over a six-year period. This budget has also increased from 2.68% to 2.74% of the total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



The Inspection & Permitting program comprises 83% and Zoning Enforcement 17% of the division’s proposed budget. Actual program allocations have remained consistent over a six-year period.

Total Expenditures By Category Historical and Budgeted



Building Services expenditures are allocated 95% to personnel cost and 5% to operating cost as a percentage of proposed budget. This allocation has remained consistent over a six-year period.

# Building Services Program Services Provided

## Inspection & Permitting Program

The building code inspection and permitting services for all communities of the Commonwealth of Massachusetts originates in Massachusetts General Law (M.G.L.) Chapter 143. M.G.L. 143 is designed to promote public safety as it relates to buildings. In doing so M.G.L. 143 provides for the promulgation of regulations, which establish the minimum standards for construction to protect the health and safety of the Commonwealth’s citizens. That regulation is known as 780 CMR (Code of Massachusetts Regulations) otherwise known as the Massachusetts State Building Code. M.G.L., and also requires that communities appoint building officials for reviewing construction plans, issuing permits, inspecting buildings, and the general enforcement of 780 CMR.

In many communities, including the Town of Barnstable, building departments are tasked with other duties beyond the building code itself. For example, we oversee or regulate the following:

- 248 CMR – Massachusetts State Plumbing / Gas Code;
- 527 CMR – Massachusetts State Electrical Code;
- 521 CMR – Handicap Accessibility Code in Massachusetts is known as the Architectural Access Board (AAB);
- The Town of Barnstable Zoning Ordinance, and;

The Town of Barnstable Site Plan Review.

The Massachusetts State Building Code is derived from a group of code standards published by a publishing concern known as the International Code Counsel (ICC). They publish what is commonly referred to as the ICC Standards. Massachusetts amends certain sections of the ICC codes that it has adopted to serve the unique needs of the citizens of Massachusetts.

- The Town of Barnstable Sign Code;
- Federal Emergency Management Agencies Flood Insurance Program, and;
- Storm Water Regulations.

The men and women that make up the Barnstable Building Services Division are proud to serve the citizens of Barnstable. We are committed to the constant self-evaluation of our processes and ourselves with the aim of delivering professional service to the community that is ethical, efficient, fair, predictable, consistent, and respectful to the citizens of Barnstable.

Inspection & Permitting Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Fees, Licenses, Permits	\$3,544,274	\$1,819,870	\$1,428,000	\$2,065,000	\$637,000	44.61%
Charges for Services	1,006	-	-	1,000	1,000	0.00%
<b>Total Sources of Funding</b>	<b>\$3,545,281</b>	<b>\$1,819,870</b>	<b>\$1,428,000</b>	<b>\$2,066,000</b>	<b>\$638,000</b>	<b>44.68%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$937,811	\$969,161	\$970,131	\$1,071,853	\$101,722	10.49%
Operating Expenses	59,656	55,792	74,389	63,389	(11,000)	-14.79%
<b>Total Appropriation</b>	<b>\$997,467</b>	<b>\$1,024,953</b>	<b>\$1,044,520</b>	<b>\$1,135,242</b>	<b>\$90,722</b>	<b>8.69%</b>

# Building Services Program Services Provided (Continued)

## Zoning Enforcement Program

The Town of Barnstable is comprised of 76 square miles of land area, fronts on Cape Cod Bay as well as Nantucket Sound and is home to seven quaint villages. Barnstable has the largest commercial area and the most services available on Cape Cod. Local zoning builds on the basic provisions of the State/Zoning Enabling Act (M.G.L. 40A) and is manifest in the Barnstable Zoning Ordinance, which shapes the nature and character of a community.

Our duties as they relate to zoning require careful oversight of the 44 zoning and overlay districts in our local ordinances to ensure that the peace, quiet and tranquility of our residential neighborhoods is maintained and to ensure that the promotion of business in our business districts is a priority for all of Barnstable’s business partners. A key function of the Building Services Division is to ensure that all construction projects in all zoning districts are completed in compliance with our zoning ordinances to protect the health and safety of the Town’s citizens.



**Atlantic Avenue Renovation**

The administration and enforcement of the zoning ordinances is time-intensive and must be interpreted and enforced in a uniform and consistent manner. The process often involves extensive research and repeated fieldwork. The building division staff regularly interacts with other organizational agencies such as Conservation, Planning, Legal, Health, Licensing, the Regulatory Coordinator/Hearing Officer, and others.

Zoning Enforcement Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$170,507	\$187,433	\$203,375	\$204,558	\$1,183	0.58%
Fines, Forfeitures, Penalties	30,100	10,615	-	10,000	10,000	0.00%
Fees, Licenses, Permits	8,250	14,900	10,000	10,000	-	0.00%
<b>Total Sources of Funding</b>	<b>\$208,857</b>	<b>\$212,948</b>	<b>\$213,375</b>	<b>\$224,558</b>	<b>\$11,183</b>	<b>5.24%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$208,857	\$212,948	\$213,375	\$224,558	\$11,183	5.24%
<b>Total Appropriation</b>	<b>\$208,857</b>	<b>\$212,948</b>	<b>\$213,375</b>	<b>\$224,558</b>	<b>\$11,183</b>	<b>5.24%</b>

# PUBLIC HEALTH DIVISION

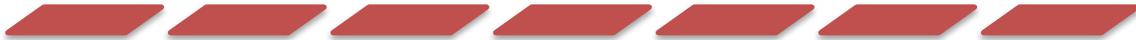
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## Purpose Statement

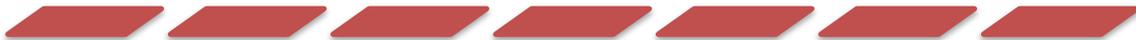
The members of the Health Division strive to provide efficient and effective environmental health and public health protection services. We are committed to protecting our public citizens and visitors so that they may enjoy a safe and healthy environment through strict enforcement and proactive public health strategies.

## Program Areas

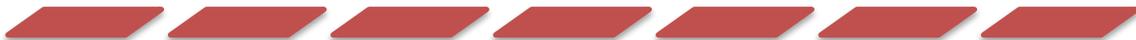
### Environmental Health



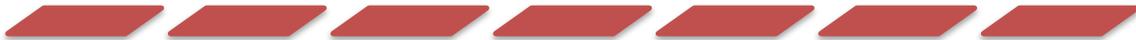
### Bathing Beach Waterbody Resource Protection



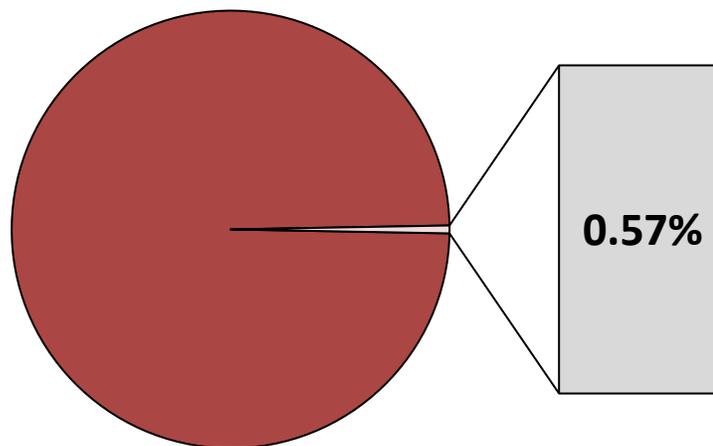
### Nursing Services



### Toxic & Hazardous Contaminants Management



% of FY 2025 General Fund Budget



The Public Health Division comprises 0.57% of the overall General Fund budget.

## Public Health Division Services Provided

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

The Health Division promotes the welfare of Barnstable residents and visitors, ensures its safety and protects it from the spread of infectious disease and environmental hazards. The Division provides support to the Board of Health on an on-going basis, and issues various licenses and permits. The Health Division is comprised of four programs: Environmental Health, Bathing Beach Waterbody Resource Protection, Nursing Services, and Toxic and Hazardous Contaminants Management.

## Public Health Division Recent Accomplishments

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- ✓ Health Division staff conducted a total of 3,497 inspections at rental houses, restaurants, motels, public swimming pools, retail stores, septic systems, recreational camps, hazardous material sites, horse stables, and other facilities during Fiscal year 2023.
- ✓ Health Division staff responded to 551 health related complaints during FY'2023. This included food establishment operation complaints, housing code violations, sewage, rubbish and various other public health related issues.
- ✓ Health Division staff reviewed and approved 1,275 permit applications involving wastewater for the construction of new homes, commercial buildings, sheds, additions, alterations, remodeling work, and demolitions.
- ✓ Issued 6,031 permits and collected \$405,651 in fees during fiscal year 2023, and
- ✓ Health Division staff provided two (2) public drive-thru influenza vaccination clinics and three (3) public indoor flu clinics available to all residents.



**Restaurant Kitchen**

## Public Health Division Goals and Objectives

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

### Short-Term:

1. The Health Division will continue to provide annual influenza vaccination clinics and other vaccination clinics as needs arise. **(SP: Regulatory Process and Performance)**
2. The Health Division will continue to improve customer services emphasizing positive experiences, efficiency, and predictable regulatory processes. **(SP: Education, Communication)**

### Long-Term:

1. The Health Division staff will assist the Department of Public Works with the implementation of the Town's Comprehensive Wastewater Management Plan. The Health Division will continue to enforce sewer connection deadline requirements and to promote innovative technologies where required **(SP: Environment and Natural Resources, Education, Communication)**

## Public Health Division Goals and Objectives (Continued)

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

- Health Division staff will continue to assist with environmental sample collection and enforcement of State and local regulations designed to protect of our sole source aquifer, bathing beaches, and marine embayment areas with the goal of reducing nitrogen loading to water bodies. This Division will. **(SP: Environment and Natural Resources)**
- The Health Division will continually improve and expand upon online electronic permitting, digitalized inspection programs and other computerized processes for the benefit of residents and business operators **(SP: Regulatory Process and Performance)**

## Public Health Division Budget Comparison

Public Health Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$651,604	\$624,427	\$821,700	\$799,092	(\$22,608)	-2.75%
Fees, Licenses, Permits	461,403	512,363	381,500	425,500	44,000	11.53%
<b>Total Sources of Funding</b>	<b>\$1,113,007</b>	<b>\$1,136,790</b>	<b>\$1,203,200</b>	<b>\$1,224,592</b>	<b>\$21,392</b>	<b>1.78%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$946,308	\$971,241	\$1,021,593	\$1,042,985	\$21,392	2.09%
Operating Expenses	166,699	165,549	181,607	181,607	-	0.00%
<b>Total Appropriation</b>	<b>\$1,113,007</b>	<b>\$1,136,790</b>	<b>\$1,203,200</b>	<b>\$1,224,592</b>	<b>\$21,392</b>	<b>1.78%</b>

### Summary of Budget Changes

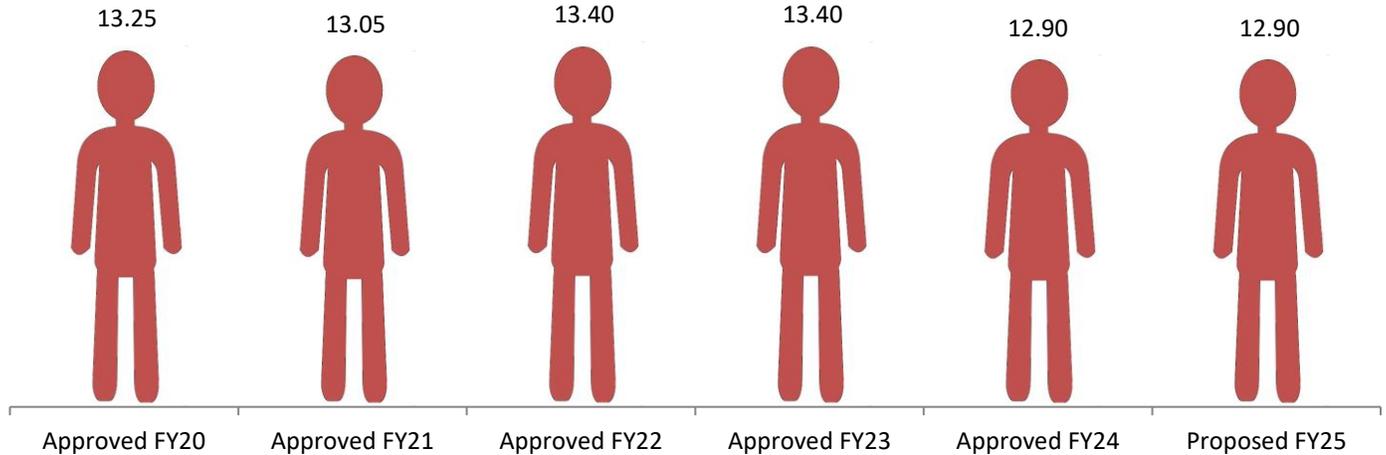
The Public Health Division's proposed FY 2025 budget is increasing \$21,392 or 1.78% over the approved FY 2024 budget. Personnel budget change includes contractual obligations.

Job Title	FY 2023
Chief Health Inspector	1.00
Coastal Health Resource Coordinator	0.70
Hazard Materials Health Inspector	1.00
Hazardous Materials Specialist	1.00
Health Inspector	3.75
Permit Technician	3.00
Public Health Director	1.00
Public Health Nurse	0.50
Office Manager	1.00
Seasonal Water Quality Asst.	0.25
Septic System Info Coordinator	0.20
<b>Full-time Equivalent Employees</b>	<b>13.40</b>

FY 2024	FY 2025	Change
1.00	1.00	-
-	-	-
1.00	1.00	-
1.00	1.00	-
3.75	3.75	-
3.00	3.00	-
1.00	1.00	-
0.50	0.50	-
1.00	1.00	-
0.25	0.25	-
0.40	0.40	-
<b>12.90</b>	<b>12.90</b>	<b>-</b>

# Public Health Division Factors Affecting FTE's

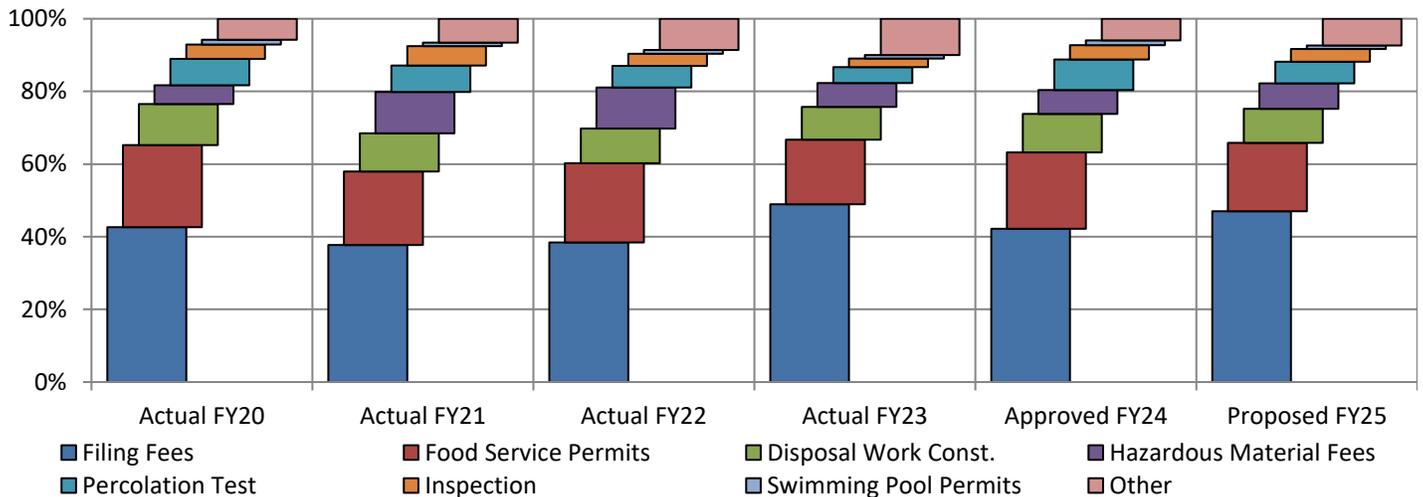
Full Time Employee History



The FY 2024 budget increases the Septic System Coordinator position by 0.20 full-time equivalents and transfers the part-time Coastal Health Resource Coordinator position to the Public Works Department.

# Public Health Division Factors Affecting Revenues

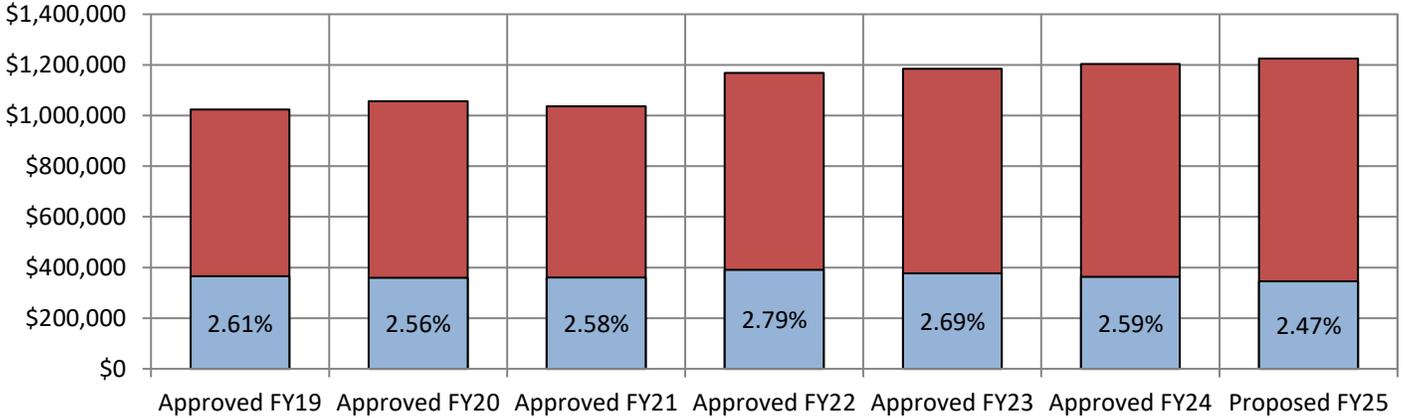
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Tax support provides 65% of total sources of funding to cover the proposed budget. Fees, licenses, and permits make up the difference. Most of the Public Health division revenues generated from operations come from filing fees and food service permits.

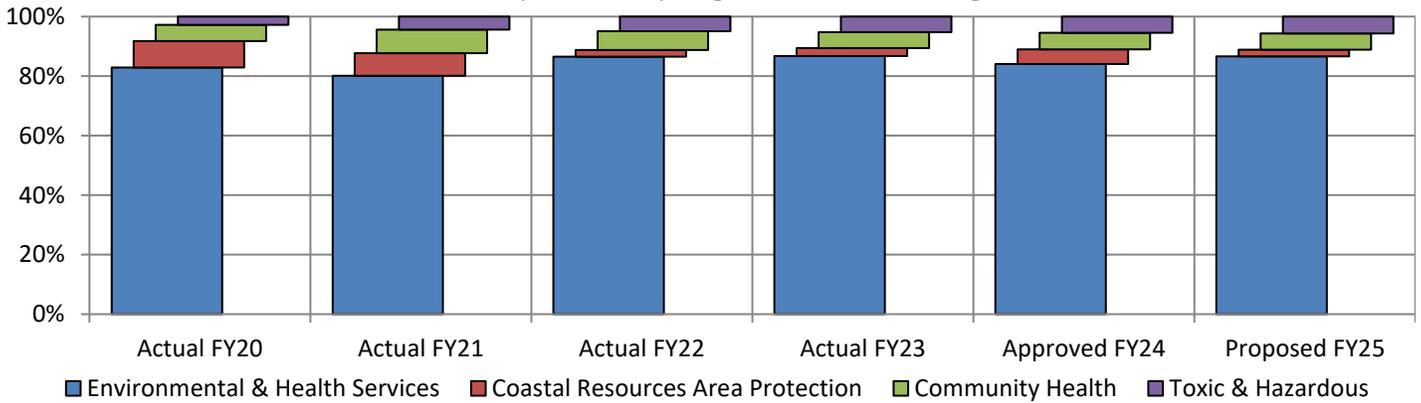
# Public Health Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



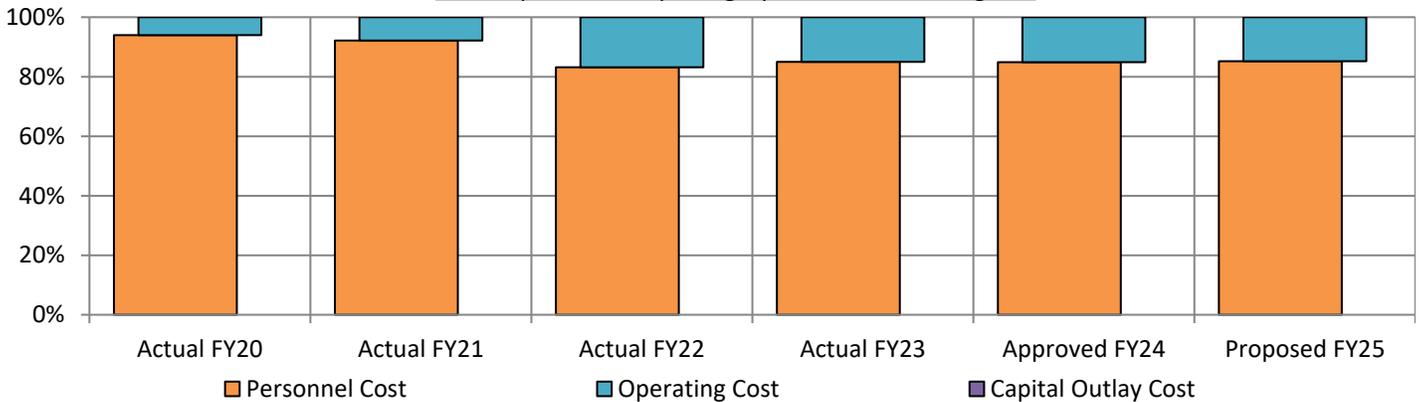
The division’s budget has increased 2.64% annually on average over a six-year period. This division budget has also decreased from 2.63% to 2.47% of total municipal operations budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



Environmental Health is the largest program area within the division comprising 86% of the proposed budget. Actual results have this program ranging from 80% to 86%.

Total Expenditures By Category Historical and Budgeted



Public Health expenditures are allocated 85% to personnel cost and 15% to operating cost as a percentage of proposed budget. This allocation is consistent over a six-year period.

# Public Health Program Services Provided

## Environmental Health Services Program

The mission of the Environmental Health Program is to provide a variety of public health inspection services so that residents and visitors may enjoy a high quality of life. This program provides education and enforcement of Board of Health Regulations, Town Ordinances, and various State and Federal Codes. This program provides for complaint investigations, housing inspections, groundwater protection, saltwater estuary resource protection, food establishment inspections; swimming pool inspections, septic system inspections, recreational day camp inspections, tanning facility inspections, private well permitting, motel/hotel inspections, horse stable inspections, and other services. Most of the Health Division employees are assigned to this one Program.

Environmental & Health Services Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$540,736	\$519,683	\$662,103	\$671,366	\$9,263	1.40%
Fees, Licenses, Permits	424,358	467,040	349,500	389,000	39,500	11.30%
<b>Total Sources of Funding</b>	<b>\$965,094</b>	<b>\$986,723</b>	<b>\$1,011,603</b>	<b>\$1,060,366</b>	<b>\$48,763</b>	<b>4.82%</b>

Expenditure Category						
Personnel	\$814,116	\$839,545	\$856,679	\$905,442	\$48,763	5.69%
Operating Expenses	150,978	147,178	154,924	154,924	-	0.00%
<b>Total Appropriation</b>	<b>\$965,094</b>	<b>\$986,723</b>	<b>\$1,011,603</b>	<b>\$1,060,366</b>	<b>\$48,763</b>	<b>4.82%</b>

## Bathing Beach Waterbody Resource Protection

The purpose of the Bathing Beach Waterbody Resource Protection Program is to protect and preserve bathing beaches so that visitors and citizens may maximize the use of our waterbody resources. Two seasonal part-time employees are assigned to this program. The primary focus of this program is to monitor, test, and identify pollution sources detrimental to bathing beaches (i.e. lakes, ponds, and coastal beaches) and groundwater resources which contribute to these waterbodies. The Health Division staff works closely with DPW nutrient program employees, the Barnstable County Health Department Laboratory employees, Association for the Preservation of Cape Cod (APCC) volunteers and staff, Conservation Division employees, and other agencies to monitor, maintain and improve existing conditions with the goal of keeping bathing beaches open to the public as well as to re-open certain bathing beaches which were closed.

Coastal Resources Area Protection Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$24,542	\$33,223	\$54,605	\$22,546	(\$32,059)	-58.71%
Fees, Licenses, Permits	5,600	3,150	5,000	5,000	-	0.00%
<b>Total Sources of Funding</b>	<b>\$30,142</b>	<b>\$36,373</b>	<b>\$59,605</b>	<b>\$27,546</b>	<b>(\$32,059)</b>	<b>-53.79%</b>

Expenditure Category						
Personnel	\$28,046	\$33,933	\$56,555	\$24,496	(\$32,059)	-56.69%
Operating Expenses	2,095	2,440	3,050	3,050	-	0.00%
<b>Total Appropriation</b>	<b>\$30,142</b>	<b>\$36,373</b>	<b>\$59,605</b>	<b>\$27,546</b>	<b>(\$32,059)</b>	<b>-53.79%</b>

## Public Health Program Services Provided (Continued)

### Nursing Services

The mission of the Nursing Services Program is to provide nursing services to the citizens of Barnstable so that residents may enjoy and maintain personal physical health. This program consists of one part-time Public Health Nurse and part-time contract nurses. The Public Health Nurse 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. 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 are in need immunizations. This program consists of one half-time (0.5 FTE) Public Health Nurse. Temporary contract nurses are hired to assist during annual large public drive-thru influenza vaccination clinics.

Community Health Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$58,595	\$50,347	\$64,151	\$66,222	\$2,071	3.23%
Fees, Licenses, Permits	1,040	1,638	2,000	1,500	(500)	-25.00%
<b>Total Sources of Funding</b>	<b>\$59,635</b>	<b>\$51,985</b>	<b>\$66,151</b>	<b>\$67,722</b>	<b>\$1,571</b>	<b>2.37%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$46,221	\$36,479	\$46,768	\$48,339	\$1,571	3.36%
Operating Expenses	13,413	15,506	19,383	19,383	-	0.00%
<b>Total Appropriation</b>	<b>\$59,635</b>	<b>\$51,985</b>	<b>\$66,151</b>	<b>\$67,722</b>	<b>\$1,571</b>	<b>2.37%</b>

### Toxic & Hazardous Contaminants Program

This program provides education and enforcement in regards to proper handling of toxic materials and disposal of hazardous wastes so that citizens and visitors may enjoy a safer and healthier environment. This program provides immediate onsite response to hazardous waste spills, household and small business hazardous waste disposal, inspections at businesses and agencies that store and/or handle toxic and hazardous materials, clean-up of hazardous releases on town-owned properties, and proper maintenance, testing, and removal of underground fuel storage tanks. This Program consists of one employee, a Hazardous Materials Specialist.

Toxic & Hazardous Source of Funding	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$27,731	\$21,173	\$40,841	\$38,958	(\$1,883)	-4.61%
Fees, Licenses, Permits	30,405	40,535	25,000	30,000	5,000	20.00%
<b>Total Sources of Funding</b>	<b>\$58,136</b>	<b>\$61,708</b>	<b>\$65,841</b>	<b>\$68,958</b>	<b>\$3,117</b>	<b>4.73%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$57,924	\$61,283	\$61,591	\$64,708	\$3,117	5.06%
Operating Expenses	212	425	4,250	4,250	-	0.00%
<b>Total Appropriation</b>	<b>\$58,136</b>	<b>\$61,708</b>	<b>\$65,841</b>	<b>\$68,958</b>	<b>\$3,117</b>	<b>4.73%</b>

# Inspectional Services Department Workload Indicators

## Building Services Division

Workload Indicators	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projection
Number of Permits	10,355	10,274	11,326	11,000
Number of Inspections	14,000	10,321	11,334	12,000
Zoning Complaints Investigated	498	516	668	550
Site Plan Reviews Conducted	109	145	135	140
Front Counter Inquiries	250	400	350	350
Telephone Inquiries	15,000	15,000	15,000	15,000

## Public Health Division

Public Health	Program Outcome Measure			
Activity Name (What)	FY 2023 Budget (Input)	FY 2023 End Product (Output)	FY 2023 Unit Cost or Productivity (Efficiency)	FY 2023 Service Quality (Effectiveness)
To respond, investigate, and take appropriate action in regards to all health related complaints and inquiries received; with the objective of responding to greater than 90% of complaints within twelve (12) business hours within standards and within budget				
Complaint Response	\$63,431	551 Complaints	\$115.12/complaint	93% of complaints were responded to onsite within 24 business hours with quick appropriate action taken

Public Health	Program Outcome Measure			
Activity Name (What)	FY 2023 Budget (Input)	FY 2023 End Product (Output)	FY 2023 Unit Cost or Productivity (Efficiency)	FY 2023 Service Quality (Effectiveness)
To inspect all food service establishments with the objective of completing greater than 90% of inspections twice per year within standards and within budget.				
Food Service Establishment Inspections	\$77,229	331 Estab. X 2- =662 Inspections	\$116.66/inspection	98% of establishments were inspected on schedule, at least once every 6 months.

# SCHOOL DEPARTMENT

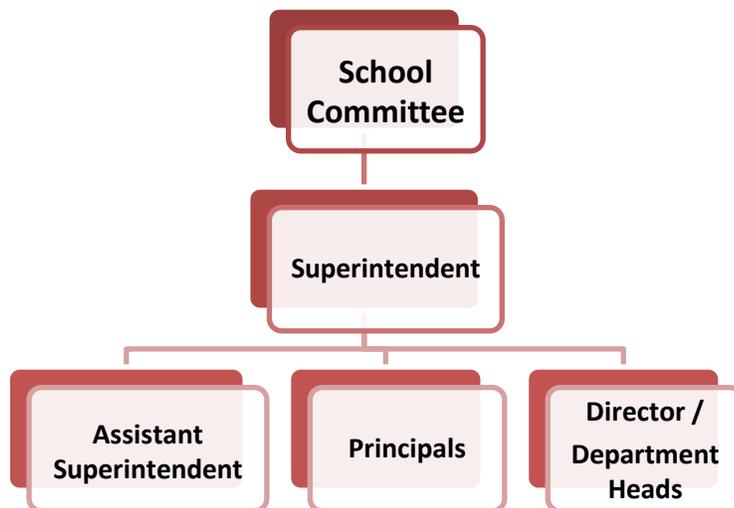
## Department Vision Statement

The Barnstable Public Schools educates the whole child by creating a student-centered school culture that addresses students' physical, social, emotional, and academic needs by creating a safe and healthy learning environment in which students are challenged, supported, and engaged.



In Barnstable Public Schools, we value commitment, collaboration, and community.

- **Commitment:** We are dedicated to the continuous learning and growth of all.
- **Collaboration:** We work together while keeping student needs at the center of all decision making.
- **Community:** We build strong, respectful partnerships that support student success.



## Department Services Provided

The Barnstable School District is primarily responsible for providing a tuition free education to all school-age residents residing within the boundaries of Barnstable. This responsibility requires the recruitment and retention of a professional workforce, who is both trained and highly qualified in the delivery of the 21<sup>st</sup> century curriculum.

The district strives to provide a common, standards-based curriculum, which ensures all students meet their fullest potential. To support curriculum, a myriad of support services are provided daily to our students. The school system provides competitive pupil-teacher ratios; individualized education plan supports, and employs reading specialists and math coaches, school counselors and nurses.

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

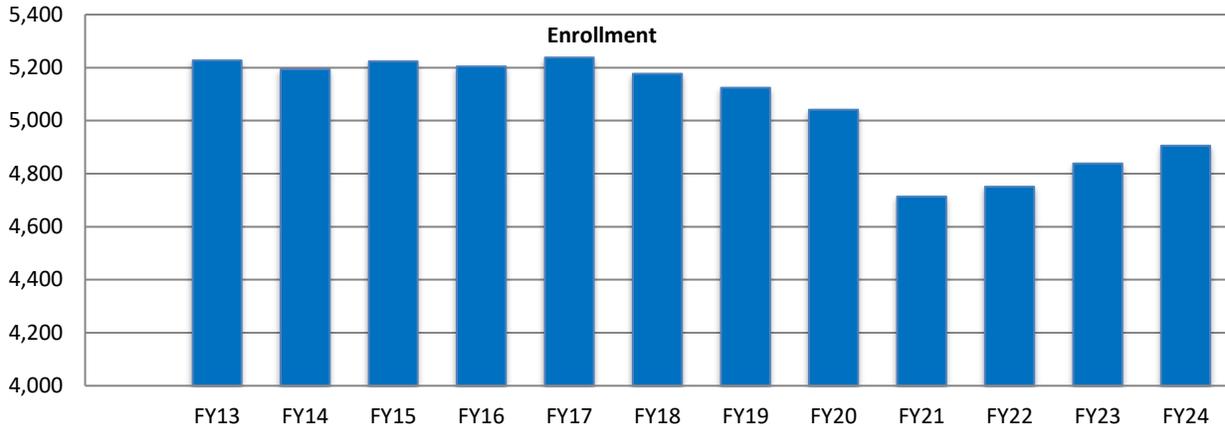


# Enrollment

Enrollment decreased in FY 2024 by 21 students. Anticipated FY 2025 enrollment is level with FY24.

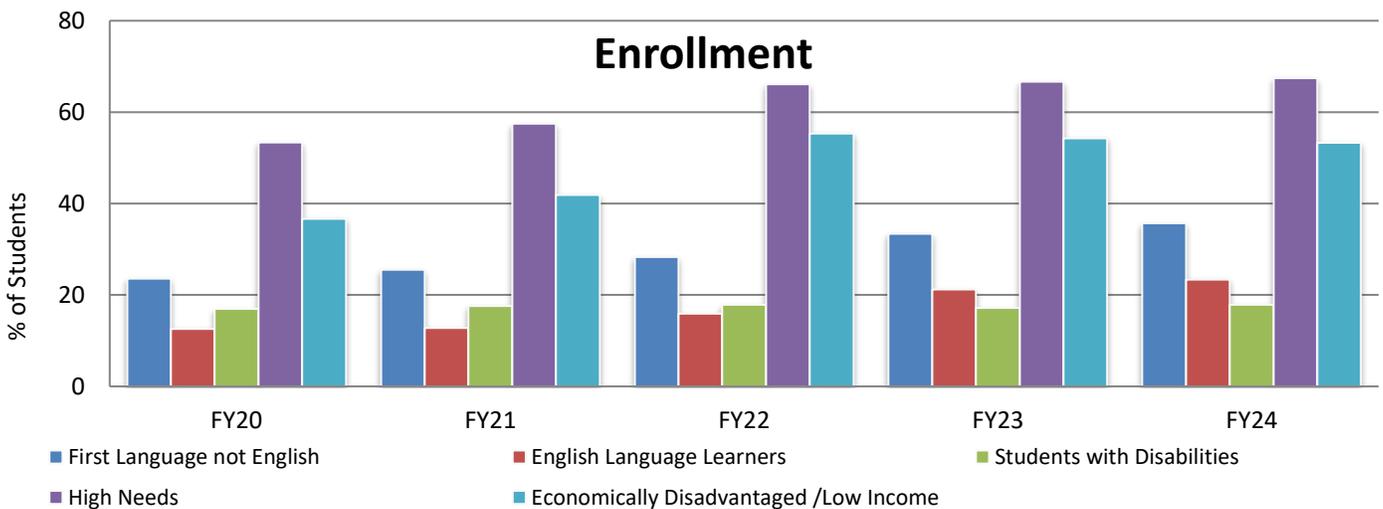
Source: Student Information Systems, Internal Projections

Source: <http://profiles.doe.mass.edu/profiles/stud>



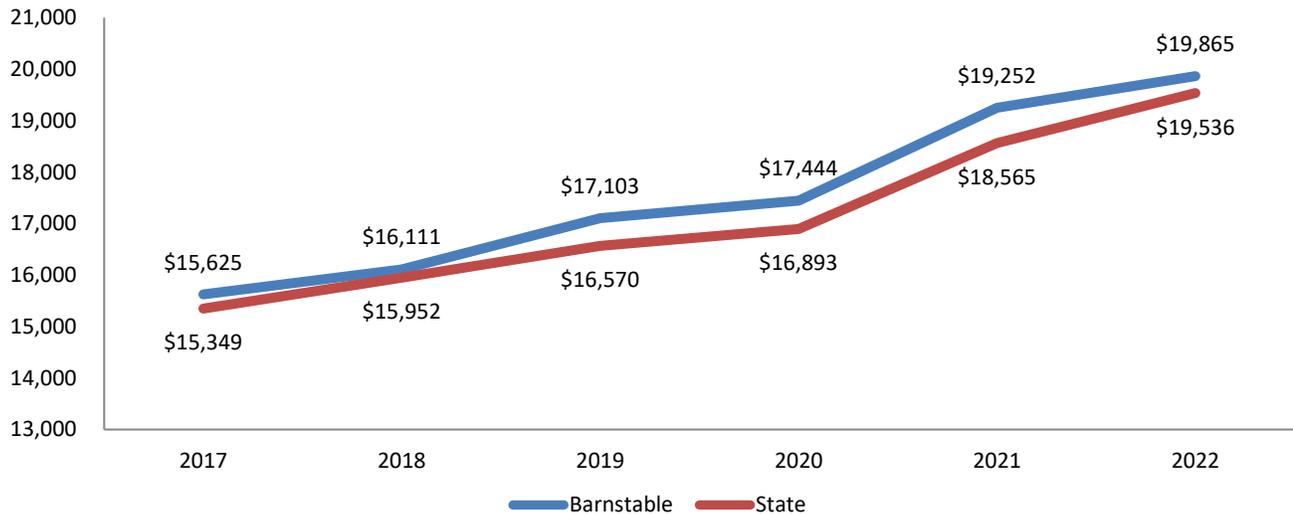
Selected population categories for English language learners and students with high needs continued to increase in FY24 and four of the five categories exceed State averages. The district continues to adapt to educating English Language Learners and special needs students with enhanced resource commitment in FY25.

FY 2024 Selected Populations	% of District	% of State
First Language not English	35.7	26.0
English Language Learner	23.4	13.1
Students With Disabilities	17.9	20.2
High Needs	67.4	55.8
Low-Income	53.3	42.2



# Per Pupil Expenditure

School Department Per Pupil Expenditure  
2017 -2022



Per pupil expenditures are calculated from information provided on the district's End of Year Financial Report (EOYR). This is a comprehensive report of revenues and expenditures that occurred during each fiscal year.

Per pupil spending calculations compare spending which occurs throughout the school year, to the average number of pupils, which normally fluctuates over the school year. The enrollment statistic used is called full-time equivalent average membership or FTE.

Full-time equivalency refers to the percentage of time that students are enrolled during the school year. A pupil who arrives on November 1 and is still enrolled at the end of the year, for example, would be assigned full-time equivalency of somewhere in the range of eight-tenths.

The district is required to hire an independent auditing firm to verify the accuracy of the data on the EOYR. In addition, the Massachusetts Department of Elementary and Secondary Education (ESE) conduct a careful review of the data during the months following the report's submission.

The following funding sources are all included in the functional expenditure per pupil measure:

- school committee appropriations
- municipal appropriations outside the school committee budget that affect schools
- federal / state / private grants
- circuit breaker funds
- school choice and other tuition revolving funds
- athletic funds
- school lunch funds
- other local receipts such as rentals and insurance receipts

School Department expenditures per pupil have closely tracked with the state average for the past six years. Costs associated with capital investments and payments to other schools/districts are excluded for comparison purposes.

## Department Goals and Objectives

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The FY 25 Recommended Operating Budget is presented to the School Committee and Town of Barnstable after months of deliberate consideration of District expenditures at a time of continued student learning needs but the expiration of Federal funding in the form of Elementary and Secondary School Emergency Funds. The recommended budget includes a general fund allocation of \$86,954,260 which represents a 5.02% increase over FY 24, and the use of \$2,421,520 in school savings to offset the expiration of ESSER funds that are supporting necessary student-facing positions. The total budget expenditure proposed is \$89,375,780 or 7.99%

Major budget drivers of the budget include salaries and wages as negotiated in contracts and collective bargaining agreements. Additionally, the budget accounts for inflationary pressures and an increased reliance on contracted services, due to staffing shortages in critical areas. The District is expecting a 10.6% increase in operating costs and contracted services, including special education and transportation. To help offset increased expenditures due to inflationary pressures, a modest increase in transportation and athletic fees is proposed. Transportation fees have not been increased since FY 18.

The remainder of the recommended budgetary increase reflects the priorities of principals and directors in order to provide services to students. We propose the following investments:

- Retain ESSER funded positions such as English as a second language teachers, social workers and counselors, paraprofessionals, interventionists, special education and classroom teachers;
- Additional educators to support students with more intensive special needs;
- Modest additions to the specialist educators FTEs at elementary schools (art, science, music);
- Addition of 2 instructors for new Coast Guard Junior Officer Reserve Training Corps program at BHS;
- English as a second language educators for expanding population of students at BHS;
- Continuation of stipends for our successful Community Mentor program;
- Increased funding for state mandates such as summer services and translations and the level service of current operations – student and staff devices for teaching and learning;
- Continuation of funding after school transportation to support thriving extra-curriculars;
- Increased contracted services and custodial staffing;
- Funding to support the development and strengthening of curriculum and instruction District-wide.

Several offsets are provided in order to present a balanced budget:

- Reimbursement from the Coast Guard for 50% of funding;
- Modest user fee increases;
- Reallocation of professional development funds;
- Reduction in supplies and other expenses;
- Reallocation of staff positions based on enrollment and vacancies.

This recommended budget is presented after a collaborative development process that includes the School Committee, Principals, District-wide Directors, and support from the Town.

# Department Budget Comparison

School Department Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$ 58,174,137	\$ 7,709,024	\$ 57,709,814	\$ 62,043,027	\$4,333,213	7.51%
Intergovernmental	18,706,196	25,052,053	25,052,053	24,911,233	(140,820)	-0.56%
Fees, Licenses, Permits	-	790	-	-	-	0.00%
School Savings Account	-	-	-	2,421,520	2,421,520	0.00%
<b>Total Sources of Funding</b>	<b>\$76,880,333</b>	<b>\$82,761,867</b>	<b>\$82,761,867</b>	<b>\$89,375,780</b>	<b>\$6,613,913</b>	<b>7.99%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Personnel	\$62,233,524	\$68,272,136	\$68,272,136	\$72,694,873	\$4,422,737	6.48%
Operating Expenses	14,294,631	14,489,731	14,489,731	16,680,907	2,191,176	15.12%
Capital Outlay	352,178	-	-	-	-	0.00%
<b>Total Appropriation</b>	<b>\$76,880,333</b>	<b>\$82,761,867</b>	<b>\$82,761,867</b>	<b>\$89,375,780</b>	<b>\$6,613,913</b>	<b>7.99%</b>

\*Excludes Special Education Circuit Breaker, School Choice, and Transportation Fees

## Summary of Budget Changes

FY 2025 School budget proposes a general fund appropriation of \$89,375,780 with growth of 7.99% over the previous year. Additional expenditures totaling \$2,893,876 from school special revenue funds will further support FY 2025 operational needs. Use of the district's allocation of free cash (school savings account) is planned for the fiscal year in the amount of \$2,421,520.

The major changes in the FY 2025 budget include 15.8 new positions. It is important to note that the positions are largely compliance related to ensure that our schools are meeting instructional requirements for English language learners and students with disabilities.

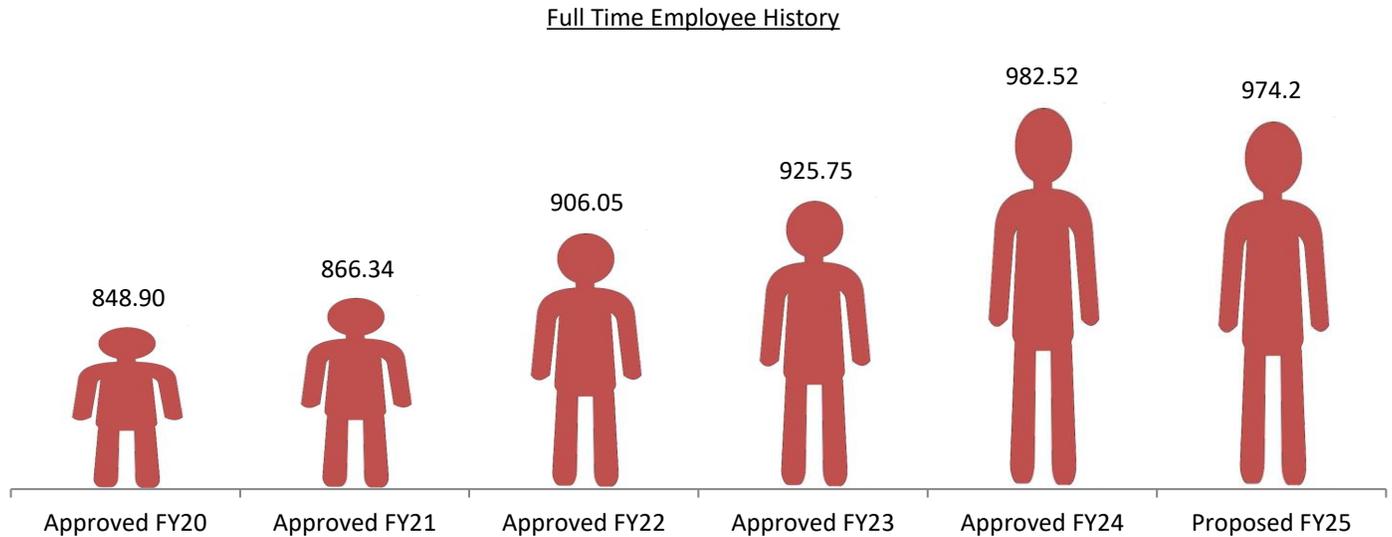
Position	FTE
Personal Care Assistants	4 FTEs
Teaching Assistants	2 FTEs
Special Education	3 FTEs
JROTC Teachers	2 FTEs
Speech & Language	1 FTEs
Behavior Analyst	1 FTEs
ELL Teacher	1 FTEs
Custodian	1 FTE
Arts & Science	0.8 FTE



## Department Budget Comparison (Continued)

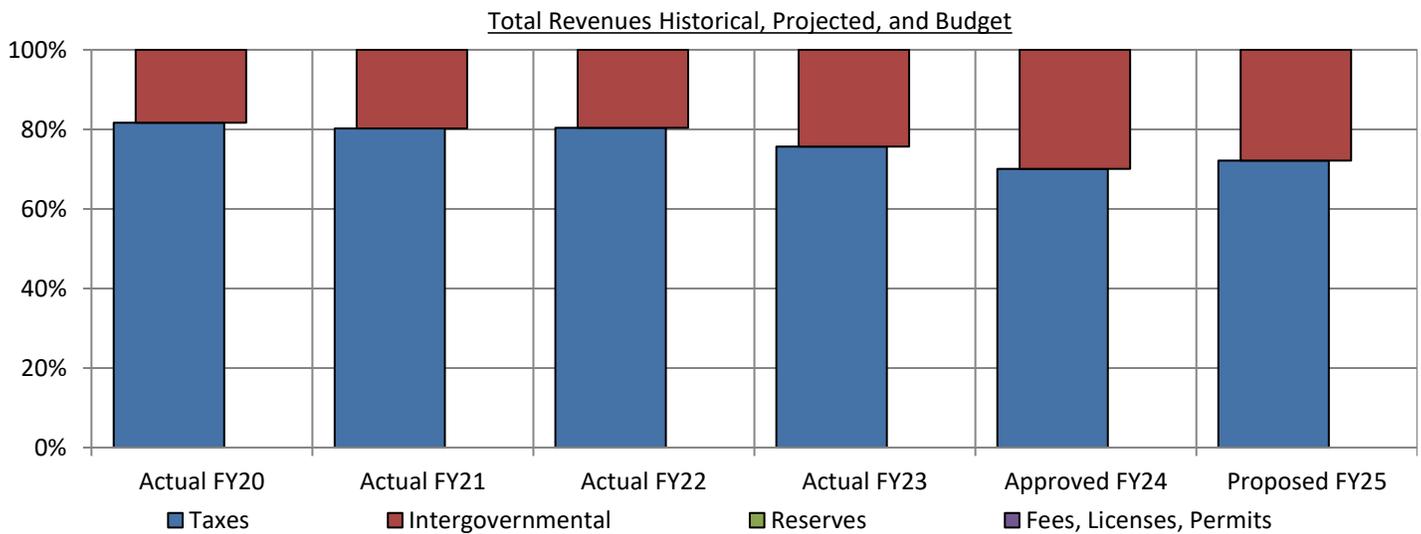
Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
<b>FY 2024 Approved Budget</b>				<b>\$82,761,867</b>	
Contractual Obligations Net of Staff Turnover	2,745,320			2,745,320	
One-time Charges		(45,000)		(45,000)	
ESSER Funded Positions to General Fund	2,024,494			2,024,494	39
Offsets and Reallocations	(1,641,498)	(236,000)		(1,877,498)	-24.1
<b>FY 2025 Budget Request</b>					
1. 2 SPED Teachers	164,000			164,000	2
2. PCAs	144,000			144,000	4
3. SLPA	32,000			32,000	1
4. Increase Art Teacher to 1 FTE	16,372			16,372	0.2
5. .2 Science Teacher	20,862			20,862	0.2
6. .4 Art Teacher	38,000			38,000	0.4
7. JROTC Staff	200,000			200,000	2
8. New Teacher for Postgrad Program	81,864			81,864	1
9. ELL Teacher	81,864			81,864	1
10. Teaching Assistants	71,044			71,044	2
11. Community Mentor Stipends	100,000			100,000	
12. BCBA for PK-5	81,864			81,864	1
13. Extended School Year (ESY)	73,942			73,942	
14. Summer ESY Nursing	21,700			21,700	
15. Custodial Staffing	60,000			60,000	1
16. Substitutes	284,523			284,523	
17. Increase Translation Services		80,000		80,000	
18. Increase Athletic Budget		100,000		100,000	
19. After School Transportation		37,815		37,815	
20. Device Lease & Purchase		67,000		67,000	
21. Contracted Services		200,000		200,000	
22. Staff Devices		54,000		54,000	
23. Curriculum Review		102,500		102,500	
24. Cybersecurity		150,000		150,000	
25. Out-of-District Transportation		515,681		515,681	
26. Tuition - Out-of- District		634,562		634,562	
27. Utilities		353,004		353,004	
<b>FY 2025 Proposed Budget</b>	<b>\$4,600,351</b>	<b>\$2,013,562</b>		<b>\$89,375,780</b>	<b>30.7</b>

## School Department Factors Affecting FTE's



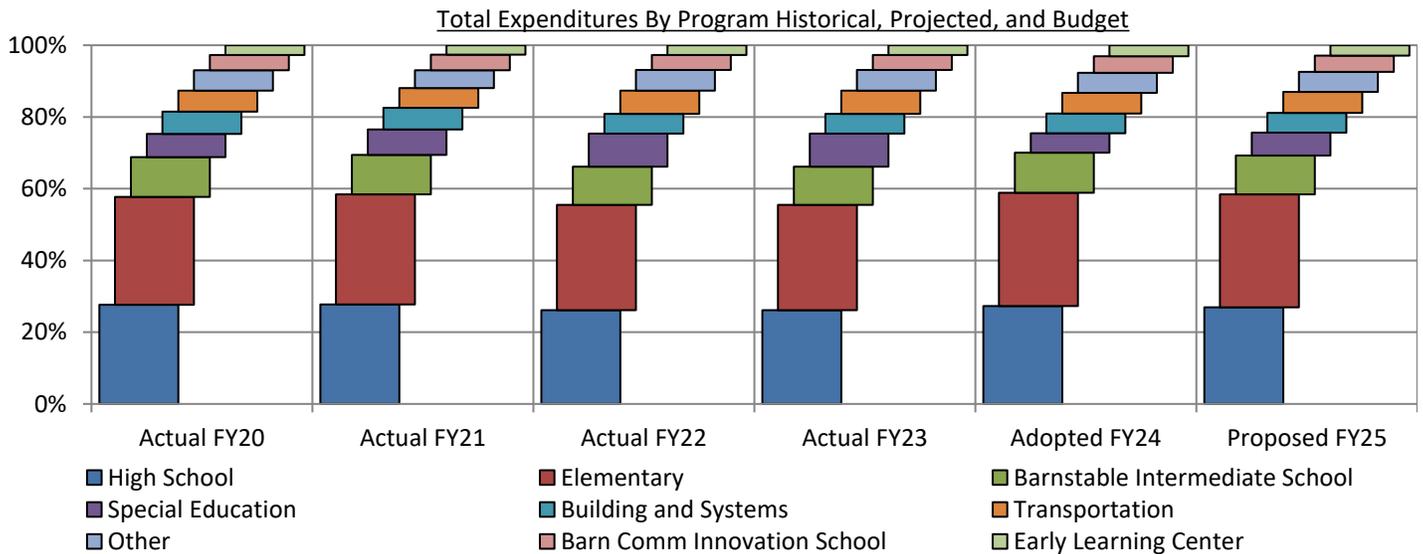
The major changes in the FY 2025 budget include the movement of 39 FTE ESSER grant positions moved to the general fund. There are 15.8 FTE new positions proposed in FY 2025, and a reduction of (24.1) FTE.

## School Department Factors Affecting Revenues

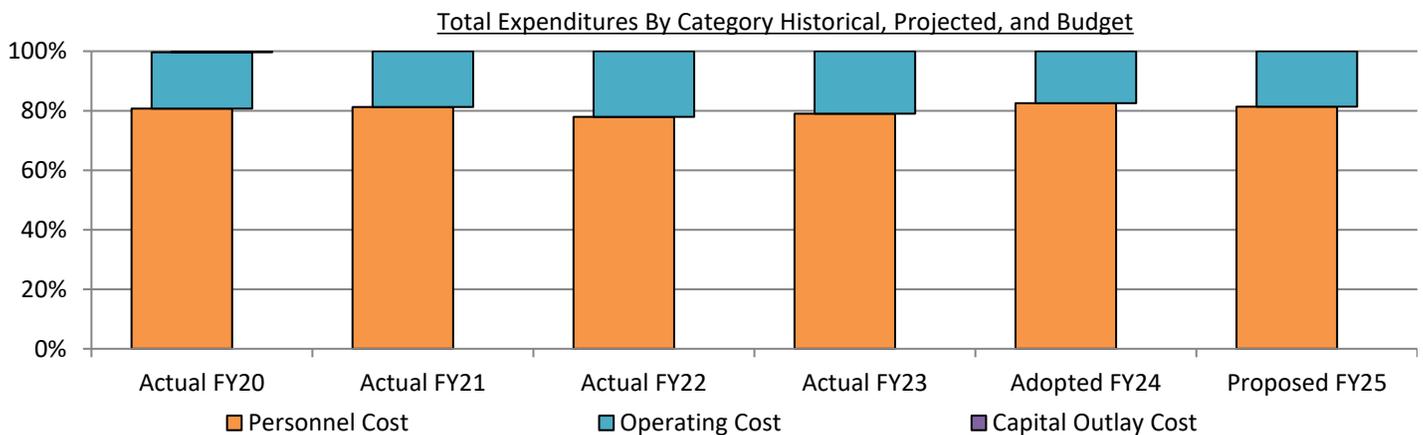


Taxes provide 72.1% and intergovernmental aid 27.8%. Taxes are provided through the General Fund transfer out for local school operations and intergovernmental aid from Chapter 70 state aid. The school savings account has been used in the past to cover both operating and capital needs.

# School Department Factors Affecting Expenses



The elementary school accounts for 32% of the proposed FY2025 budget, High School represents 27%, Barnstable Intermediate School 11%, and Special Education 6%.



Personnel cost account for 81% of the FY2025 proposed budget with operating making up the difference.

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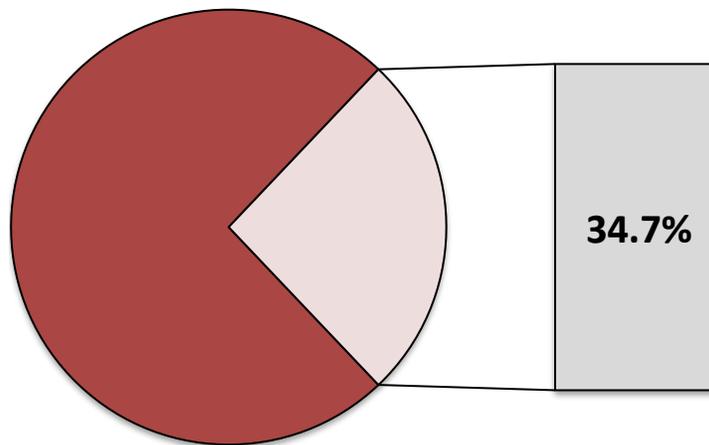
# OTHER REQUIREMENTS

## Description

Within the FY 2025 budget, a category of costs called "Other Requirements" has been separated from the departmental operating budgets. Within this category, the following costs are included: debt service; employee benefits, premiums for liability and casualty insurance; celebrations; Lombard Trust lease payments; grants to the public libraries and for tourism; transfers, and various assessments the town receives from state, county, and other regional agencies and schools.



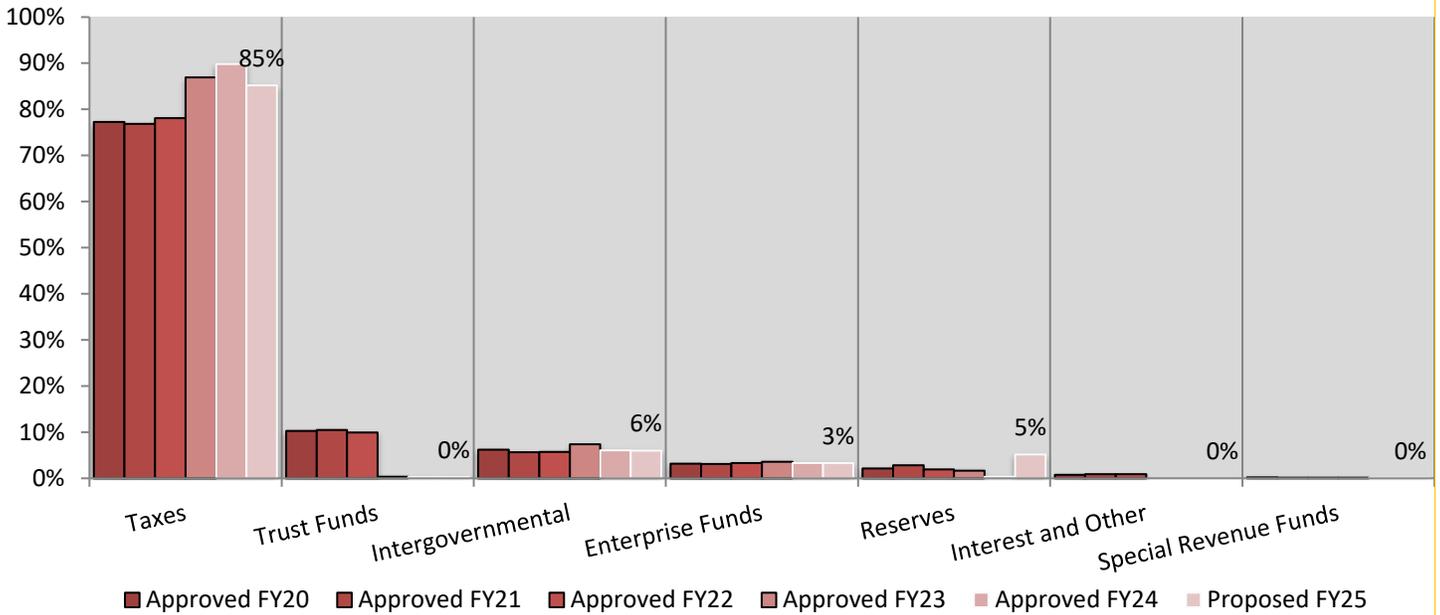
% of FY 2025 General Fund Budget



Total expenditures on Other Requirements represent 34.7% of the overall General Fund budget.

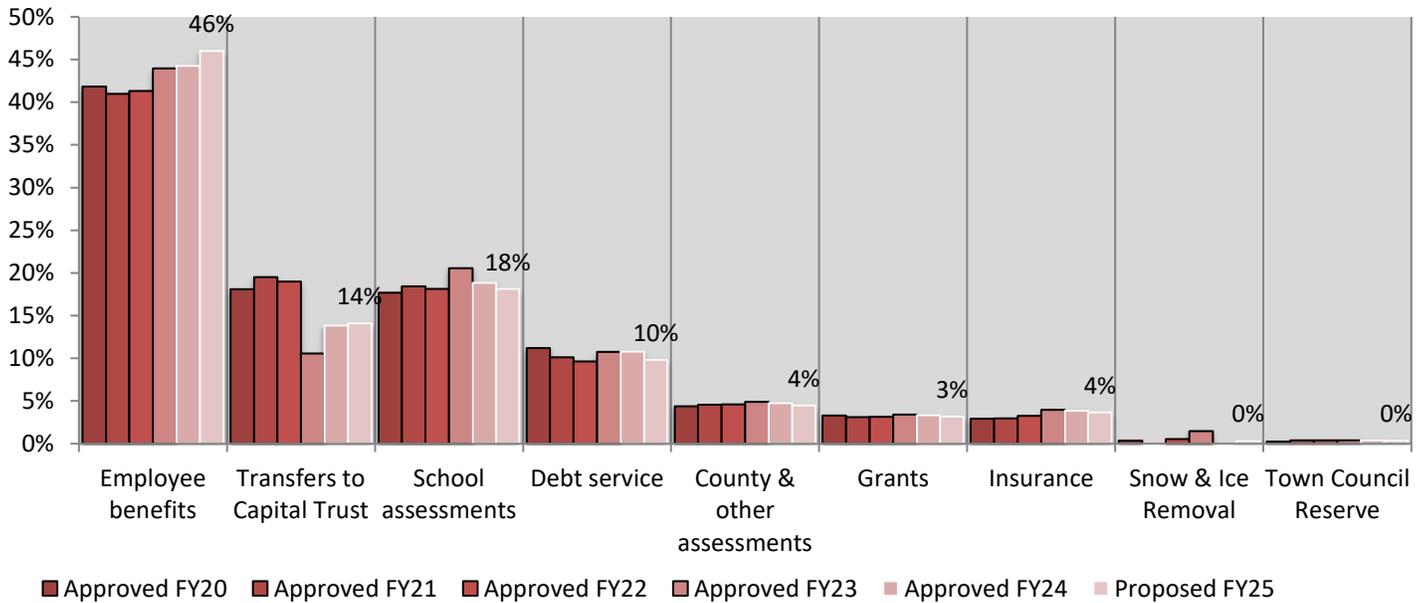
# Other Requirements Financial Summary

Other Requirements Source of Funding History



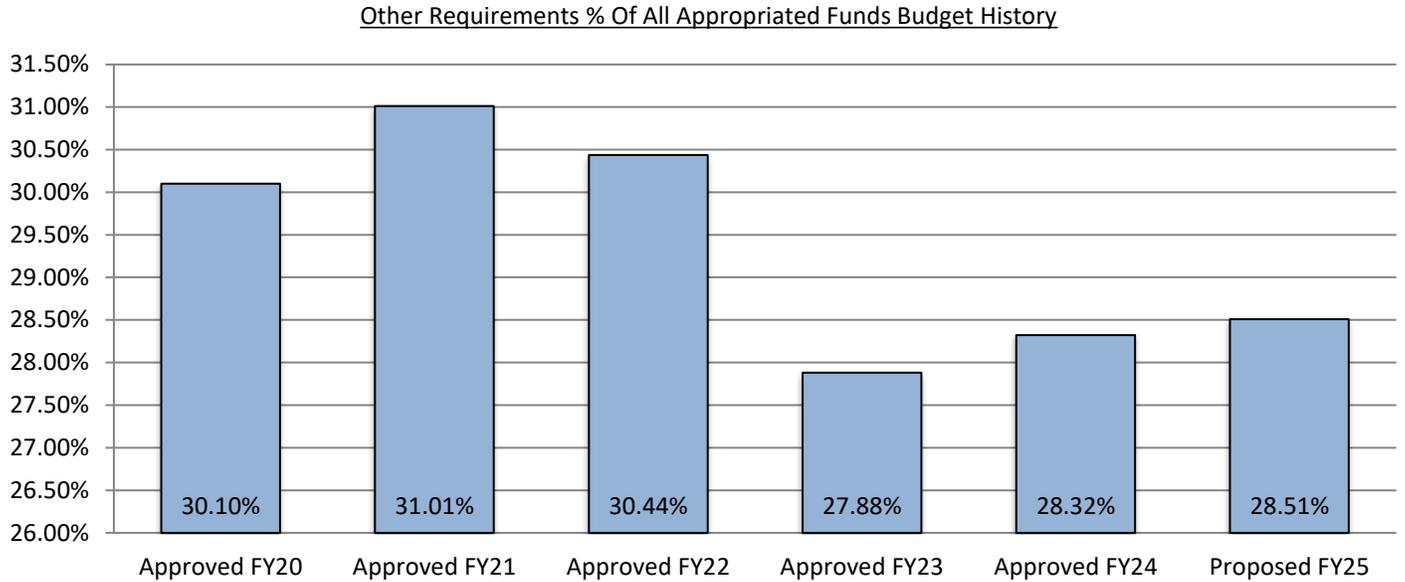
Taxes provide 85% of the funding sources for this area of the budget. This is followed by Intergovernmental aid at 6% and enterprise fund chargebacks at 3%. \$3.8 million in General Fund reserves will be used to balance this area of the budget in FY 2025.

Allocation of Other Requirements Budget History

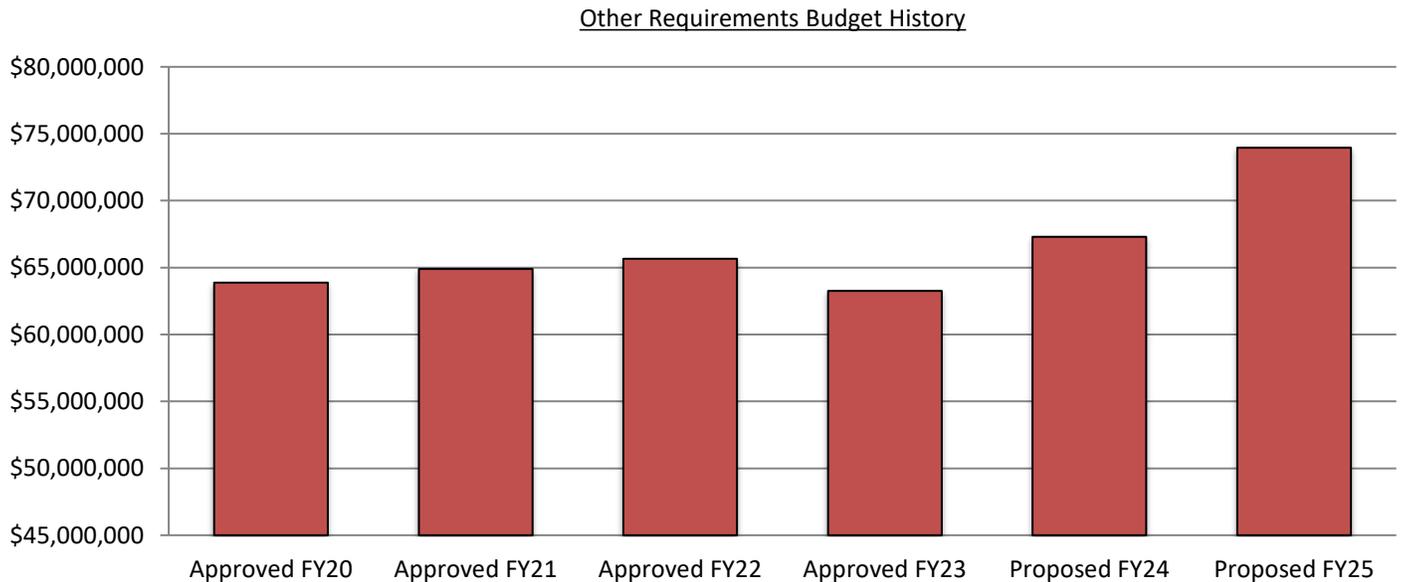


Employee benefits are the largest section of this budget representing 46% of all expenditures. The second largest area is school assessments at 18%. This includes the regional technical high school, Commonwealth Charter schools and School Choice assessments. Transfers to the Capital Trust Fund and Debt Service comprise 24%. Collectively, these two categories make up the General Fund’s contribution to the capital program.

## Other Requirements Financial Summary (Continued)



Other Requirements as a percentage of all appropriated funds has declined over the past two years. This category has increased on average 0.7% annually over the past five-year period compared to 2.5% for all appropriated funds. The spike in FY 2021 is due to COVID budget reductions because of the pandemic uncertainty, which made the all appropriated funds denominator lower in the fiscal year.



The volatility in fixed cost is threefold: debt service payments change with capital projects or refunding of bonds, the availability to transfer additional funds to the Capital Trust Fund, and snow & ice removal deficits. Employee benefits and school assessments contribute the most to the growth in this budget. There is a provision in the FY 2025 budget for \$225,000 snow & ice deficit. The increase in FY 2025 is predominantly due to an additional \$3.4 million for active employee health insurance as the Town moves to a 70/30 premium split.

# Other Requirements Budget Comparison

Other Requirements Funding Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Taxes	\$52,547,053	\$58,261,032	\$60,447,462	\$63,001,924	\$ 2,554,462	4.23%
Intergovernmental	4,682,985	4,280,875	4,080,875	4,415,856	334,981	8.21%
Special Revenue Funds	86,700	86,700	86,700	83,200	(3,500)	-4.04%
Enterprise Funds	2,258,810	2,238,683	2,238,683	2,459,769	221,086	9.88%
Trust Funds	210,000	200,000	200,000	190,000	(10,000)	-5.00%
Reserves	1,050,000	250,000	250,000	3,811,568	3,561,568	1424.63%
<b>Total Sources of Funding</b>	<b>\$60,835,548</b>	<b>\$65,317,290</b>	<b>\$67,303,720</b>	<b>\$73,962,317</b>	<b>\$ 6,658,597</b>	<b>9.89%</b>

Expenditure Category	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Retirement Assessments	\$11,287,644	\$12,430,911	\$12,430,911	\$12,613,092	\$ 182,181	1.47%
OPEB Contribution	700,000	750,000	750,000	800,000	50,000	6.67%
Health Insurance for Active Employees	7,777,231	7,775,000	8,146,474	11,590,868	3,444,394	42.28%
Retiree Health & Sick Benefits	5,588,857	5,025,000	5,888,445	6,378,240	489,795	8.32%
Workers' Compensation & Unemployment	1,145,432	1,100,000	1,200,000	1,200,000	-	0.00%
Medicare & Life Insurance	1,307,440	1,270,000	1,371,511	1,450,691	79,180	5.77%
<b>Total Employee Benefits</b>	<b>\$27,806,603</b>	<b>\$28,350,911</b>	<b>\$29,787,341</b>	<b>\$34,032,891</b>	<b>\$ 4,245,550</b>	<b>14.25%</b>

Debt Service, Grants, Assessments & Other	Actual FY 2023	Projected FY 2024	Approved FY 2024	Proposed FY 2025	Change FY24 - 25	Percent Change
Debt Service	\$ 6,805,585	\$ 7,249,889	\$ 7,249,889	\$ 7,249,511	\$ (378)	-0.01%
Library Grants	2,035,660	2,106,908	2,106,908	2,228,650	121,742	5.78%
Tourism Grant	116,267	127,000	127,000	127,000	-	0.00%
Property & Liability Insurance	2,193,216	2,300,000	2,600,000	2,700,000	100,000	3.85%
Interest on Tax Refunds	-	-	-	-	-	0.00%
Celebrations	163,558	182,285	182,285	185,000	2,715	1.49%
Lombard Trust Rent	52,000	52,000	52,000	52,000	-	0.00%
Veterans' District Assessment & Benefit Payments	349,844	400,000	400,000	400,000	-	0.00%
Old Kings Highway	10,700	10,950	10,950	11,200	250	2.28%
Greenhead Fly Control District	5,820	5,820	5,820	5,820	-	0.00%
County Tax & Cape Cod Commission Assessments	1,260,881	1,306,088	1,306,088	1,338,739	32,651	2.50%
Mosquito Control	476,372	481,122	481,122	537,666	56,544	11.75%
Air Pollution Control Districts	23,143	24,191	24,191	24,796	605	2.50%
Regional School District Assessment	4,749,316	4,980,692	4,980,692	4,792,279	(188,413)	-3.78%
Commonwealth Charter School Assessment	5,385,616	6,151,602	6,151,602	6,963,724	812,122	13.20%
School Choice Assessment	1,538,830	1,530,367	1,530,367	1,610,997	80,630	5.27%
RMV Non-renewal Surcharge	82,340	82,340	82,340	88,000	5,660	6.87%
Cape Cod Regional Transit Authority	639,133	655,114	655,114	671,493	16,379	2.50%
Special Education Assessment	11,744	12,214	12,214	31,358	19,144	156.74%
Snow & Ice Deficit	-	-	-	225,000	225,000	0.00%
Town Council Reserve Fund	-	-	250,000	250,000	-	0.00%
<b>Total Debt Service, Grants, Assessments &amp; Other</b>	<b>\$25,900,025</b>	<b>\$27,658,582</b>	<b>\$28,208,582</b>	<b>\$29,493,233</b>	<b>\$ 1,284,651</b>	<b>4.55%</b>
<b>Subtotal Before Transfers</b>	<b>\$53,706,628</b>	<b>\$56,009,493</b>	<b>\$57,995,923</b>	<b>\$63,526,124</b>	<b>\$ 5,530,201</b>	<b>9.54%</b>
Transfer to Capital Trust Fund	\$ 5,707,462	\$ 7,870,803	7,870,803	8,999,199	1,128,396	14.34%
Transfer to Capital Projects Funds	-	-	-	-	-	0.00%
Transfers to Enterprise Funds	1,421,458	1,436,994	1,436,994	1,436,994	-	0.00%
<b>Total Transfers</b>	<b>\$ 7,128,920</b>	<b>\$ 9,307,797</b>	<b>\$ 9,307,797</b>	<b>\$10,436,193</b>	<b>\$ 1,128,396</b>	<b>12.12%</b>
<b>Grand Total Other Requirements</b>	<b>\$60,835,548</b>	<b>\$65,317,290</b>	<b>\$67,303,720</b>	<b>\$73,962,317</b>	<b>\$ 6,658,597</b>	<b>9.89%</b>

## Other Requirements Budget Comparison (Continued)

### Summary of Budget Changes

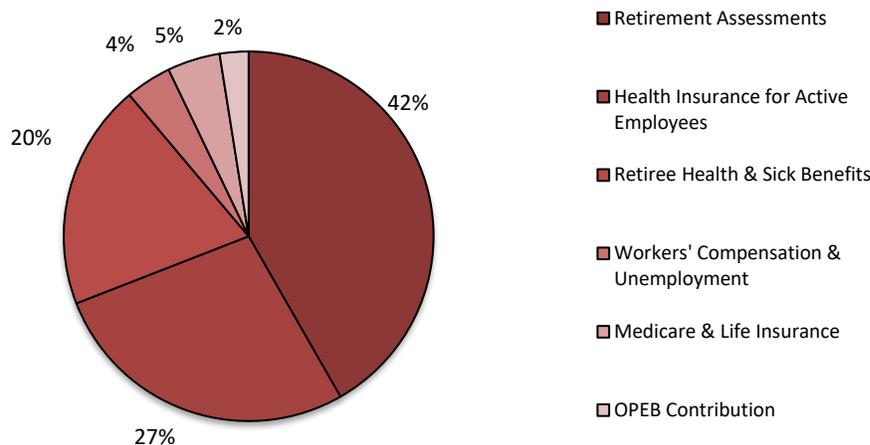
The proposed budget for Other Requirements in FY 2025 budget is increasing \$6,658,597 over the approved FY 2024 budget. Employee benefits are increasing \$4,245,550 mainly due to an increase in active employee health insurance. Debt service remains level in FY 2025 and the transfer to the Capital Trust Fund increases \$1.1 million as we increase the base budget by 2.5% plus an additional \$750,000 to enhance our funding for the capital program. A small snow & ice spending deficit from FY 2024 budget (\$225,000) is anticipated and will be made up in the FY2025 budget. The Town Council's reserve fund is once again funded at \$250,000.

## Description of Other Requirements

### Employee Benefits

The Town is required by federal and state law as well as labor contracts to provide certain benefits to its workforce. This category of expenditures includes life insurance, health insurance, Medicare, retirement, unemployment, workers' compensation, and other retiree benefits, as well as an annual contribution to the Other Post-Employment Benefits Trust Fund (OPEB). Health insurance for active and retired employees is the largest expenditure in this area of the budget. Collectively, they represent 47% of all employee benefits spending while pension assessments represent 42%.

Distribution of FY 2025 Employee Benefits Budget



Health insurance for active employees comprises 59% of all health insurance expenses while retirees make up 36%. This area of the budget also includes the contribution to the Town's trust fund for Other-Post Employment Benefits (OPEB), which is budgeted at \$800,000 for FY 2025.

### Health Insurance

The Town belongs to the Cape Cod Municipal Health Group (CCMHG); a self-insured risk pool with 50 other entities for its health insurance. This is the second largest health insurance purchasing pool in the Commonwealth after the state managed Group Insurance Commission (GIC). The Town plans to move from contributing 50% towards the health insurance premium to 70% for employees in FY 2025. Retiree contributions will remain unchanged. Upon retirement, teachers join the GIC and the Town is responsible for contributing 85% to 90% towards their health insurance costs. The state deducts this cost from the Town's monthly state aid distribution. Factors affecting costs in this category are the number of retirees, co-pay levels, deductibles, and health insurance premium changes. Plan design changes to health insurance plans were implemented in FY 2013 and in FY 2018, which resulted in some premium savings. In FY 2018, the CCMHG introduced a new Health Savings Account (HSA) plan that carries a lower annual premium and a high deductible.

The town contributes \$2,000 to the HSA account for a family plan and \$1,000 for a single plan. There are cost savings to the town and employee in the form of lower premiums. For FY 2024, premiums are increasing an average of 3%. The CCMHG has experienced favorable claims over the past few years due to the pandemic as elective surgeries have been postponed as well as an increase telemedicine. This has allowed annual premium increases to be less than the traditional 7% to 8% we were experiencing in the pre-pandemic era.

## **Pension Assessments**

The Town belongs to the Barnstable County Retirement Association (BCRA). Each year, the County Retirement Board notifies each member town with the amount of its share of the county retirement pension expense. This assessment includes the normal costs for current retirees, an amount for the amortization of the unfunded liability of the system, and the expense of running the system. Pension assessments are expected to continue to rise in the neighborhood of 5% to 8% per year depending upon the investment performance of the system's assets. The county pension system conducts an actuarial calculation every other year of the unfunded liability for the system, which will readjust the assessment levels. The assessment for FY 2025 is increasing 1.5% due to investment performance and the Town becoming a smaller percentage of the overall pension system.

## **Unemployment**

The Town self-insures for unemployment costs. The state bills the Town on a monthly basis for unemployment collected by former employees. The Town has been able to maintain its workforce throughout the pandemic minimizing reductions in force and unemployment costs. Unemployment costs are level funded for FY 2025.

## **Worker's Compensation**

The Town began self-insuring for worker's compensation in FY 2012. This expense covers all active Town employees including those working for the School Department and Enterprise Funds. Annual costs have ranged from \$750,000 to \$1,000,000 since the Town started self-insuring this employee benefit. The Trust Fund for Worker's Compensation has accumulated a reserve balance of \$4.7 million. The Town continues to monitor the market for stop-loss insurance for this area but the market has not been favorable. The Town converted to a self-insured program as dollar one premiums became cost prohibitive due to the severity in workplace claims and fewer carriers interested in the large payroll exposure of the Town.

Despite these financial challenges, the Town's objective is to strive to create a safe workplace through appropriate supervision and safety education. Loss control measures and training programs to limit potential losses have been implemented, and the Town actively engages in developing a climate of safety for all Town and School employees. The Human Resources budget includes \$16,000 for workplace safety training and the Town Manager's budget includes a Town Safety Officer and Assistant Safety Officer.

## **Insurance**

The Town procures premium based liability, property, casualty, automobile, specialty and fire insurance on all its land, building, and equipment. The total listed value of the town's "fixed asset" holdings exceeds \$400 million. In addition, specialty coverage including Public Officials Liability, School Board Legal Liability, Aviation Liability, limited pollution coverage, police accident and health insurance are secured each year to protect the activities and employees of the town, school, and enterprise operations. Many of these coverage's extend over to the boards and commissions, and the many volunteers who annually participate in local municipal operations.

Each year, the actual renewal premium amounts fluctuate based on past experience and coverage needs. These factors affect the cost of insurance and include claims history, insurance market conditions, deductible levels, and insured values. In addition to the incremental rise in the insured value of our existing property and buildings, new buildings have been added to the policy in recent years (Bismore Visitor Center, the Hyannis Youth & Community Center, and Airport Terminal and Air Traffic Control Tower). This escalating value directly affects premiums as it broadens the Town's

coverage. Additionally, an increase nationwide in weather related events affects the Town's premium costs. The total cost of insurance has grown from \$1.4 million in FY 2014 to \$2.7 million recommended for FY 2025.

## **Grants**

Included in this category is the funding provided to the Town's seven village libraries and funding for tourism promotion 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 FY 2025 proposed budget for the Library Grants is increasing \$121,742 to \$2,228,650 and the Tourism Grant is level funded at \$127,000.

## **Assessments and Other**

The Town participates in four regional entities; the Cape Cod Technical Regional High School (CCTRHS), a regional Veteran's District, the Old King's Highway Historic District, and the Cape Cod Greenhead Fly Control District. These assessments are based on the Town's share of the cost of running these operations.

One of the largest assessments is the CCTRHS. Members appointed by the Town Manager represent the Town on the Regional School Committee. The FY 2025 assessment for the CCTRHS is decreasing by \$188,413. The assessment is impacted by the overall increase in the school's budget, the amount of state aid provided to the school and the student enrollment levels of each participating community. The remaining portion of the school's budget that is not covered by state aid is allocated to communities based on a percentage of student enrollments. Barnstable's student enrollment increased as a percentage of the overall student enrollment; however, additional state aid and excess reserves on hand in the district result in a decrease in the FY 2025 assessment. Included in the assessment is the Town's share of the debt service costs associated with the construction of the school's new facility, which opened in the fall of 2020. In 2018, the voters in Barnstable approved to exclude this debt payment from the property tax limitations under Proposition 2 ½ and allow the town to raise the tax level by a corresponding amount every year to cover the debt payment. This will continue for 25 years until the constructions bonds are paid off.

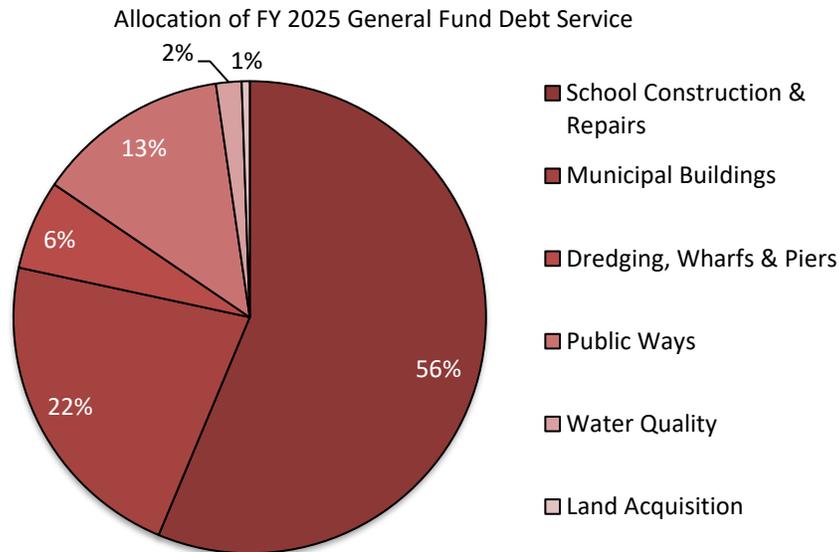
The Veteran's District administers to our Veterans' needs and this appropriation represents our share of the administrative cost and direct benefits paid to veterans. After a decrease in FY2024 the proposed budget for FY 2025 is level funded at \$400,000.

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

Finally, this category also includes a budget for school choice and commonwealth charter school assessments. The Barnstable School District participates in the state's school choice program. The school choice program allows parents to send their children to schools in communities other than the city or town in which they reside. Students from other communities also come to Barnstable. Tuition is paid by the sending district to the receiving district. Districts may elect not to enroll school choice students if no space is available. Commonwealth charter schools are independent public schools designed to encourage innovative educational practices. Charter schools are funded by tuition charges assessed against the school districts where the students reside. The state provides partial reimbursement to the sending districts for the tuition costs incurred. These assessments are included in the budget but are not required to be appropriated by the Town Council as the state deducts the costs from the town's monthly aid payment.

## Debt Service

Major capital improvements within the Capital Improvement Program will be funded through the issuance of notes and bonds and the repayment of the loans are included in the debt service appropriation. This budget does not include debt associated with Enterprise Fund operations. Debt service for Enterprise Fund operations is included in each respective Enterprise Fund. Additionally, this budget does not include debt service on land acquisitions made by the Community



Preservation Fund (CPF). The CPF, a special revenue fund, pays for its own debt service out of surtaxes added to the Town's real estate tax bills. Debt associated with school construction and improvements comprise 52% in this category of spending followed by 25% for municipal facilities.

## Transfers

Included in this category are all budgeted transfers to other Town funds from the General Fund. This includes \$8.9 million to the Capital Trust Fund (CTF), \$1.4 million for Hyannis Youth and Community Center Enterprise Fund and \$30,000 Marina Enterprise Fund. Combined with the budget for debt service the Town has committed \$16.2 million of tax support to its annual capital program.

## Appropriation Deficits

The Town has the authority under Massachusetts General Law to expend amounts in excess of appropriations for snow and ice removal, overlay deficits and any court ordered judgments. Any such expenditure in the prior year must be raised on the subsequent year's tax levy. There is an anticipated \$225,000 deficit for FY 2024 that will be included in the FY 2025 proposed budget.

# MARINE & ENVIRONMENTAL AFFAIRS DEPARTMENT

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## Department Purpose Statement

The purpose of the Marine & Environmental Enterprise Funds is to maintain programmatic oversight of the Town's waterways and waterside marine facilities and Sandy Neck Park, in order to provide quality recreational, commercial, and informational opportunities to our citizens, visitors, and business community.



**Marinas**



**Sandy Neck  
Beach Park**

# MARINA ENTERPRISE FUND

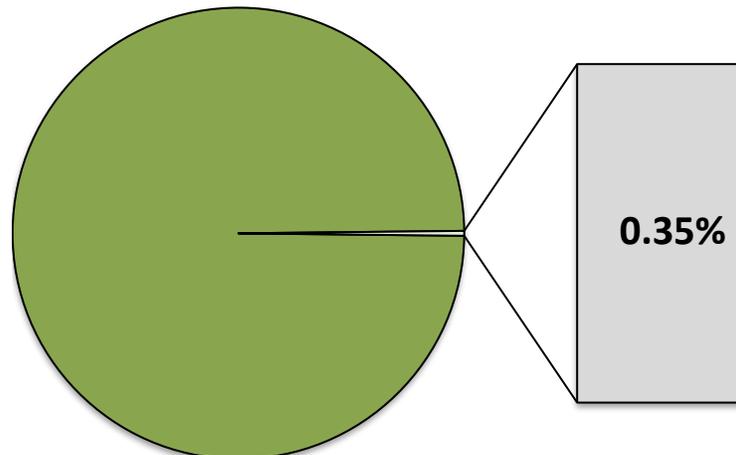
## Purpose Statement

The purpose of the Marina Enterprise Fund is to provide services in a manner that is fair and uniform to all users, as well as to protect the safety of people and vessels that use our waterways and waterside facilities.

## Town Operated Marinas



% of FY 2025 All Appropriated Funds



Marina Enterprise Fund comprises 0.35% of all appropriated funds.

## Marina Enterprise Fund Services Provided

The Marina Enterprise Fund was established as part of the FY 2006 budget. With extensive study by the Comprehensive Financial Advisory Committee (CFAC) and the Waterways Committee as directed by the Town Council, the Marina Enterprise Fund requires that all marina related expenses are recovered by the revenues of the users of the marinas and that no funds are required from the General Fund. As the fund grows, future upgrades to all the marinas will be possible.

The Marina Enterprise Fund encompasses the four Town owned marina facilities: Barnstable Harbor Marina, Bismore Park Marina, Gateway Marina, and The Marina at Prince Cove. With 188 boat slips available.



**Prince Cove Slips**

The Marina Enterprise Fund was established to:

- Maintain order on the Marina grounds;
- Monitor slip and marina use;
- Oversee, review, and promulgation of regulations (subject to approval of the Town Manager);
- Enforcement of marina regulations;
- Review and management of applications received for slip contracts;
- Filled vacancies from established waiting lists and slips;
- Conduct dock/hardware improvements at all Town Marinas;
- Collect fees for use of recreational transient dockage, commercial transient dockage;
- Collect fees for parking;



**Bismore Park Docks**

- Cleanup of Marina grounds;
- Provide pump out service at Barnstable Harbor Marina, Bismore Park Marina;
- Prepare for and responsible for payment of supplies and utilities including trash removal, lighting, electrical service, restroom supplies, vending, etc, and;
- Cover all expenses with revenues generated by the fees assessed to the users of the marina facilities.

## Marina Enterprise Fund Recent Accomplishments

- ✓ Continued float replacement program improvements at all Town Marinas, replacing 6 floating docks at Barnstable Harbor,
- ✓ Filled vacancies from established waiting lists, filled 11 slips;
- ✓ Worked with Department of Public Works, Planning and Development and FOTH Engineering to design multiple plans for Bismore Park Marina and Gateway Marina;
- ✓ Completed and posted update of Marina Regulations;
- ✓ Conducted and completed short term structural repairs to Bismore Park Marina Fixed Piers;
- ✓ Worked with Department of Public Works and FOTH Engineering to permit dredging at Bismore Park Marina

## Marina Enterprise Fund Goals and Objectives

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

### Short-Term:

1. Continue to fill vacancies from established waitlists of all Town-owned marinas. **(SP: Regulatory Process and Performance)**
2. Continue with float replacement program and float improvements at Barnstable Harbor Marina. **(SP: Infrastructure, Economic Development, Public Health and Safety)**
3. Complete Bulkhead repair at Bismore Park Marina. **(SP: Infrastructure, Economic Development, Environment and Natural Resources)**
4. Update Fee Schedule. **(SP: Regulatory Process and Performance, Communication)**

### Long-Term:

1. Replace the Bismore Park Marina Fixed Piers with floating concrete docks. **(SP: Public Health and Safety, Infrastructure, Economic Development)**
2. Continue to implement plans for bulkhead/pier upgrades at Gateway Marina **(SP: Public Health and Safety, Infrastructure, Economic Development)**
3. Install Pumpout Facility, expand parking and add more slips to A and C dock at Prince Cove Marina. **(SP: Public Health and Safety, Infrastructure, Economic Development)**



*Barnstable Harbor Marina*

# Marina Enterprise Fund Budget Comparison

Marina Enterprise Fund	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2023	FY 2024	FY 2024	FY 2025	FY24 - 25	Change
Taxes (General Fund Support)	\$0	\$0	\$0	\$0	-	0.00%
Fees, Licenses, Permits	\$882,730	\$820,000	\$707,468	\$746,679	39,211	5.54%
Charges for Services	32,870	17,000	14,000	14,000	-	0.00%
Interest and Other	49,028	61,000	14,804	26,250	11,446	77.32%
Capital Trust Fund Reserves	-	38,725	38,725	37,800	(925)	-2.39%
Transfer In	75,400	30,000	30,000	30,000	-	0.00%
<b>Total Operating Sources</b>	<b>\$1,040,027</b>	<b>\$966,725</b>	<b>\$804,997</b>	<b>\$854,729</b>	<b>\$49,732</b>	<b>6.18%</b>

Transfers From Completed Projects	-	-	56,000	-	(56,000)	-100.00%
<b>Total Capital Sources</b>	<b>-</b>	<b>-</b>	<b>56,000</b>	<b>-</b>	<b>(56,000)</b>	<b>-100.00%</b>

<b>Total Source of Funding</b>	<b>\$1,040,027</b>	<b>\$966,725</b>	<b>\$860,997</b>	<b>\$854,729</b>	<b>(\$6,268)</b>	<b>-0.73%</b>
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Direct Operating Expenses						
Personnel	\$ 234,093	\$ 219,877	\$ 284,877	\$ 330,080	\$ 45,203	15.87%
Benefits	10,398	11,400	11,401	19,583	\$ 8,182	71.77%
Operating Expenses	103,041	132,945	137,945	159,867	21,922	15.89%
Capital Outlay	52,609	58,000	59,450	58,000	(1,450)	-2.44%
Debt Service	62,188	219,613	219,613	212,538	(7,075)	-3.22%
Transfers Out	-	-	-	-	-	0.00%
<b>Total Direct Operating Expenses</b>	<b>\$462,329</b>	<b>\$641,835</b>	<b>\$713,286</b>	<b>\$780,068</b>	<b>\$66,782</b>	<b>9.36%</b>

Indirect Operating Costs						
General Fund Staff	\$38,252	\$53,494	\$53,495	\$60,207	\$6,712	12.55%
Pensions	26,253	25,674	25,674	24,625	(1,049)	-4.09%
Audit & Software Costs	6,008	6,393	6,393	6,393	-	0.00%
Property, Casualty, Liability Insurance	5,625	6,149	6,149	8,616	2,467	40.12%
<b>Total Indirect Operating Expenses</b>	<b>\$76,138</b>	<b>\$91,710</b>	<b>\$91,711</b>	<b>\$99,841</b>	<b>\$8,130</b>	<b>8.86%</b>

<b>Total Operating Expenses</b>	<b>\$538,467</b>	<b>\$733,545</b>	<b>\$804,997</b>	<b>\$879,909</b>	<b>\$74,912</b>	<b>9.31%</b>
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Capital Improvement Program		195,000	195,000	-	(195,000)	-100.00%
<b>Total Capital Expenses</b>	<b>\$0</b>	<b>\$195,000</b>	<b>\$195,000</b>	<b>\$0</b>	<b>(\$195,000)</b>	<b>-100.00%</b>

<b>Total Expenses</b>	<b>\$538,467</b>	<b>\$928,545</b>	<b>\$999,997</b>	<b>\$879,909</b>	<b>(\$120,088)</b>	<b>-12.01%</b>
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<b>Excess (Deficiency) cash basis</b>	<b>\$501,561</b>	<b>\$38,180</b>	<b>(\$139,000)</b>	<b>(\$25,180)</b>	<b>\$113,820</b>
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Beginning Certified Free Cash	\$ 970,881	\$ 1,472,442	\$ 1,510,622
FY 2024 Projected Excess (Deficiency)		\$ 38,180	
Ending Projected Certified Free Cash	\$ 1,472,442	\$ 1,510,622	\$ 1,485,442

## Summary of Budget Changes

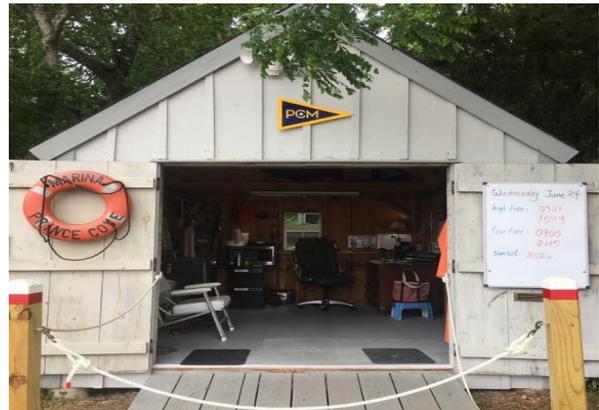
The direct operating expenses for the Marina Enterprise Fund proposed FY 2025 budget are increasing \$66,782, or 9.36% more than the approved FY 2024 budget. Personnel budget change includes contractual obligations, minor allocation adjustments and the addition of a Marina Supervisor position. Operating expenses include an additional \$22,822 for various line items. Capital outlay includes the annual dock replacement program and is decreasing \$1,450.

# Marina Enterprise Fund Budget Reconciliation

Marina Enterprise Fund		FY 2023	FY 2024	FY 2025	Change
Administrative Assistant		0.20	0.10	0.10	-
Principal Dept Assistant		-	-	0.10	
Asst Hrbrmst Pumpout Boat Ops.		-	0.10	-	(0.10)
Deputy Harbormaster/Mooring Officer		-	-	0.10	
Assistant Harbormaster		-	-	0.10	0.10
Director Marine & Environmental Affairs		0.15	0.15	0.15	-
Supervisor Harbor Master		0.75	0.75	0.50	(0.25)
Marina Supervisor		-	-	0.50	0.50
Office Manager		0.10	0.10	0.10	-
<b>Full-time Equivalent Employees</b>		<b>1.20</b>	<b>1.20</b>	<b>1.65</b>	<b>0.25</b>

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
<b>FY 2024 Approved Budget</b>				<b>\$804,997</b>	
Contractual Obligations, Staff Turnover & Allocation Changes	7,753	-	-	<b>7,753</b>	(0.25)
Change in Indirect Costs	(1,049)	9,179	-	<b>8,130</b>	
Debt Service	-	(7,075)	-	<b>(7,075)</b>	-
<b>FY 2025 Budget Changes</b>					
1. Marina Supervisor	45,632	-	-	<b>45,632</b>	0.50
2. Various Operating Expense Adjustments	-	22,822	-	<b>22,822</b>	-
3. Dock Replacements	-	-	(1,450)	<b>(1,450)</b>	
<b>FY 2025 Proposed Budget</b>	<b>52,336</b>	<b>24,926</b>	<b>(1,450)</b>	<b>880,809</b>	<b>0.25</b>

**1. Marina Supervisor** - The Marina Enterprise Program continues to thrive due to increases in recreational and commercial usage. As usage increases, additional oversight of operations is requested. An additional staff member is needed to help supervise seasonal staff, equipment, facilities, and maintenance. The position will assist the Harbormaster in management of the Marina Enterprise Program. Supporting revenue within the Marina Enterprise program will fund this position.

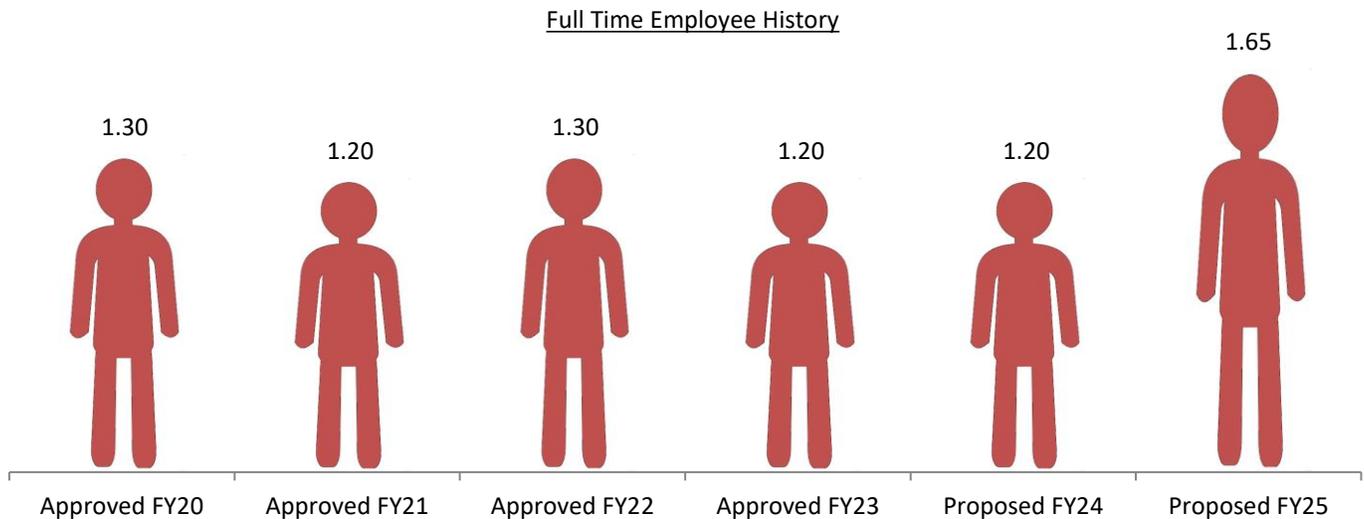


**Prince Cove Staff Shed**

**2. Operating Expenses** - Due to the increase in cost of services, contracted wages, utilities, and its usage; the Marina Enterprise Program is requesting additional funding for Internet Access, Solid Waste Disposal, Purchase for Resale Merchandise, Water, Marine Related Services, Training, Cellular Phone Services, Printing, Software Licensing and Mailing. This includes but is not limited to the offering of services like Wireless Internet at Marinas, online software, resale of merchandise, hauling and placing of docks in the offseason and solid waste disposal services.

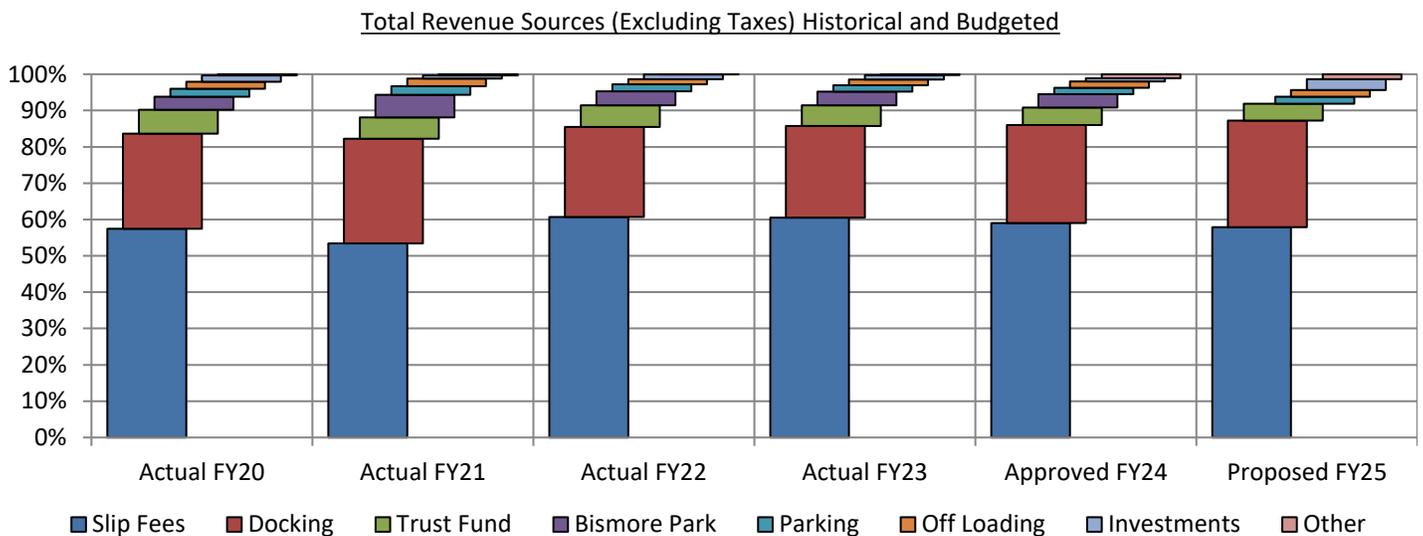
**3. Dock Replacements** - Due to outdoor elements and use, the docks, marina buildings, floats and gangways have become aged and show signs of failure. Ongoing maintenance is mandatory for continued use of the marina facilities which provide safe public access. Maintenance of shoreside facilities such as bulkheads, pilings, lighting, parking lots, buildings and guardrails is essential to Marina operations. Frequently, shoreside facilities are impacted by elements out of our control, immediate attention is required to fix to continue services for the public and slip holders. This funding allows us to continue ongoing maintenance such as the building of docks. Funding is slightly less than FY2024.

## Marina Enterprise Fund Factors Affecting FTE's



All changes are the result of the reallocation of staffing between the General Fund operations and the Enterprise Fund operation. FY2025 includes the addition of a Marina Supervisor position.

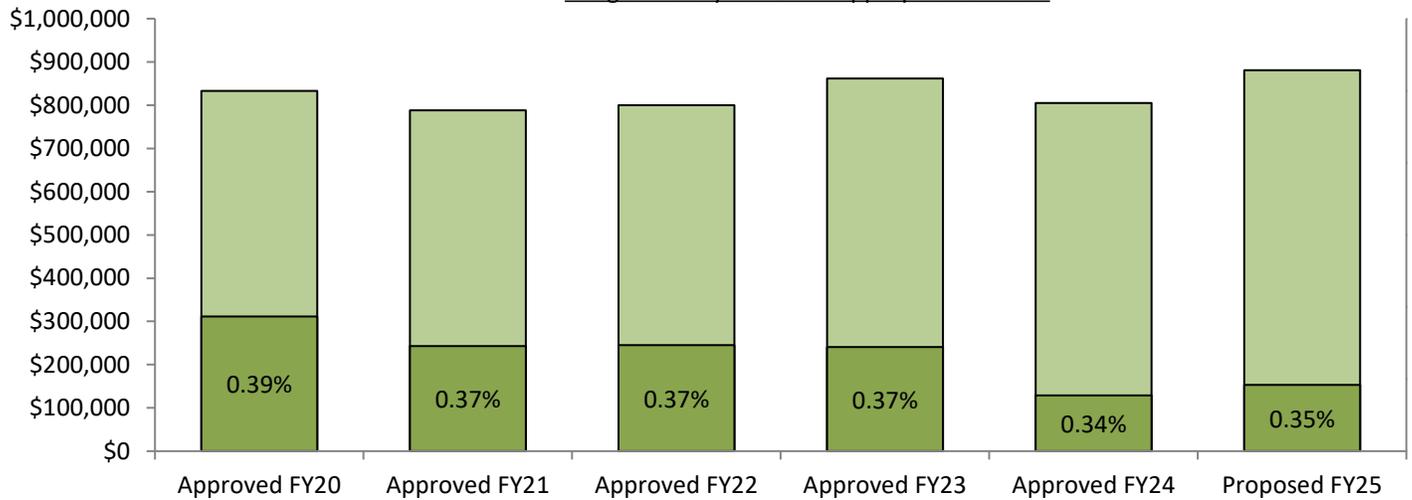
## Marina Enterprise Fund Factors Affecting Revenues



Docking and slip fees account for 87% of the revenue generated in this program. The rates are set in accordance with the necessary revenue required to run the marina operations including all capital improvements. The possibility of expanding the number of slips would allow for additional revenue sources in this area. The marinas have a waiting list for slip space, so vacancy rates are not a significant factor in calculating revenues. Barnstable Harbor accounts for the majority of slip fee revenue for the fund followed by Prince Cove and Bismore. The Enterprise Fund also receives trust fund support to cover debt service for a marina bulkhead project. The fund also receives funds to cover electrical and other costs associated with the Bismore Park harbormaster/comfort station building.

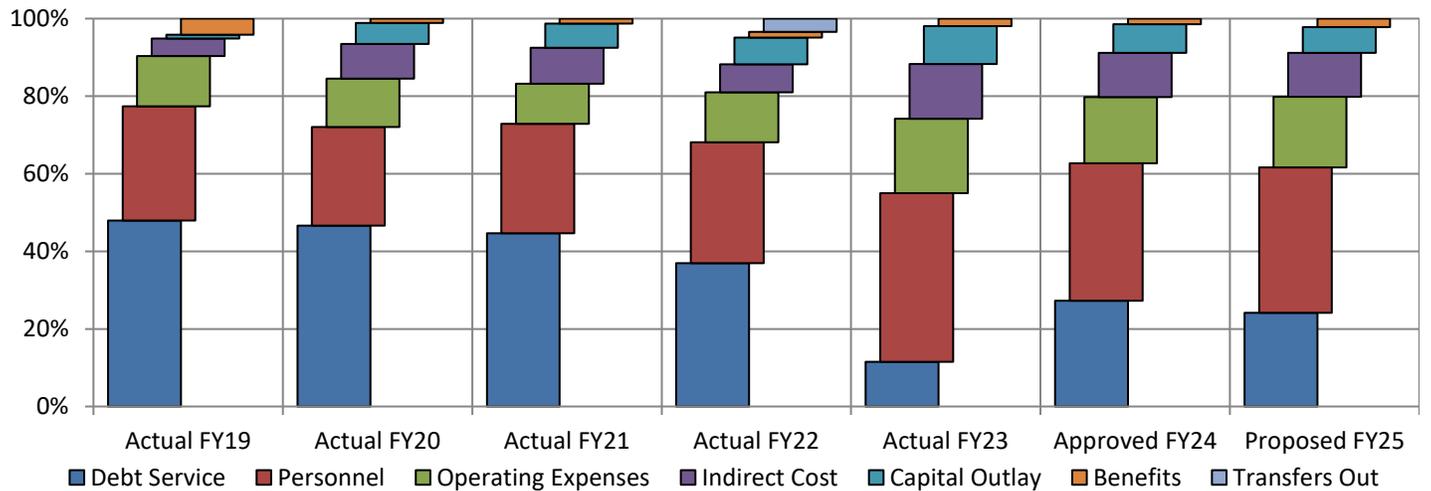
# Marina Enterprise Fund Factors Affecting Expenses

Budget History - % Of All Appropriated Funds



The budget has ranged 0.34% to 0.39% of all appropriated funds.

Total Expenditures By Category Historical and Budgeted



Debt service once represented the largest expense category within the Marina operations at 47%. The purchase of the Prince Cove Marina in FY 2003 was financed with the issuance of a bond and was paid off in FY 2023. Now personnel costs are the largest expense at 37%.

# SANDY NECK BEACH PARK ENTERPRISE FUND

## Purpose Statement

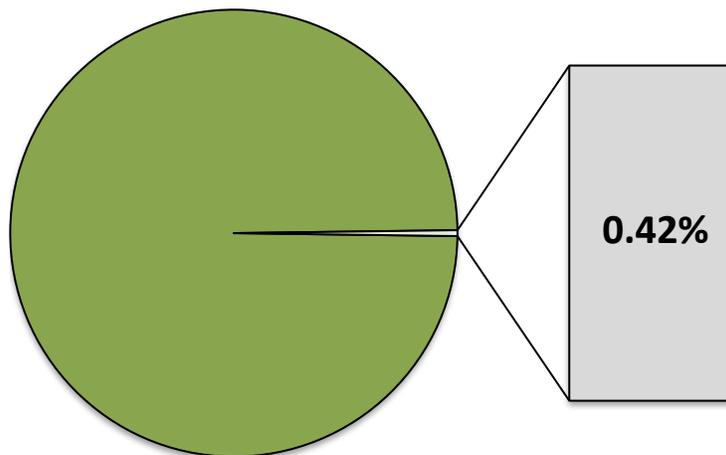
The objective of the Sandy Neck Beach Park is to provide access and recreational opportunities to our Town's citizens and visitors while protecting the natural, cultural, and historic resources on Sandy Neck so that a long-term, sustainable balance between use and conservation of these resources is achieved.

**4,700 Acres of Dunes**

**Maritime Forests and Marshes**

**Recreational Opportunities**

% of FY 2025 All Appropriated Funds



Sandy Neck Park Enterprise Fund comprises 0.42% of all appropriated funds.

# Sandy Neck Beach Park Enterprise Fund Services Provided

The purpose of the Sandy Neck Program is to provide recreational opportunities and access to our Town's citizens and visitors while protecting the natural, cultural, and historic resources on Sandy Neck so that a long term, sustainable balance between use and conservation of these resources is achieved.

The Sandy Neck Program is responsible for the protection and enhancement of Sandy Neck Beach Park. Some of the specific services include:

## **Gatehouse Operations: (the hub of all beach activities):**

- Processing Off-Road Vehicle (ORV) and horse permits and performing RV Camper inspections.
- Collecting fees, database and record keeping, scheduling cottage owner escorts and issuing trail passes;
- Providing the public with beach information and written materials (maps, regulations, policies, tide charts, etc.);
- Issuing Special Permits for large events such as weddings, charitable functions and organized campfire gatherings;
- Merchandise sales (clothing, and memorabilia), and;
- Liaison for all communication including emergencies.

## **Natural Resource Management and Enhancement:**

- Monitoring/GPS/recording of piping plover, least tern and diamond back terrapin nests;
- Erecting enclosures and fencing around protected species nesting habitat;
- Mandatory data collection and reporting of endangered species populations to state agencies;
- Injured wildlife rescue, including marine mammals and cold stunned sea turtles;
- Overseeing Sandy Neck hunting and shellfishing activities, and;
- Wetland protection and restoration efforts.



**Sandy Neck Beach Park : Bodfish Beach**

## **Off Road Vehicle (ORV) Operations:**

- Educating ORV beach patrons regarding expectations for safety and natural resource protection;
- Patrolling the ORV beach to ensure regulatory compliance (curfew, campfires, speed, tire pressure requirements, etc.), and;
- Cottage owner escorts, Beach Point patrols, tent camping program and shellfishing compliance;

## **Enforcement and Emergency Response:**

- Issuing verbal and written warnings, non-criminal citations, and permit suspensions;
- Court hearings and resulting appeals, and;
- First responder duties for Sandy Neck medical emergencies over a wide variety of incidents.
- Jet ski emergency rapid response to assist with water rescue.

## **Educational Program:**

- Junior Ranger Programs;
- Diamondback terrapin headstart and outreach programs;
- Halfway House environmental and educational events, and;
- Staff guided walks and talks.

## Sandy Neck Beach Park Enterprise Fund Recent Accomplishments

- ✓ Effected an additional “take” under our renewed Habitat Conservation Plan (HCP) to insure Off Road Vehicle (ORV) beach access while still protecting endangered nesting shorebirds;
- ✓ Executed educational outreach about our HCP program so that the public had a better understanding of plover protections and actions taken by the town to improve ORV beach access;
- ✓ Provided the public with staff guided walks and talks to educate patrons about Sandy Neck ecology and cultural history;
- ✓ Implemented the Sandy Neck water rescue program which includes a new vessel, rescue and first aid equipment, and staff training;
- ✓ Updated our formal staff orientation training procedures and create monthly in-service training ;
- ✓ Secured funding and permits for a new shed to house emergency response equipment on the public beach thus reducing response time; and
- ✓ Worked with local Girl/Boy Scout Troops to provide group outings, community service and mutually beneficial Eagle Scout projects.

## Sandy Neck Beach Park Enterprise Fund Goals and Objectives

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

### Short-Term:

1. Develop and implement a training plan for full time staff responsible for operation of the water rescue vessel **(SP: Recreation, Public Health and Safety)**.
2. Improve first aid station accessibility through installation of the beach emergency response shed **(SP: Public Health and Safety, Recreation)**.
3. Continually update our formal staff orientation training procedures and create monthly in-service training to reflect the evolving programs **(SP: Public Health and Safety, Recreation)**.
4. Accomplish infrastructure maintenance and upgrades at the Gatehouse and Bathhouse and air compressor shed **(SP: Recreation, Infrastructure)**.
5. Increase security measures by installing additional cameras at the park **(SP: Public Health and Safety, Recreation)**.
6. Continue to review emergency response statistics and update our Safety Solution Protocols **(SP: Public Health and Safety, Recreation)**.

7. Upgrade our beach wheelchair fleet to improve access to all **(SP: Recreation)**

### Long-Term:

1. Implement coastal resiliency strategies to the Gatehouse/Bathhouse/parking areas/Access Trail thereby protecting Sandy Neck Infrastructure. **(SP: Environment and Natural Resources, Infrastructure, Recreation)**



*Sandy Neck water rescue program*

<b>Sandy Neck Enterprise Fund</b>	<b>Actual</b>	<b>Projected</b>	<b>Approved</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Source of Funding</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY24 - 25</b>	<b>Change</b>
Fees, Licenses, Permits	\$824,006	\$795,000	\$733,000	\$750,500	\$17,500	2.39%
Charges for Services	334,309	275,000	274,000	285,080	11,080	4.04%
Interest and Other	125,104	110,000	107,000	120,000	13,000	12.15%
<b>Total Operating Sources</b>	<b>\$1,283,418</b>	<b>\$1,180,000</b>	<b>\$1,114,000</b>	<b>\$1,155,580</b>	<b>\$41,580</b>	<b>3.73%</b>

<b>Direct Operating Expenses</b>						
Personnel	\$577,056	\$570,000	\$646,849	\$650,529	\$3,680	0.57%
Benefits	37,994	42,000	45,341	44,440	(901)	-1.99%
Operating Expenses	242,003	221,000	239,200	250,200	11,000	4.60%
Capital Outlay	55,119	45,000	63,500	69,900	6,400	10.08%
Debt Service	26,285	75,085	75,085	72,510	(2,575)	-3.43%
Transfers Out	-	-	-	-	-	0.00%
<b>Total Direct Operating Expenses</b>	<b>\$938,457</b>	<b>\$953,085</b>	<b>\$1,069,975</b>	<b>\$1,087,579</b>	<b>\$17,604</b>	<b>1.65%</b>

<b>Indirect Operating Costs</b>						
General Fund Staff	\$42,470	\$74,768	\$74,769	\$84,736	\$9,967	13.33%
Pensions	63,963	60,040	60,040	74,674	14,634	24.37%
Audit & Software Costs	6,638	7,240	7,240	7,240	-	0.00%
Property, Casualty, Liability Insurance	9,000	9,714	9,714	10,665	951	9.79%
<b>Total Indirect Operating Expenses</b>	<b>\$122,071</b>	<b>\$151,762</b>	<b>\$151,763</b>	<b>\$177,315</b>	<b>\$25,552</b>	<b>16.84%</b>

<b>Total Operating Expenses</b>	<b>\$1,060,527</b>	<b>\$1,104,847</b>	<b>\$1,221,738</b>	<b>\$1,264,894</b>	<b>\$43,156</b>	<b>3.53%</b>
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Capital Improvement Program		50,000	50,000	-	(50,000)	-100.00%
<b>Total Capital Expenses</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$0</b>	<b>(\$50,000)</b>	<b>-100.00%</b>

<b>Total Expenses</b>	<b>\$1,060,527</b>	<b>\$1,154,847</b>	<b>\$1,271,738</b>	<b>\$1,264,894</b>	<b>(\$6,844)</b>	<b>-0.54%</b>
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<b>Excess (Deficiency) cash basis</b>	<b>\$222,891</b>	<b>\$25,153</b>	<b>(\$157,738)</b>	<b>(\$109,314)</b>	<b>\$48,424</b>
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Beginning Certified Free Cash	<u>\$ 1,057,837</u>	<u>\$ 1,280,728</u>	<u>\$ 1,305,881</u>
FY 2024 Projected Excess (Deficiency)		<u>\$ 25,153</u>	
Ending Projected Certified Free Cash	<u>\$ 1,280,728</u>	<u>\$ 1,305,881</u>	<u>\$ 1,196,567</u>

### **Summary of Budget Changes**

The direct operating expenses for the Sandy Neck Enterprise Fund's FY 2025 budget are increasing \$16,949 or 1.58% over the approved FY 2024 budget. Personnel budget change includes contractual obligations. Operating budget changes include additional funding for Police Detail, permits and cellular services. Capital outlay includes an additional \$6,400 to support the purchase of ATV's and a beach wheelchair.

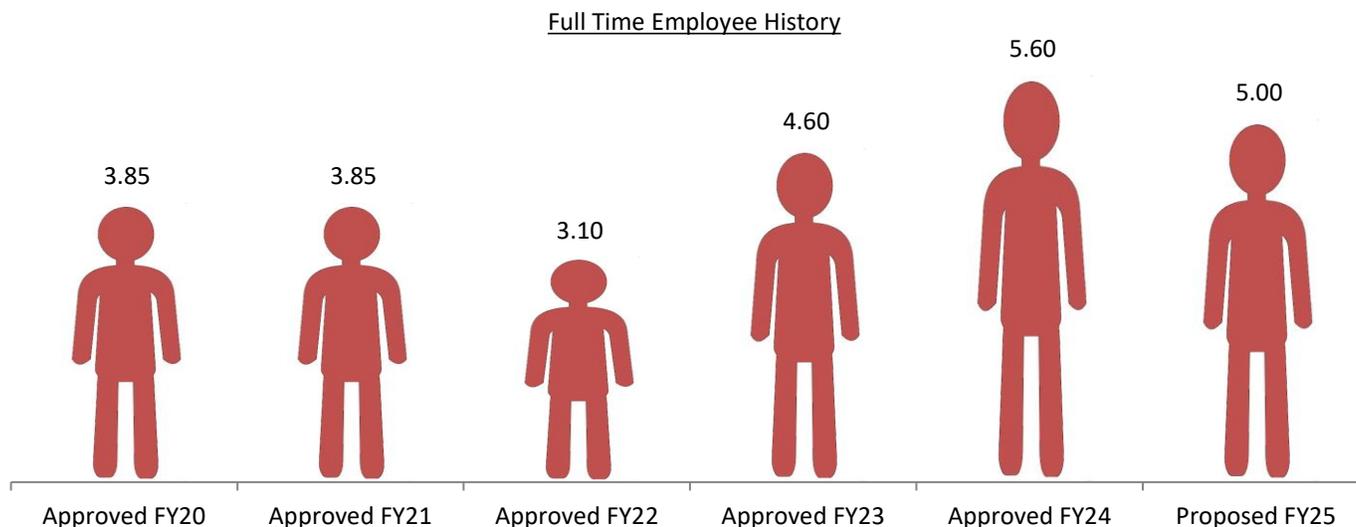
## Sandy Neck Beach Park Enterprise Fund Budget Reconciliation

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
<b>FY 2024 Approved Budget</b>				<b>\$ 1,221,738</b>	
Contractual Obligations, Staff Turnover & Allocation Changes	2,779	-	-	<b>2,779</b>	(0.60)
Change in Indirect Costs	14,634	10,918	-	<b>25,552</b>	
Debt Service	-	(2,575)	-	<b>(2,575)</b>	-
<b>FY 2025 Budget Changes</b>					
1. Police Detail	-	3,000	-	<b>3,000</b>	-
2. Cellular Phone Services	-	3,000	-	<b>3,000</b>	-
3. Uniforms	-	2,000	-	<b>2,000</b>	-
4. Licenses and Permits	-	3,000	-	<b>3,000</b>	-
5. Capital Outlay - All Terrain ATV / Beach Wheelchairs	-	6,400	-	<b>6,400</b>	-
<b>FY 2025 Proposed Budget</b>	<b>\$ 17,413</b>	<b>\$ 19,343</b>	<b>\$ -</b>	<b>\$ 1,264,894</b>	<b>(0.60)</b>

Sandy Neck Enterprise Fund					
Job Title	FY 2023		FY 2024	FY 2025	Change
Administrative Assistant	0.10		0.10	0.10	-
Asst. Sandy Neck Park Manager	-		1.00	1.00	-
Director Marine & Environmental Affairs	0.15		0.15	0.15	-
Facility Maintenance Laborer	-		-	-	-
Natural Resource Officer	1.10		2.00	1.40	(0.60)
NRO-Aquaculture Specialist	0.15		-	-	-
Operations Supervisor	1.00		1.00	1.00	-
Office Manager	0.10		0.10	0.10	-
Part-time NRO	-		0.75	0.75	-
Dir. NR/SN Park Manager	0.50		0.50	0.50	-
<b>Full-time Equivalent Employees</b>	<b>3.10</b>		<b>5.60</b>	<b>5.00</b>	<b>(0.60)</b>

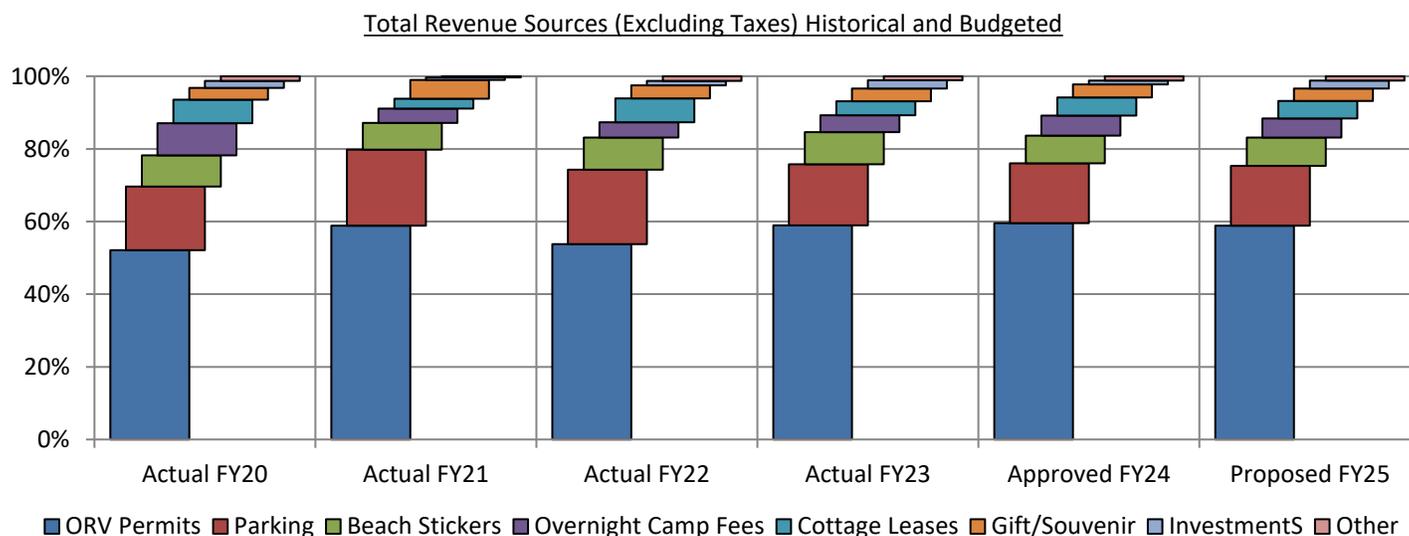
1. **Police Detail** – Police details are imperative during busy summer weekend shifts. For office safety, we have increased it to two details per shift during the summer holidays.
2. **Cellular Phone Services** – Cellular phone costs continue to increase as we add Wi-Fi lines and new phone lines.
3. **Uniforms** – Increase in uniforms for staff as required by collective bargaining agreements.
4. **Licenses and Permits** – We are in negotiations to renew our 5-year contract with our online permitting company Lynxlog. The new contract will result in increased costs.
5. **ATV & Beach Wheelchair** - We maintain 3 vehicles and six ATVs/UTVs and we need to continue to replace the oldest vehicles to have a working fleet for our staff. One of our program goals is to provide access to all at Sandy Neck Beach Park. To achieve this objective, we have three beach wheelchairs and two beach walkers plus a Mobi Mat. For our Off-road Vehicle (ORV) patrons, we deliver beach wheelchairs to individuals so that they can recreate and access the water. Our fleet of wheelchairs is aged and we would like to replace one old chair with two new chairs in order to provide safe and effective mobility for all our visitors.

## Sandy Neck Beach Park Enterprise Fund Factors Affecting FTE's



Full-time employees have increased over the past few years due to the significant increase in activity. The change in FY 2025 is due to reallocation of salary between General and Enterprise Fund.

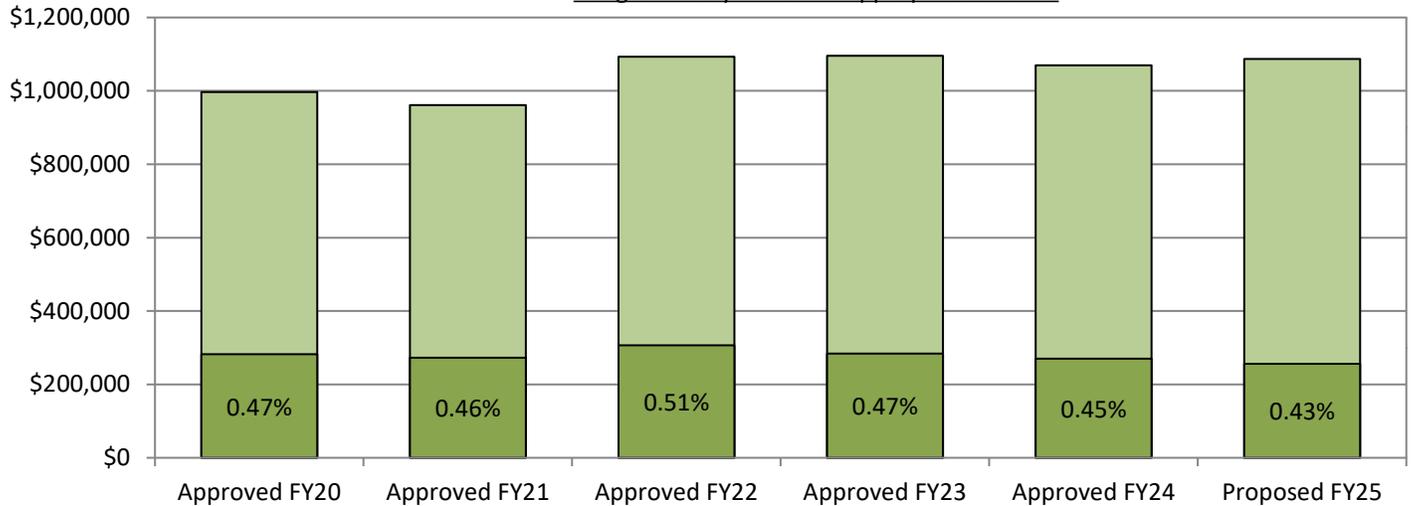
## Sandy Neck Beach Park Enterprise Fund Factors Affecting Revenues



Fees, Licenses, Permits represent the largest funding source at 60%, which includes off-road vehicle (ORV) stickers. Major sources of revenue for this operation include beach sticker sales, daily parking revenue, and off-road vehicle sticker sales. Weather plays a significant role in the revenue generated at this park as approximately 20% to 25% of revenue is derived from daily parking fees. Other factors that can affect revenue are nesting endangered shorebirds and turtles. This can affect activity levels at the off-road portion of the beach and corresponding sticker sales. Staff continue to work with state officials to mitigate the impacts while protecting these species.

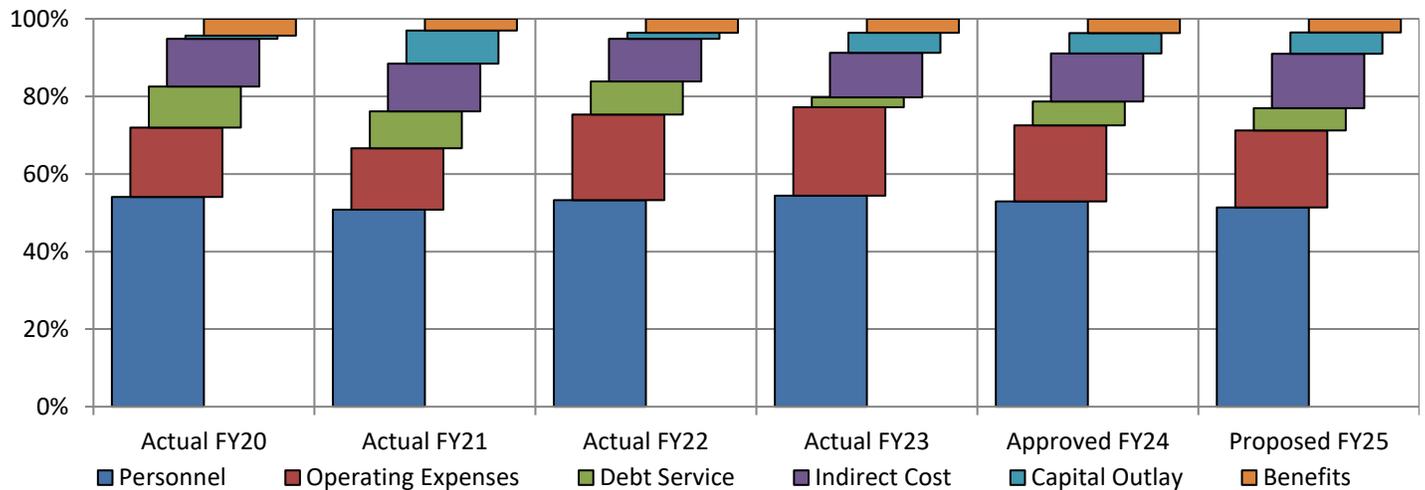
# Sandy Neck Beach Park Enterprise Fund Factors Affecting Expenses

Budget History - % Of All Appropriated Funds



This budget has increased 1.3% annually on average over a six-year period. This budget has also ranged from 0.44% to 0.61% of all appropriated funds.

Total Expenditures By Category Historical and Budgeted



Personnel costs are the largest area of this operation’s budget accounting for over 50% of all operating expenses. Future cost considerations include the embankment in front of the main parking lot by the bathhouse beach area, which continues to be an area of major concern for this operation. Storms out of the Northeast can cause severe erosion to this embankment. A capital improvement plan for a long-term solution is being evaluated and will most likely impact fees charged by this operation in order to finance it.

## Sandy Neck Beach Park Enterprise Fund Workload Indicators

Workload Indicator	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Actuals	FY24 Projected
Sandy Neck Beach Park ORV Permits Issued (calendar year)	4,584	4,901	4,477	4,500
Total Revenue	\$1,291,620	\$1,273,696	\$1,283,418	\$1,200,000
Educational Hikes/Talks (represented in calendar year)	3 self-guided	9	8	8
Overnight Camping (represented in calendar year)	4,001	3,773	3,082	3,000
Merchandise Sales	\$60,774	\$50,628	\$44,268	\$45,000

Description	Historical Trends				Benchmark
	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Projected
Actual Revenue	\$847,991	\$1,291,620	\$1,273,696	\$1,283,418	\$1,200,000
Estimated Revenue	\$957,055	\$680,500	\$836,957	\$988,256	\$1,114,000
Exceeds Expectations >100%	89%	190%	152%	130%	101%

In 2019 and 2020, due to endangered shorebird nest locations, the off road beach (ORV) availability had become limited and revenue was negatively affected. During the winter of 2020/2021, we received a new Massachusetts Habitat Conservation Permit (HCP). In 2021 and 2022, using our HCP, we were able to keep the ORV beach open for the full season. This was more beach availability than the other Cape Cod ORV beaches and, although patrons were not fully satisfied, we consider the seasons to be a success. This is because we were able to protect nesting shorebirds while still providing recreational opportunities to the public and the revenue generated from user fees was robust.

In calendar year 2023 we were issued an additional “take” permit under our HCP. With this added tool, we were able to keep the ORV Beach open for the full season even as plover numbers increased at Sandy Neck Beach Park. In addition, 2023 marked the second year in a row that we never turned away an ORV patron except for tide or weather conditions. Looking into 2025 and beyond, we recognize that a robust enterprise account is imperative to fund our Coastal Resiliency project. The HCP permitting is crucial in obtaining this goal.



*Sandy Neck Beach Parking Lot and Bathhouse*

# COMMUNITY SERVICES DEPARTMENT

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## Department Purpose Statement

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

### Enterprise Funds



**Olde Barnstable  
Fairgrounds & Hyannis  
Golf Courses**



**Hyannis Youth &  
Community Center**

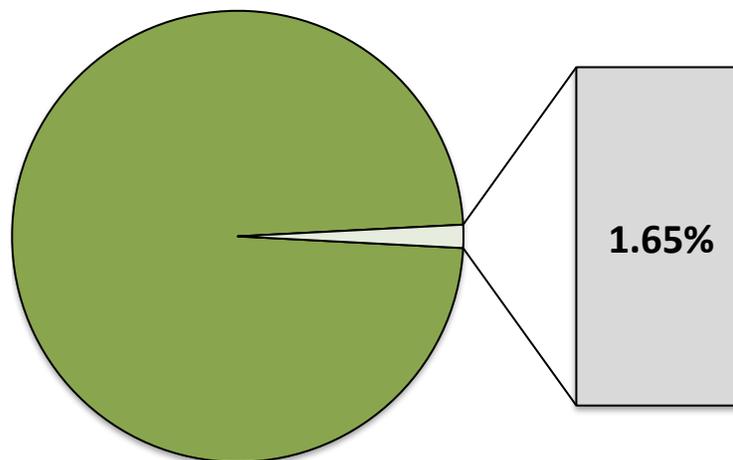
# GOLF COURSE ENTERPRISE FUND

## Department Purpose Statement

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



% of FY 2025 All Appropriated Funds



Golf Course Enterprise Fund comprises 1.65% of all appropriated funds.

## Golf Enterprise Fund Services Provided

<https://www.barnstable.golf/>

Barnstable Golf consists of two 18-Hole Championship golf courses open to the public: Olde Barnstable Fairgrounds and Hyannis Golf Course. Each course offers a uniquely different layout with varying degrees of difficulty for golfers of all playing abilities and age groups. Each golf course features a fully stocked pro shop, full service practice facility, and restaurant. Hyannis Golf Course also features a large function/banquet facility that can accommodate groups of up to 150 guests. The management staff has put together a comprehensive plan for the successful operation of both golf courses with heavy 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. An aggressive marketing plan has been implemented that is aimed at making the Town of Barnstable a true golfing destination featuring the courses of Barnstable Golf.



***Olde Barnstable Fairgrounds Patio Area***

### **Administration Activity**

Administration is the financial management arm of the Golf Division. Administration oversees the collection of cash receipts and the pay-overs to the Town. As an enterprise fund, it is vital that Administration closely monitor the revenues and expenses, as we cannot spend more than we are budgeted. One of the most important jobs of Administration is the development and implementation of the annual fiscal operating budget. Through the setting of fees and rates, forecasting of revenues, and adhering to tight expense controls, Administration strives to keep Barnstable Golf in the black. As facility managers for the Town's two golf properties Administration develops both long and short range comprehensive capital improvement plans to ensure protection and enhancement of the assets. Administration works hard to balance the yearly operational needs of the division, the debt service, and financial obligations owed to the Town, and funding needed for capital improvements with the revenues generated. Administration is also responsible for developing and implementing a progressive marketing plan that includes TV, radio, internet, social media, print and web-based advertising campaigns with a focus on promoting the Town of Barnstable as a true golfing destination. Golf is good for our community.



***Hyannis GC – Hole #16***

### **Operations Activity**

The Operations activity is responsible for management of the two golf shops, practice facilities, golf carts and all golfer related activities. Each operation is managed by a highly trained PGA Golf Professional that is supported by a staff of customer service experts. The golf shops, our retail stores for everything golf, offer a wide variety of the latest styles of seasonal clothing, golf clubs, equipment and accessories for our customers to choose from. The golf shops are the central point of all activity. Greens fees, cart fees, annual pass fees, range fees, and merchandise sales are all collected at the front desk. Operations staff answer hundreds of phone calls daily providing a wide variety of information to customers. Operations staff provides professional player assistance and golf instruction (both individual and group) to juniors,

## Golf Enterprise Fund Services Provided (Continued)

### Operations Activity (Continued)

seniors, women and the physically challenged. One of the main responsibilities of Operations is to provide outstanding customer service to all of our members and guests. The staff greets golfers at the bag drop area, assists them with any needs they may have, helps organize games, provides course information, and collects fees. Operations staff handles over 80,000 rounds played by members and guests each year. Customer relations and education are major objectives for Operations. Taking reservations, managing the tee sheet, running and scoring tournaments, and monitoring pace of play for hundreds of golfers daily is all part of a day's work for the Operations staff at each golf course. Operations staff also is responsible for keeping a combined 153 golf carts clean, fueled, and stored daily.



*OBF Ladies League Closing Day Luncheon*

### Maintenance Activity

The purpose of the Maintenance Activity is to provide highly conditioned, top quality golf courses for members and guests to enjoy while being good stewards to the open space lands. Daily grooming of the golf courses consists of mowing greens, tees, collars, approaches, fairways, roughs, and raking bunkers. Course set-up (changing flag pin locations, moving tee markers, and emptying trash receptacles) also occurs daily in peak season. The Maintenance Activity manages and protects over 280 acres of open space land including over 150 acres of golf turf between the two courses. Maintenance staff is responsible for performing all necessary cultural practices in the spring and fall such as aeration, topdressing, over seeding of greens, tees, and fairway turf. The licensed, professional turf management staff in Maintenance 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 Golf Division Management staff made a conscious decision in 2019 to start the transition away from traditional turf management practices in favor of a more environmentally sustainable approach with regards to the applications of nitrogen based fertilizers and pesticides on the golf courses. We have incorporated biological, microbial, carbon based and organic products into our turf management programs in lieu of traditional chemicals and synthetic fertilizers. Golf management understands the importance of safely coexisting with the natural environment surrounding the golf courses as well as the water that runs beneath them. The focus of the Maintenance activity is on sustainability, where less is more.



*OBF Clubhouse & 18<sup>th</sup> Green*

## Golf Enterprise Fund Recent Accomplishments

- ✓ Took delivery of a new golf cart and maintenance vehicle fleet at both golf courses.
- ✓ Hosted a MassGolf regional qualifier event at each course (Amateur Championship at OBF, Senior Amateur Championship at Hyannis). These state sanctioned events brought some of the best golfers in the state to our facilities to compete for a chance to play for the state championship(s).
- ✓ Hosted two Cape Cod PGA Junior Golf Association events, and two New England PGA Junior Tour events - two at each course, along with the Cape Cod PGA Pro-Senior Championship at OBF.
- ✓ Hired two new full time Golf Operations Assistants – Ryan White and Patrick Beer.
- ✓ Constructed and opened two new forward tee boxes at Hyannis Golf Course on holes 2 and 5, increasing playability for women, seniors and juniors.
- ✓ Stripped, leveled and sodded tee boxes on holes 7, 10, 12 and 15 at Hyannis Golf Course and hole 11 at OBF. Also replaced large section of fairway on hole 12 at Hyannis (pictured).
- ✓ Entered into contract for a new turf maintenance equipment package at Hyannis GC.
- ✓ Replaced approximately 60 original irrigation heads at OBF, leading to more sustainable watering practices and reducing previously required upkeep.
- ✓ Continued implementation of the environmentally sustainable golf course management plan, forgoing the use of traditional chemicals and fertilizers in favor of alternative, environmentally friendly practices and protocols.



**Hyannis GC – Hole #12 Fairway**

## Golf Enterprise Fund Goals and Objectives

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

### Short-Term:

1. Complete renovation of Hyannis Golf Course Clubhouse with attention to MA code compliance and ADA accessibility. **(SP: Infrastructure and Assets, Public Health and Safety, Economic Development, Quality of Life)**
2. Continue development and implementation of environmentally sustainable management plan for the maintenance and upkeep of the Town's golf facilities. The goal is to use alternative methods and products in an effort to significantly reduce or eliminate inputs of pesticides and fertilizer into the environment. **(SP: Public Health & Safety, Education, Environment and Natural Resources, Quality of Life)**

## Golf Enterprise Fund Goals and Objectives (Continued)

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

3. Oversee the acquisition and installation of a new custom awning over the deck at Hyannis Golf Course. This allows for our customers to enjoy outdoor food and beverage service in the shoulder seasons as well as the summer. **(SP: Infrastructure & Assets, Economic Development, Quality of Life)**
4. Continue replacement of approximately 240 original irrigation heads at Olde Barnstable Fairgrounds Golf Course. **(SP: Infrastructure & Assets, Environment & Natural Resources, Economic Development)**
5. Enter into contract for the acquisition/construction of a storage building at Olde Barnstable Fairgrounds Golf Course for the purpose of housing turf equipment. **(SP: Infrastructure & Assets, Economic Development)**



Hyannis GC – Hole #10

### Long-Term:

1. To continue with the development and implementation of our multi-year CIP plan for both golf course facilities. As an enterprise fund, it is essential that we continue to increase revenues in order to support future upgrades and asset management. **(SP: Finance, Infrastructure)**
2. Continue to edge, reshape, and replenish sand in bunkers at both courses. The bunkers at both courses are beyond their expected lifespan and are in need of complete rehabilitation. The condition of the bunkers is the #1 complaint we receive regarding golf course conditions. **(SP: Infrastructure, Economic Development, Public Health and Safety)**
3. Pruning branches and limbs of trees throughout the golf course properties for areas around tees and greens at both courses. Over time tree growth shades out the greens and impacts putting green performance. The result will be improved air movement. **(SP: Finance, Infrastructure)**
4. Development of a plan for sand bunker renovation, irrigation system upgrades and cart path repaving at OBF. Addressing these issues in a timely manner will ensure our reputation remains intact, will save a significant amount of money and set the facility up to be successful for years to come. **(SP: Finance, Infrastructure & Assets, Economic Development, Public Health & Safety, Education)**

# Golf Enterprise Fund Budget Comparison

Golf Course Enterprise Fund						
	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2023	FY 2024	FY 2024	FY 2025	FY24 - 25	Change
Charges for Services	4,081,511	3,758,816	3,721,600	3,847,500	125,900	3.38%
Interest and Other	115,721	72,000	22,000	82,500	60,500	275.00%
Special Revenue Funds	288,200	291,960	291,960	290,160	(1,800)	-0.62%
<b>Total Operating Sources</b>	<b>\$4,485,432</b>	<b>\$4,122,776</b>	<b>\$4,035,560</b>	<b>\$4,220,160</b>	<b>\$184,600</b>	<b>4.57%</b>

Transfers From Closed Projects	-	9,335	9,335	-	(9,335)	-100.00%
Insurance Recovery	-	-	-	2,450,000	-	0.00%
Borrowing Authorizations	356,500	-	-	500,000	500,000	0.00%
<b>Total Capital Sources</b>	<b>\$356,500</b>	<b>\$9,335</b>	<b>\$9,335</b>	<b>\$2,950,000</b>	<b>\$490,665</b>	<b>31501.50%</b>

<b>Total Source of Funding</b>	<b>\$4,841,932</b>	<b>\$4,132,111</b>	<b>\$4,044,895</b>	<b>\$7,170,160</b>	<b>\$3,125,265</b>	<b>77.26%</b>
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Direct Operating Expenses						
Personnel	\$1,588,410	\$1,727,412	\$1,744,861	1,855,818.00	\$110,957	6.36%
Benefits	406,087	178,729	180,534	221,755	41,221	22.83%
Operating Expenses	1,253,933	1,221,403	1,233,740	1,303,240	69,500	5.63%
Capital Outlay	6,418	50,000	50,000	50,000	-	0.00%
Debt Service	440,667	481,525	481,525	461,348	(20,177)	-4.19%
<b>Total Direct Operating Expenses</b>	<b>\$3,695,515</b>	<b>\$3,659,069</b>	<b>\$3,690,660</b>	<b>\$3,892,161</b>	<b>\$201,501</b>	<b>5.46%</b>

Indirect Operating Costs						
General Fund Staff	\$128,105	\$174,378	\$174,378	194,228.00	\$19,850	11.38%
Pensions	262,707	288,057	288,057	296,132	8,075	2.80%
Audit & Software Costs	22,787	25,999	25,999	25,999	-	0.00%
Property, Casualty, Liability Insurance	22,225	26,729	26,729	28,586	1,857	6.95%
Workers' Compensation Insurance	5,354	-	-	73	73	0.00%
Retirees Health Insurance	2,223	2,270	2,270	2,280	10	0.44%
<b>Total Indirect Operating Expenses</b>	<b>\$443,401</b>	<b>\$517,433</b>	<b>\$517,433</b>	<b>\$547,298</b>	<b>\$29,865</b>	<b>5.77%</b>

<b>Total Operating Expenses</b>	<b>\$4,138,916</b>	<b>\$4,176,502</b>	<b>\$4,208,093</b>	<b>\$4,439,459</b>	<b>\$231,366</b>	<b>5.50%</b>
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Capital Improvement Program	579,000	736,588	736,588	2,950,000	2,213,412	300.50%
<b>Total Capital Expenses</b>	<b>\$579,000</b>	<b>\$736,588</b>	<b>\$736,588</b>	<b>\$2,950,000</b>	<b>\$2,213,412</b>	<b>300.50%</b>

<b>Total Expenses</b>	<b>\$4,717,916</b>	<b>\$4,913,090</b>	<b>\$4,944,681</b>	<b>\$7,389,459</b>	<b>\$2,444,778</b>	<b>49.44%</b>
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<b>Excess (Deficiency) Cash Basis</b>	<b>\$124,016</b>	<b>(\$780,979)</b>	<b>(\$899,786)</b>	<b>(\$219,299)</b>	<b>\$680,487</b>
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Beginning Certified Free Cash	\$ 1,918,156	\$ 2,042,172	\$ 1,261,193
FY 2024 Projected Excess (Deficiency)		\$ (780,979)	
Ending Projected Certified Free Cash	<u>\$ 2,042,172</u>	<u>\$ 1,261,193</u>	<u>\$ 1,041,894</u>

## Summary of Budget Changes

The direct operating Golf Enterprise Fund's proposed FY 2025 budget increased by \$201,501, or 5.46% from the approved FY 2024 budget. Personnel budget change includes contractual obligations. Operating budget change includes increases utilities and seed and sod supplies. Operating Capital funds have been included to improve buildings and equipment.

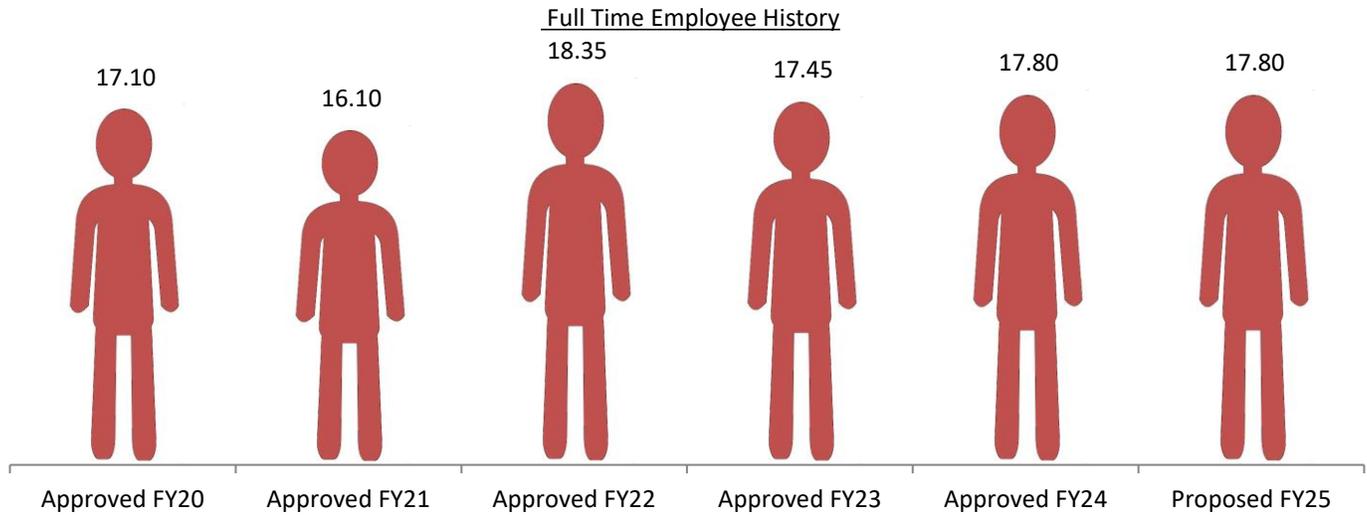
# Golf Enterprise Fund Budget Reconciliation

Golf Course Enterprise Fund		FY 2023	FY 2024	FY 2025	Change
Job Title					
Admin Assist. /Marketing Coordinator		-	-	-	-
Asst Dir. of Community Services		0.10	0.25	0.25	-
Assistant Golf Course Supervisor		2.00	2.00	2.00	-
Budget/Financial Manager		0.25	0.30	0.30	-
Director of Community Services		0.10	0.25	0.25	-
Director of Golf Maintenance		1.00	1.00	1.00	-
Director of Golf Operations		1.00	1.00	1.00	-
Financial Supervisor		1.00	1.00	1.00	-
Golf Course Facility Technician		2.00	2.00	2.00	-
Golf Head Professional		2.00	2.00	2.00	-
Golf Superintendent		1.00	1.00	1.00	-
Laborer/Greens Person		2.00	2.00	2.00	-
Principal Dept/Div Assistant		3.00	3.00	3.00	-
Working Foreman Irrigation Technician		2.00	2.00	2.00	-
<b>Full-time Equivalent Employees</b>		<b>17.45</b>	<b>17.80</b>	<b>17.80</b>	<b>-</b>

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
<b>FY 2024 Approved Budget</b>				<b>\$4,208,093</b>	
Contractual Obligations, Staff Turnover & Allocation Changes	152,178	-	-	<b>152,178</b>	-
Change in Indirect Costs	8,008	1,857	-	<b>29,865</b>	
Debt Service Cost	-	(20,177)	-	<b>(20,177)</b>	
<b>FY 2025 Budget Changes</b>					
1. Carpeting	-	26,000	-	<b>26,000</b>	-
2. Fertilizer Supplies	-	30,000	-	<b>30,000</b>	-
3. Golf Course Supplies	-	7,500	-	<b>7,500</b>	-
4. Electricity	-	6,000	-	<b>6,000</b>	-
<b>FY 2025 Proposed Budget</b>	<b>\$180,186</b>	<b>\$51,180</b>	<b>\$0</b>	<b>\$4,439,459</b>	<b>-</b>

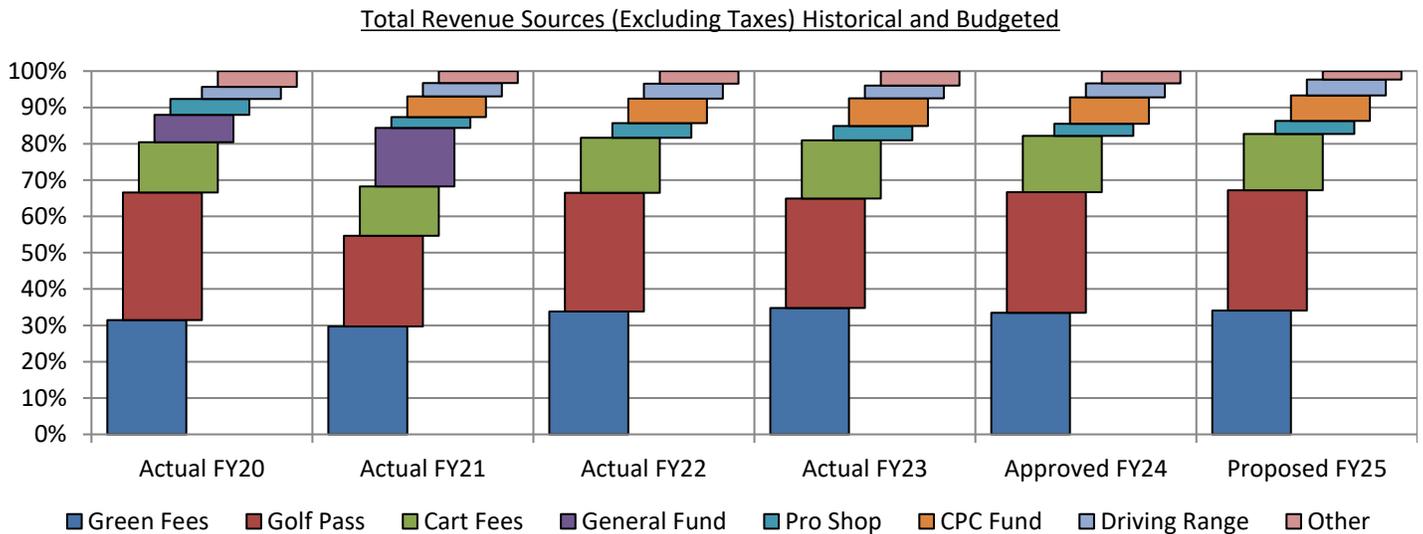
- 1. Carpeting** - This is a one-time request for operating capital. The Golf Division needs to replace approximately 1,200 square feet of commercial grade carpeting in the Olde Barnstable Fairgrounds Golf Course lobby, pro shop, and office area.
- 2. Fertilizer Supplies** - The Golf Division is requesting an increase of \$30,000 to the Fertilizer line to account for the rising cost of organic fertilizer material and to potentially add a fall application. In accordance with our Environmentally Sustainable Land Management Plan, we utilize organic fertilizer materials. These products' efficacy is limited in duration, as opposed to synthetic products which can be effective for longer. Historically we fertilize in the spring to "wake" the turf, and then again in the summer to keep it actively growing and ensure the health of the turf. Standard golf course practice is to fertilize again in the fall, when growing conditions are optimal and to prepare the stand for the winter months. We have been skipping this fertilizer application due to the high cost of materials. We are confident that with the implementation of a fall application we will see improved conditions throughout both courses.
- 3. Golf Course Supplies** - We are requesting an increase of \$7,500 to the Golf Course Supplies line to match actual expenses associated with purchases of miscellaneous golf course items such as cups, flagsticks, ball washers, trash cans, etc.
- 4. Electricity** – In anticipation of higher delivery and supply charges for electricity the department is requesting additional funding.

## Golf Enterprise Fund Budget Factors Affecting FTE's



The vacant Division Assistant position was eliminated in the FY 2021 budget; however, it was reinstated in FY 2022. The FY 2023 budget includes the elimination of the Assistant/Marketing Coordinator position. Increases in the FY 2024 budget reflect allocation changes of existing staff between General Fund and Enterprise Fund operations. No changes proposed for FY 2025.

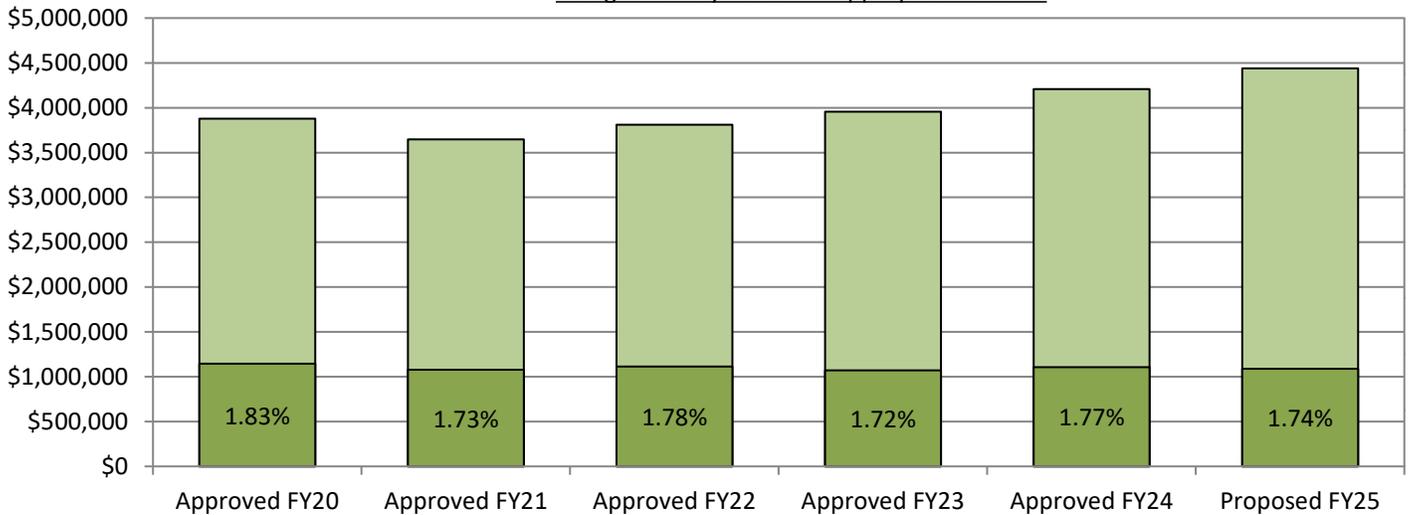
## Golf Enterprise Fund Budget Factors Affecting Revenues



Each year, golf course fees are set through the town-wide user fee rate analysis. These fees are set in accordance with the necessary revenue required to run course operations. Green fees account for 34% of total revenue sources generated at the golf courses and the annual membership pass accounts for 33%. This Enterprise Fund received some General Fund subsidy during the pandemic and the Community Preservation Fund is paying for the Hyannis Golf course acquisition debt until it expires in FY 2026.

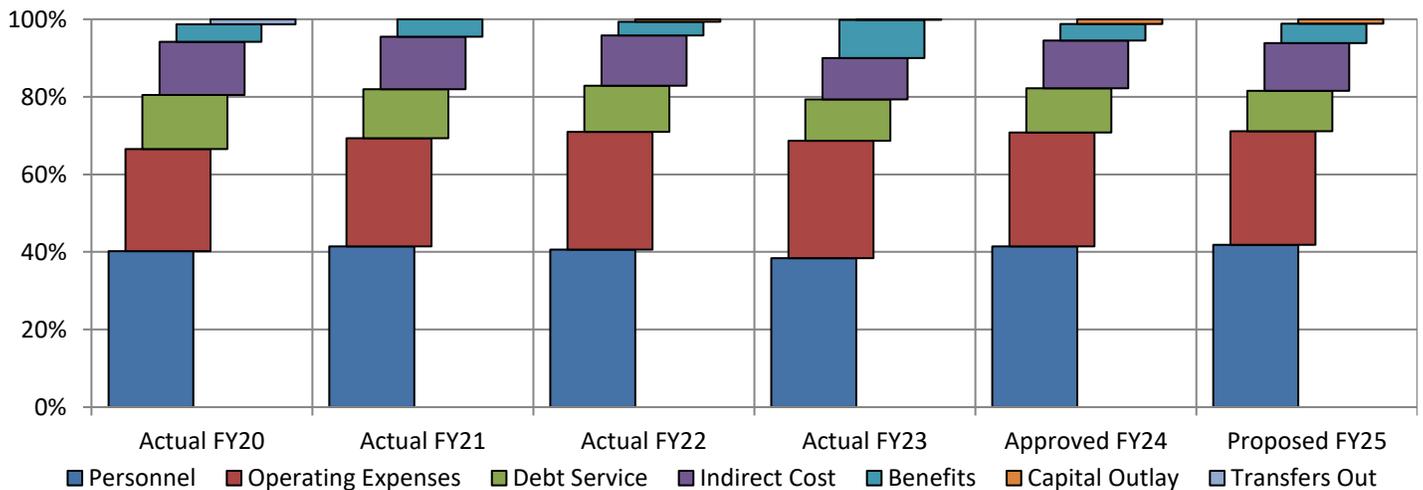
# Golf Enterprise Fund Factors Affecting Expenses

Budget History - % Of All Appropriated Funds



The budget has increased 2.42% annually on average over a six-year period. State minimum wage and the capital program contribute most to the budget increases. This budget has ranged from 1.72% to 1.83% of all appropriated funds.

Total Expenditures By Category Historical and Budgeted



Personnel and benefits combined are the largest category within the golf course operation comprising 42% of the proposed budget. Transitioning to a more organic maintenance program is incurring more cost. Environmentally sound initiatives; increase in over-seeding will help establish more pest/disease resistant turf conditions on greens, tees and fairways. The cart path improvement project at Hyannis Golf Course will also require significant over-seeding to those areas disturbed by the construction.

## Budget by Golf Course

<b>Olde Barnstable Fairgrounds</b>	<b>Actual</b>	<b>Projected</b>	<b>Approved</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Source of Funding</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY24 - 25</b>	<b>Change</b>
Charges for Services	\$2,081,003	\$2,050,000	\$2,028,500	\$2,236,600	\$208,100	10.26%
Interest and Other	14,363	25,000	20,000	75,000	55,000	275.00%
<b>Total Operating Source of Funding</b>	<b>\$2,095,366</b>	<b>\$2,075,000</b>	<b>\$2,048,500</b>	<b>\$2,311,600</b>	<b>\$263,100</b>	<b>12.84%</b>
Borrowing Authorizations	\$0	\$0	\$0	\$0	\$0	0.00%
<b>Total Capital Source of Funding</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Total Source of Funding</b>	<b>\$2,095,366</b>	<b>\$2,075,000</b>	<b>\$2,048,500</b>	<b>\$2,311,600</b>	<b>\$263,100</b>	<b>12.84%</b>
<b>Expense Category</b>						
Personnel	\$764,097	\$850,000	\$892,596	\$906,320	\$13,724	1.54%
Benefits	212,656	230,000	232,791	258,422	25,631	11.01%
Operating Expenses	558,296	615,000	659,703	700,736	41,033	6.22%
Capital Outlay	23,582	-	50,000	50,000	-	0.00%
Debt Service	45,712	114,000	108,063	94,413	(13,650)	-12.63%
Transfers Out	75,446	91,133	100,188	110,150	9,962	9.94%
<b>Total Operating Budget</b>	<b>\$1,679,789</b>	<b>\$1,900,133</b>	<b>\$2,043,341</b>	<b>\$2,120,041</b>	<b>\$76,700</b>	<b>3.75%</b>
Capital Improvement Program	\$297,554	\$254,000	\$244,318	\$0	(\$244,318)	-100.00%
<b>Total Capital Expenses</b>	<b>\$297,554</b>	<b>\$254,000</b>	<b>\$244,318</b>	<b>\$0</b>	<b>(\$244,318)</b>	<b>-100.00%</b>
<b>Total Expenses</b>	<b>\$1,977,343</b>	<b>\$2,154,133</b>	<b>\$2,287,659</b>	<b>\$2,120,041</b>	<b>(\$167,618)</b>	<b>-7.33%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$118,023</b>	<b>(\$79,133)</b>	<b>(\$239,159)</b>	<b>\$191,559</b>	<b>\$430,718</b>	

<b>Hyannis Golf Course</b>	<b>Actual</b>	<b>Projected</b>	<b>Approved</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Source of Funding</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY24 - 25</b>	<b>Change</b>
Taxes			\$0		\$0	0.00%
Charges for Services	1,854,013	1,700,000	1,630,264	1,830,199	199,935	12.26%
Interest and Other	2,444	10,000	-	7,500	7,500	0.00%
Special Revenue Funds	286,500	288,200	288,200	290,160	1,960	0.68%
<b>Total Operating Sources</b>	<b>\$2,142,957</b>	<b>\$1,998,200</b>	<b>\$1,918,464</b>	<b>\$2,127,859</b>	<b>\$209,395</b>	<b>10.91%</b>
Transfers From Closed Projects	-	-	-	-	-	0.00%
Borrowing Authorizations	-	356,500	-	2,950,000	2,950,000	0.00%
<b>Total Capital Sources</b>	<b>\$0</b>	<b>\$356,500</b>	<b>\$0</b>	<b>\$2,950,000</b>	<b>\$2,950,000</b>	<b>0.00%</b>
<b>Total Source of Funding</b>	<b>\$2,142,957</b>	<b>\$2,354,700</b>	<b>\$1,918,464</b>	<b>\$5,077,859</b>	<b>\$3,159,395</b>	<b>164.68%</b>
<b>Expense Category</b>						
Personnel	\$735,063	\$770,000	\$779,079	\$940,406	\$161,327	20.71%
Benefits	197,805	210,000	213,807	270,837	57,030	26.67%
Operating Expenses	584,469	545,000	551,343	631,090	79,747	14.46%
Debt Service	394,955	389,875	389,875	366,935	(22,940)	-5.88%
Transfers Out	75,446	91,133	91,133	110,150	19,017	20.87%
<b>Total Operating Budget</b>	<b>\$1,987,738</b>	<b>\$2,006,008</b>	<b>\$2,025,237</b>	<b>\$2,319,418</b>	<b>\$294,181</b>	<b>14.53%</b>
Capital Improvement Program	71,627	325,000	-	2,950,000	2,950,000	0.00%
<b>Total Capital Expenses</b>	<b>\$71,627</b>	<b>\$325,000</b>	<b>\$0</b>	<b>\$2,950,000</b>	<b>\$2,950,000</b>	<b>0.00%</b>
<b>Total Expenses</b>	<b>\$2,059,365</b>	<b>\$2,331,008</b>	<b>\$2,025,237</b>	<b>\$5,269,418</b>	<b>\$3,244,181</b>	<b>160.19%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$83,592</b>	<b>\$23,692</b>	<b>(\$106,773)</b>	<b>(\$191,559)</b>	<b>(\$84,786)</b>	

## Golf Enterprise Fund Workload Indicators

Program Name	Program Goal	Program Outcome Measures		
Administration/ Operations	To continually maintain and improve the Town's golf facilities.	Committed to providing leisure opportunities to improve the quality of life in our community through exceptional programs and services.		
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost/Productivity (Efficiency)	Service Quality (Effectiveness)
Adult/Family Annual Pass	\$1,349,661	1,092 passes sold	\$1,236 per pass	
Junior Annual Pass	\$15,450	103 passes sold	\$150 per pass	
Annual Passholder Rounds	\$1,349,661	45,316 rounds	\$30 per round	
Daily Fee Rounds	\$1,518,587	31,145 rounds	\$49 per round	
Driving Range Use	\$192,367	18,997 buckets sold	\$10 per bucket	
Golf Cart Rentals	\$712,850	40,965 cart rentals	\$17 per cart	
Equipment Rentals	\$5,324	743 pull cart/club rental	\$7 per rental	
GHIN (Handicap) Services	\$18,834	N/A	N/A	
Pro Shop Sales	\$269,879	76,461 rounds played	\$3.53 per round	
Restaurant Rent	\$42,845	2 concessions	N/A	

# HYANNIS YOUTH & COMMUNITY CENTER ENTERPRISE FUND

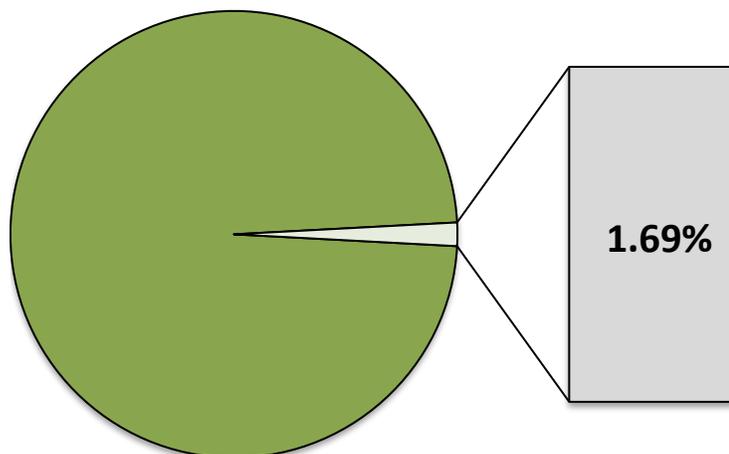
## Purpose Statement

The Hyannis Youth & Community Center is committed to providing a safe and healthy recreational facility to every segment of the community. The Recreation Division is committed to providing leisure opportunities to improve the quality of life in our community through exceptional and affordable programs and services.

ICE FACILITY

YOUTH CENTER

% of FY 2025 All Appropriated Funds



Hyannis Youth & Community Center Enterprise Fund comprises 1.69% of all appropriated funds.

## HYCC Enterprise Fund Services Provided

<https://townofbarnstable.us/hycc>

The Hyannis Youth and Community Center (HYCC) is now in its fourteenth year of operation. The HYCC continues to display its attractive facilities and provide some variations in alternative uses throughout 2023-2024. From September through March, all levels of youth hockey practice and play competitive games. The HYCC is proud to collaborate with the Cape Cod Chamber of Commerce to bring high profile events to the facility including the Cape Cod Cranberry Classic and the Lobster Pot Youth Hockey Tournaments. The gymnasium serves as the home court for two high schools: Sturgis East Public Charter School, and Sturgis West Public Charter School. Several basketball leagues, tournaments, and camps utilize the space as their primary court. Public skating and other recreational programming are offered with expansive programs for both residents and non-residents. Some of the ongoing programs of note include U.S. Figure Skating Instructional Badge Programs, free community yoga, toddler programs, adult programs, and the walking program. The Shepley Community Room hosts hundreds of club town and organizational meetings, private birthday parties and other functions throughout the year

The rink level has nine locker rooms, a skate rental room, vending machines, referee locker rooms, first aid room, figure skating office, rink supervisor's office, and a sitting area with a fireplace.

The Center consists of:

- Two NHL regulation ice rinks with a combined seating capacity of 2,100
- Six indoor basketball courts
- Indoor regulation Volleyball court
- 1,500 sq. ft. Teen Center
- Cafe' (for everyday use and events within the facility)
- 650 sq. ft. Pro-Shop
- 1,000 sq. ft. Youth Center
- 500 sq. ft. Computer room
- 825 sq. ft. Multi-purpose room



*HYCC – Jr. Basketball Clinic*

### **Administration**

The Administration program of the ice component manages 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 pay-overs to the Town, monitoring revenue vs. expenses, preparation of annual budgets, projection of revenues and long-range planning. Additionally, the Administration hires seasonal employees as needed throughout the year.

### **Operations Activity – Ice Facility**

The Operations program provides a wide variety of programs for our residents. United States Figure Skating Association (USFSA) trained professionals provide individual and/or group instruction. We strive to provide developmental programs for all participants. All activities are run on an instructional basis, emphasizing teamwork, self-esteem, and respect. 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 major objectives for operations. The operations staff is responsible for scheduling available ice time, keeping rental skates sharpened, cleaned, and sanitized, staffing and oversight to public skating and other functions, working collaboratively with the Department of Public Works for day-to-day operations, and ensuring all visitors have an enjoyable and safe experience while at the facility.

## HYCC Enterprise Fund Services Provided (Continued)

Ice Facility programs with a brief description are as follows:

- **Public Skating** – An activity that is available for all ages and abilities; public skating sessions are offered both weekdays and weekends as the schedule allows. Skate rentals are available for those who do not bring their own skates.
- **Tournaments** - Played on both the Lt. Joseph P. Kennedy Jr., and Patrick M. Butler Rinks. These two rinks are NHL Regulation size with a combined seating capacity of 2,100. Tournaments range from boys and girls youth hockey tournaments to Division I college tournaments to Adult Men's and Women's Tournaments.
- **HYCC Skating School** - The Learn-to-Skate Program is offered throughout the year and services over 200 children. Skating professionals teach basic to advanced skills to individuals ranging from the kindergarten level up to adults. There are multiple sessions offered throughout the year.
- **Camps/Clinics** - Ice time is offered during the spring and summer months to outside groups 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 provides a farm program and organized teams that serve ages 5 through 18 years old.
- **Seahawks Youth Hockey** – A hockey organization that fields teams of a number of different age levels from ages 5 through 18 years old. Total Athletics/Seahawks hosts hockey practices, games, and clinics in the building throughout the year.
- **East Coast Thunder Hockey / Top Shelf** – A hockey organization that fields teams of several different age levels from ages 5 through 18. ECT/Top Shelf Hockey hosts hockey practices, games, and clinics in the building throughout the year.



*HYCC – Learn to Skate Program*

- **Barnstable High School Hockey** - The HYCC is the proud home of the Barnstable High School Hockey Program. The program consists of Boys and Girls Varsity and Junior Varsity teams.
- **Saint John Paul II High School Hockey** – The HYCC is the proud home to the Saint John Paul II High School Boys Varsity Hockey Team.

### Youth Center Administration Program

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

## HYCC Enterprise Fund Services Provided (Continued)

### Operations Activity – Youth Center

The Operations program provides a wide variety of programs for residents and non-residents. 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, and a 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 team is always available to greet the public, relay information, and answer questions covering a wide variety of information to our customers. Operations staff oversee activities that are run on an instructional basis, emphasizing teamwork, self-esteem, and respect.



*HYCC – After School Program*

Youth Center programs with a brief description are as follows:

**Private Gym Rentals** – A program that allows 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. Barnstable Youth Basketball, Cape Cod Youth Sports and Barnstable Recreation Grades K-7 all call the HYCC home for their basketball needs as well.

**Special Events** – The gym space is rented to various user groups for events throughout the course of the year. These events cover a wide spectrum of interests 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 martial arts, baking, home school gym class and the SOAR Program.

**Adult Programs** – Year-round fitness programs include yoga, walking groups, volleyball, basketball, pickleball and physical training. Each activity is unique and offers a variety of fitness levels.

**Membership** - Membership to the HYCC provides Barnstable residents and non-residents the opportunity to take advantage of a multitude of programs within the facility. Membership allows participants access to the walking track, public gym activities and the game room.

## HYCC Enterprise Fund Recent Accomplishments

- ✓ Continued to work with community partners such as the Family Table Collaborative to provide food and Thanksgiving meal distribution. We also hosted Toys for Tots collections and annual distribution of Christmas trees.
- ✓ Contracted new concessionaire for the 2023/2024 Hockey Season in October 2023, The Little Sandwich Shop is under contract through March 31, 2024.
- ✓ Hosted 4 new youth hockey tournaments through a new relationship developed with Cape Cod Hockey Tournaments for the 2023/2024 winter season.

- ✓ Purchased new scorer's table for the Gymnasium and refurbished 15 speakers in the Kennedy Rink utilizing FY2023 salary savings.
- ✓ Purchased 3 refurbished scoreboard operating panels. These will help prolong the life of our aging scoreboard system.

## HYCC Enterprise Fund Goals and Objectives

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

### Short-Term:

1. Continue to expand and explore community partnerships to enhance the diverse activities offered in our School's Out Afterschool Recreation (S.O.A.R) program. Provide structured activities ranging from gym time, game room tournaments, special events and homework assistance. The SOAR program is the after-school home to over 50 students from the Barnstable Intermediate School. **(SP: Education, Safety, Quality of Life)**
2. Continue to identify areas of potential growth and reconfiguration of existing spaces to maximize opportunities for new programs and events within the HYCC, that better serve the community. **(SP: Finance, Quality of Life)**
3. Continue to expand community service programs that include annual blood, food, and clothing drives. Continue to work with various organizations to provide our youth with services and needs. **(SP: Education, Safety, Quality of Life)**
4. Evaluate the Butler Rink, Kennedy Rink and Gymnasium scoreboard systems and input panels. Refurbish and/or replace input panels and identify any equipment that needs to be replaced or updated with proprietary software updates as needed. These upgrades will allow the facility to continue to add value to the high quality programs that take place throughout the facility. **(SP: Safety, Education, Quality of Life)**
5. Provide First Aid and CPR Certification and training for all staff that are employed at the HYCC. **(SP: Safety, Education, Quality of Life)**



**HYCC – Father Daughter Dance**

### Long-Term:

1. Continue to develop, coordinate, and market the Hyannis Youth & Community Center Facility to generate sufficient revenue to meet all operational and debt schedule commitments. **(SP: Finance, Quality of Life)**
2. Develop partnerships with outside organizations to provide support with program development, implementation, and funding. **(SP: Finance, Quality of Life)**
3. Take advantage of the many Town resources to provide better outreach to the community regarding recreational opportunities at the HYCC. **(SP: Finance, Quality of Life)**
4. Continue to work with other community and youth organizations for the purpose of serving our youth and providing them with a safe space within the Hyannis Youth & Community Center. **(SP: Quality of Life)**

5. In conjunction with the Department of Public Works, continue replacing and upgrading mechanical and security systems, develop green initiatives, and outline a long-term capital project plan that will allow the HYCC to continue to be a desired recreational facility and meet the diverse needs of the community. **(SP: Finance, Quality of Life)**



*HYCC – Public Skating*

## HYCC Enterprise Fund Budget Comparison

Hyannis Youth & Community Center	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2023	FY 2024	FY 2024	FY 2025	FY24 - 25	Change
Taxes (General Fund Support)	\$1,391,458	\$1,406,994	\$1,406,994	\$1,406,994	\$0	0.00%
Charges for Services	879,286	788,103	780,300	884,350	104,050	13.33%
Interest and Other	271,746	55,000	33,321	75,000	41,679	125.08%
Capital Trust Fund (General Fund Support)	1,234,875	1,350,535	1,350,535	2,045,734	695,199	51.48%
<b>Total Operating Sources</b>	<b>\$3,777,366</b>	<b>\$3,600,632</b>	<b>\$3,571,150</b>	<b>\$4,412,078</b>	<b>\$840,928</b>	<b>23.55%</b>

Borrowing Authorizations	-	1,752,400	1,752,400	-	(1,752,400)	-100.00%
<b>Total Capital Sources</b>	<b>\$0</b>	<b>\$1,752,400</b>	<b>\$1,752,400</b>	<b>\$0</b>	<b>(\$1,752,400)</b>	<b>-100.00%</b>

<b>Total Sources of Funding</b>	<b>\$3,777,366</b>	<b>\$5,353,032</b>	<b>\$5,323,550</b>	<b>\$4,412,078</b>	<b>(\$911,472)</b>	<b>-17.12%</b>
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Direct Operating Expenses						
Personnel	\$1,049,649	\$1,187,914	\$1,199,913	\$1,253,280	\$53,367	4.45%
Benefits	39,257	\$48,557	49,047	71,935	22,888	46.67%
Operating Expenses	854,096	\$888,518	897,493	1,030,993	133,500	14.87%
Capital Outlay	63,944	75,000	90,000	110,000	20,000	22.22%
Debt Service	1,211,100	1,234,875	1,350,535	1,460,675	110,140	8.16%
<b>Total Direct Operating Expenses</b>	<b>\$3,218,046</b>	<b>\$3,434,863</b>	<b>\$3,586,988</b>	<b>\$3,926,883</b>	<b>\$339,895</b>	<b>9.48%</b>

Indirect Operating Costs						
General Fund Staff	\$60,372	\$93,211	\$93,211	\$105,129	\$11,918	12.79%
Pensions	175,254	177,517	177,517	130,185	(47,332)	-26.66%
Audit & Software Costs	8,825	9,004	9,004	9,004	-	0.00%
Property, Casualty, Liability Insurance	118,397	126,850	126,850	134,987	8,137	6.41%
<b>Total Indirect Operating Expenses</b>	<b>\$362,848</b>	<b>\$406,582</b>	<b>\$406,582</b>	<b>\$379,305</b>	<b>(\$27,277)</b>	<b>-6.71%</b>

<b>Total Operating Expenses</b>	<b>\$3,580,894</b>	<b>\$3,841,445</b>	<b>\$3,993,570</b>	<b>\$4,306,188</b>	<b>\$312,618</b>	<b>7.83%</b>
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Capital Program	-	1,752,400	1,752,400	585,059	(1,167,341)	-66.61%
<b>Total Capital Expenses</b>	<b>\$0</b>	<b>\$1,752,400</b>	<b>\$1,752,400</b>	<b>\$585,059</b>	<b>(\$1,167,341)</b>	<b>-66.61%</b>

<b>Total Expenses</b>	<b>\$3,580,894</b>	<b>\$5,593,845</b>	<b>\$5,745,970</b>	<b>\$4,891,247</b>	<b>(\$854,723)</b>	<b>-14.88%</b>
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<b>Excess (Deficiency) Cash Basis</b>	<b>\$196,472</b>	<b>(\$240,813)</b>	<b>(\$422,420)</b>	<b>(\$479,169)</b>	<b>(\$56,749)</b>
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Beginning Certified Free Cash	\$ 932,516	\$ 1,128,988	\$ 888,175
FY 2024 Projected Excess (Deficiency)		\$ (240,813)	
Ending Projected Certified Free Cash	\$ 1,128,988	\$ 888,175	\$ 409,006

### Summary of Budget Changes

The direct operating expenses for the Hyannis Youth & Community Center Enterprise Fund's FY 2025 budget are increasing \$339,895 or 9.48% over the approved FY 2024 budget. Personnel budget change includes contractual obligations and additional support to temporary wages due to recent rate increases. Operating budget changes include increased funding for preventative maintenance agreements, utilities, and additional support to the Learn to Skate program. Capital outlay includes the annual mechanical maintenance program and equipment replacement. Debt service is increasing \$110,140 to cover new loans for mechanical improvements at the facility.

# HYCC Enterprise Fund Budget Reconciliation

Hyannis Youth & Community Center		FY 2024	FY 2025	Change
Job Title	FY 2023			
Asst. Dir. of Community Services	0.25	0.25	0.25	-
Asst. Dir. Recreation	0.10	0.25	0.25	-
Budget/Financial Manager	0.25	0.30	0.30	-
Community Services Director	0.10	0.25	0.25	-
Custodian	5.00	5.00	5.00	-
Director of Recreation	0.25	0.25	0.25	-
HYCC Operations Foreman	1.00	1.00	1.00	-
HYCC Manager	1.00	1.00	1.00	-
Facility Supervisor	1.00	1.00	1.00	-
Lead Custodian	1.00	1.00	1.00	-
Maintenance Custodian	1.00	2.00	2.00	-
Program Coordinator	1.00	1.00	1.00	-
Rink Program Supervisor	1.00	1.00	1.00	-
Youth Center Manager	1.00	1.00	1.00	-

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
<b>FY 2024 Approved Budget</b>				<b>\$3,993,570</b>	
Contractual Obligations, Staff Turnover & Allocation Changes	76,255	-	-	<b>76,255</b>	-
Change in Indirect Costs	(35,414)	8,137	-	<b>(27,277)</b>	-
Debt Service	-	110,140	-	<b>110,140</b>	-
<b>FY 2025 Budget Changes</b>					
1. Electricity		115,000		<b>115,000</b>	-
2. Water		4,000		<b>4,000</b>	-
3. Maintenance Agreement		10,000		<b>10,000</b>	-
4. Police Detail		1,500	-	<b>1,500</b>	-
5. Professional Services	-	3,000	-	<b>3,000</b>	-
6. Capital Outlay	-	-	20,000	<b>20,000</b>	-
<b>FY 2025 Proposed Budget</b>	<b>\$40,841</b>	<b>251,777</b>	<b>\$20,000</b>	<b>\$4,306,188</b>	-

- Electricity** – The facility will be entering into a new energy contract through the Cape Light Compact. Based on current usage and projected rates we are seeking additional funding.
- Water** - The Hyannis Water Supply Division implemented rate increases over the last few years. These rate increases have included a 5% commercial water usage rate that has impacted all 49 municipal water service accounts in Hyannis and a similar increase is expected for FY2025.
- Preventative Maintenance Agreements-** This funding is for the preventative maintenance services for the Hyannis Youth & Community Center’s refrigeration plant equipment. The HYCC ammonia refrigeration preventative maintenance covers preventative maintenance of a chiller package with controls, one evaporative condenser, three brine pumps and three Mycon compressors. The preventative maintenance service agreement for the ammonia refrigeration equipment provides for four (4) visits per year.
- Police Detail** - This request will allow us to have police details for all our Rock Night offerings throughout the school year. This request will ensure we are maintaining a safe environment for those who participate in the program.
- Professional Services** - We are requesting \$3,000.00 to maintain level of service for our Learn to Skate program. Rates of pay have increased for all staff, and we anticipate increased numbers of participants for this upcoming year in the program. This request will allow us to bring our numbers back to a pre-Covid levels through the hiring of

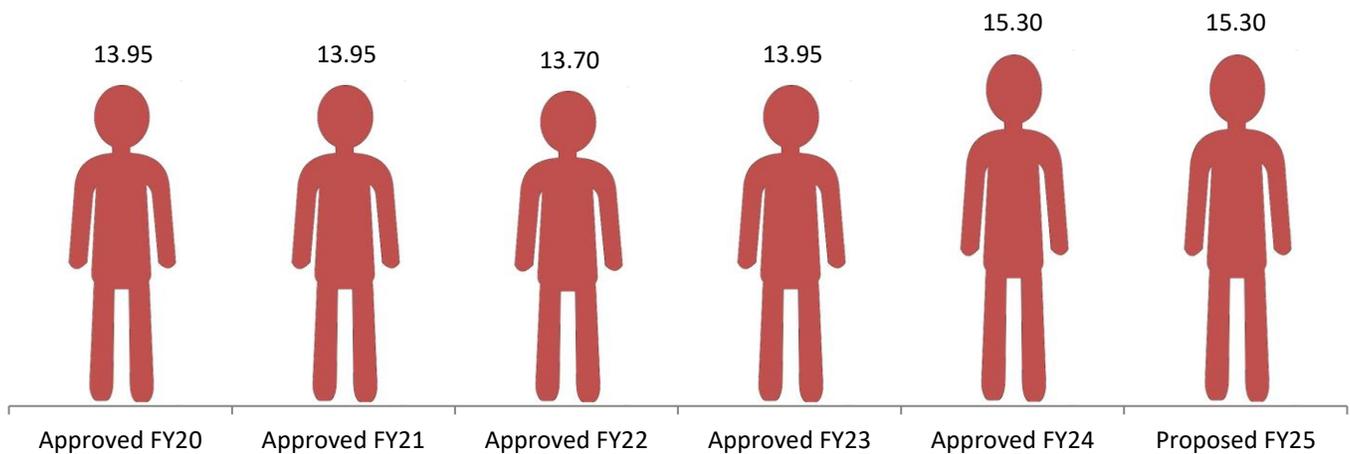
## HYCC Enterprise Fund Budget Reconciliation

qualified instructors, who will help grow the Learn to Skate Program and act as a feeder program to all ice related activities.

- Capital Outlay** – The HYCC opened in 2009 and is anticipating large items needing replacement or maintenance due to age. (Scoreboards, scoreboard operating equipment, rink sound equipment, rental skates, player benches and seating)

## HYCC Enterprise Fund Factors Affecting FTE's

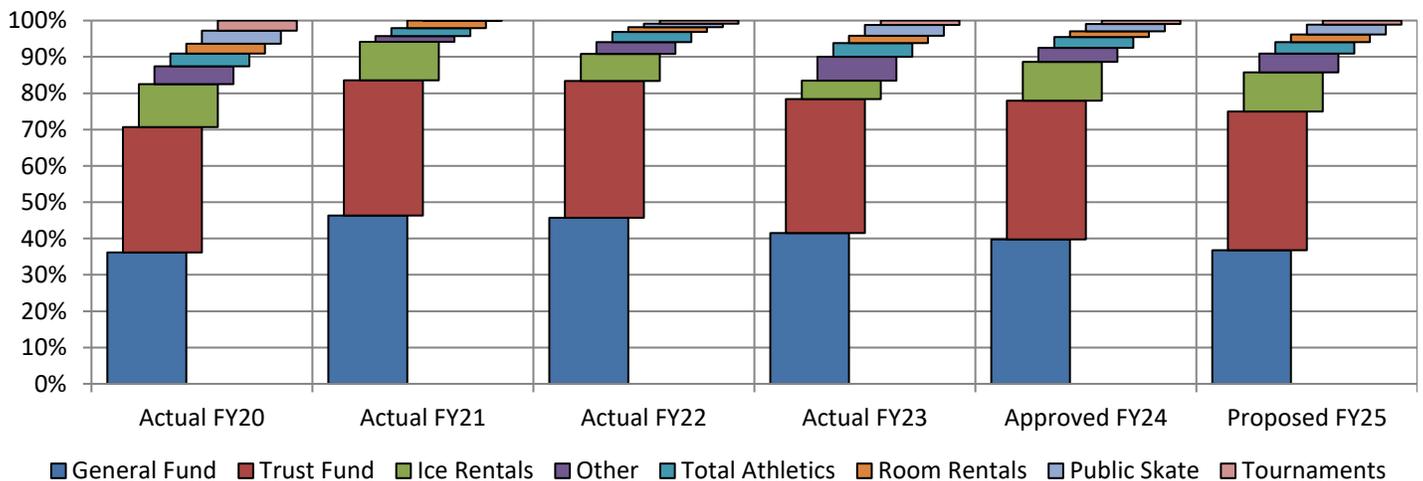
Full Time Employee History



The FY 2020 budget includes an additional 1.35 full-time equivalents resulting from a reallocation of salary from the General Fund and a new Rink Supervisor position. FY 2023 includes a partial salary for the Assistant Director of Community Services and FY 2024 includes one (1) additional Custodian and adjustments to existing staff salary allocations. No changes proposed for FY 2025.

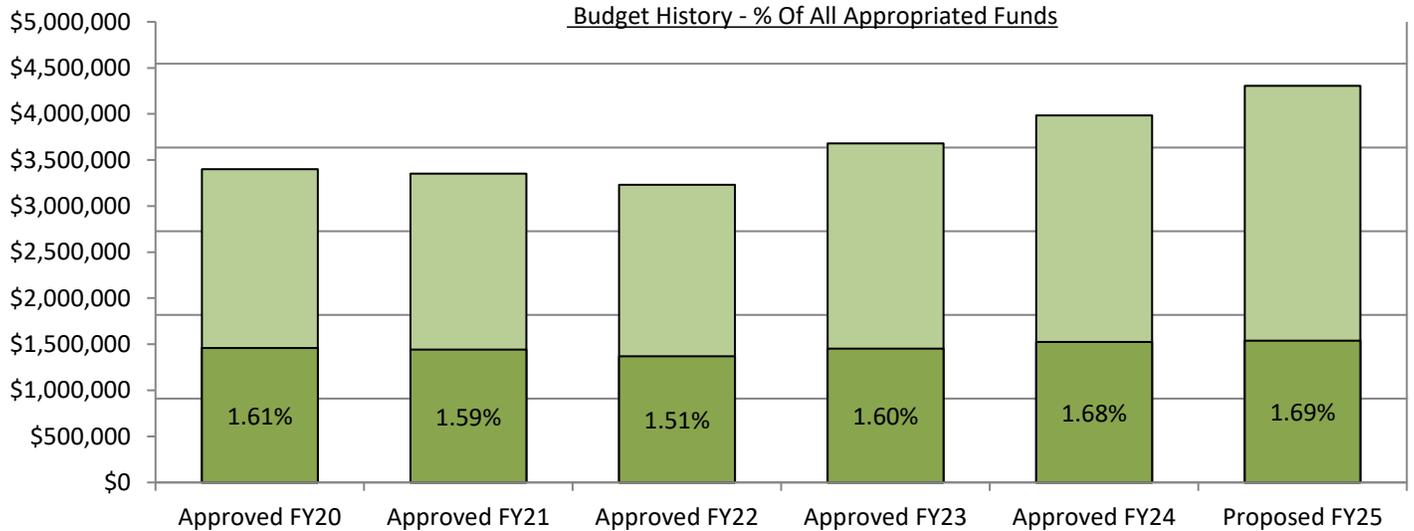
## HYCC Enterprise Fund Factors Affecting Revenues

Total Revenue Sources (Excluding Taxes) Historical and Budgeted

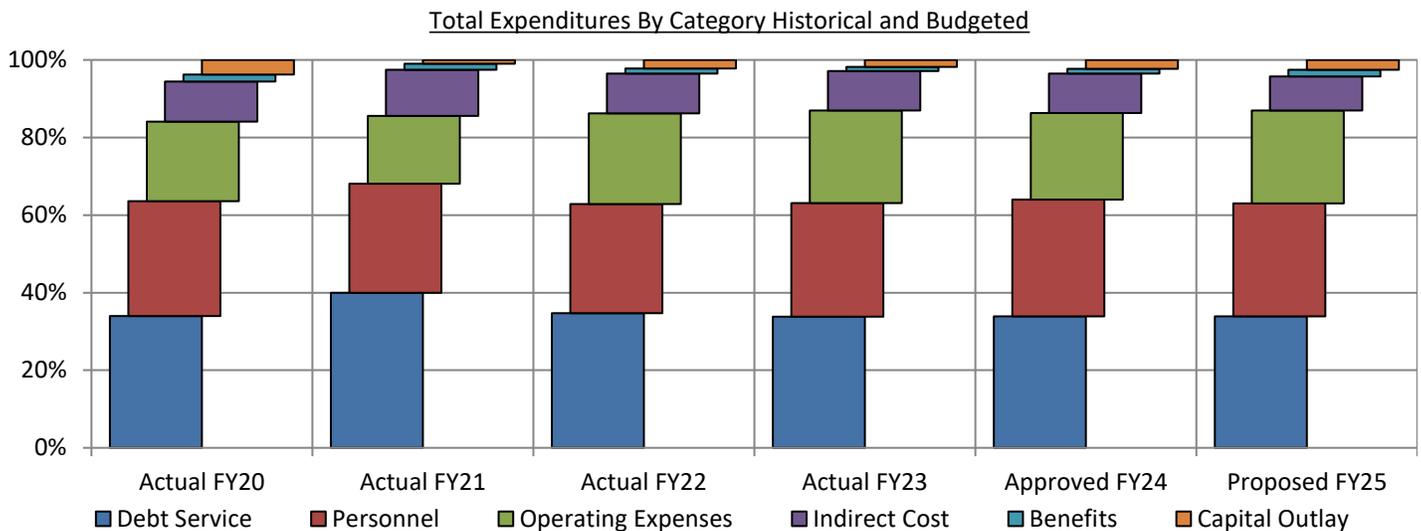


The General Fund subsidy is the largest source of funding at 37% to cover the excess cost of operating the facility after all revenues are exhausted. The Capital Trust Fund provides 38% to cover debt service payments for the construction and improvements to the facility. The next largest revenue source is ice rentals at 10%.

## HYCC Enterprise Fund Factors Affecting Expenses



The budget for this operation has increased 4.44% annually on average over a six-year period. This budget has also ranged from 1.51% to 1.69% of all appropriated funds.



Debt service cost accounts for 34% of the HYCC operations. Personnel and benefits account for 30%, operating cost 22%, and capital outlay 2%. Indirect costs charged from the General Fund account for 10% of the budget.

## HYCC Enterprise Fund Workload Indicators

Kennedy Rink Usage Hours	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Projected
Hours Available	1,569	5,318	5,110	5,110
Hours Used	575	1,848	2,103	2,000
Hours Unused	994	3,470	3,007	3,110
<b>% Hours Used</b>	<b>37%</b>	<b>35%</b>	<b>41%</b>	<b>39%</b>
Bulter Rink Usage Hours	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Projected
Hours Available	1,460	3,665	5,110	5,110
Hours Used	650	1,388	2,227	2,469
Hours Unused	810	2,277	2,883	2,641
<b>% Hours Used</b>	<b>45%</b>	<b>37%</b>	<b>43%</b>	<b>48%</b>
<b>Total % of Hours Used</b>	<b>40%</b>	<b>36%</b>	<b>42%</b>	<b>39%</b>

The HYCC is open daily from 8am-10pm. These hours of operation provide a total of 5,110 hours of available ice at each of our two rinks. We face the same challenges as similar facilities: less groups available to utilize ice time during school/work hours, and during the summer when we do not have camps or clinics, and an over-abundance of groups looking to rent evening and weekend hours during the hockey season which runs September-March. For a nominal fee we provide various public offerings including Public Skating, Walk-On Freestyle Skating, and Stick Practices.

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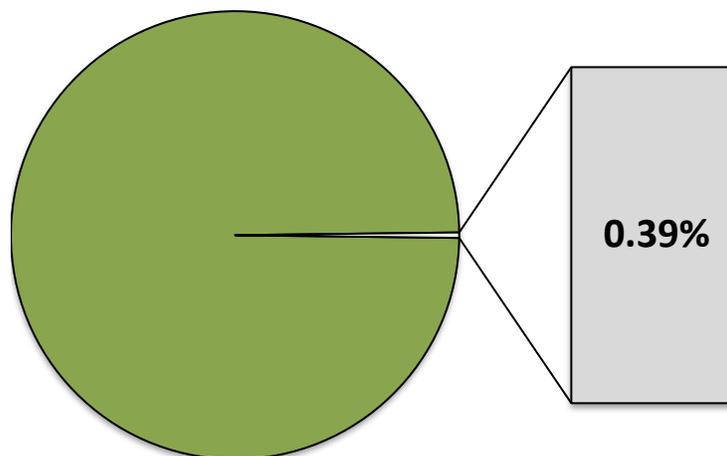
# PUBLIC, EDUCATIONAL, AND GOVERNMENT (PEG) ACCESS CHANNEL ENTERPRISE FUND

## Program Purpose Statement

The purpose of municipal television is to serve the community as a valued resource by providing meeting coverage, timely news, and events to inform Barnstable residents.



% of FY 2025 All Appropriated Funds



Public, Educational, and Government (PEG) Enterprise Fund comprises 0.39% of all appropriated funds.

## PEG Enterprise Fund Services Provided

*Working to keep government open and transparent.*

<https://townofbarnstable.us/Departments/channel18/>

The Town of Barnstable government access television (Channels 8 and 1070 and high definition Channel 1072) and school access television (Channel 22) are valuable tools that connect the residents with the day-to-day workings of Barnstable Town Government and Barnstable Public Schools. The Town receives in excess of \$900,000 per year from its cable license with Comcast. In accordance with the licensing agreement, the funds are restricted for use as they relate to public, educational, and governmental programming activities. The Town currently uses these funds to operate the channels previously listed as well as Cape Cod Community Television Corporation also known as Cape Media on Channel 26. The funds were also used to finance the construction of a fiber optic network that was completed in FY2014. The network connects 48 municipal facilities including all school buildings. This fund will also be used to self-insure the network.



**Government Access Television on Location**

The PEG Enterprise Fund provides the residents of Barnstable with video coverage of board, committee, and commission meetings; information about government and school issues; up-to-date storm/emergency related information; road construction updates; coverage of a wide range of departments/divisions; development of original series; and communicating important Town and School announcements. Barnstable Government Access Television now has five units: meeting coverage; documentaries; public service announcements; current events; and studio. Internship opportunities are provided to students at Channel 22 as well as production opportunities for students interested in broadcast journalism.

Our outreach is further enhanced by the availability of “Video on Demand” and live-streaming of the Town’s government access channel on the town’s website [www.townofbarnstable.us](http://www.townofbarnstable.us).

## PEG Enterprise Fund Recent Accomplishments

- ✓ In August of 2023, Channel 18 moved to Channel 8 and 1070 and now broadcasts in High Definition on Comcast/Xfinity Channel 1072;
- ✓ Added public notification system *My Barnstable* app for another tool for outreach;
- ✓ Continued production of *Discover Barnstable* podcast;
- ✓ Won national and regional awards from the Alliance for Community Media: 1<sup>st</sup> Place *Sandy Neck Beach Park – Turtle Rescue*;
- ✓ Government Access Television continues to grow its social media presence which has been a critical part of communications communicating in English, Spanish, and Portuguese;
- ✓ Made more content available on YouTube for greater access;
- ✓ Channel 22 now live stream ALL home/varsity sports games on YouTube and Facebook; and
- ✓ Closed captioning is now available for all meetings that are airing live on either our Standard Definition (SD) Channel 8 or 1070 or our HD Channel 1072. In addition to closed captioning on live meetings, closed captioning is available on all of the videos on the Barnstable Government Access Television YouTube Channel.

# PEG Enterprise Fund Goals and Objectives

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

## Short-Term:

1. Barnstable Government Access television continues coverage of more than 40 boards, committees, and commissions. **(SP: Education, Communication)**
2. Upgrades to Town Hall Selectmen's Conference Room. **(SP: Infrastructure, Communication)**
3. Channel 22 will produce and expand the B2B news program outside of BHS to the lower grade levels of the district. **(SP: Education, Communication)**
4. Continue to use the results of Communications Survey to inform new tools to communicate with our residents and visitors. **(SP: Education, Communication)**



## Long-Term:

1. Create a Communications Strategic Plan. **(SP: Education, Communication)**
2. Continue to create high quality and informative "content that matters" for Barnstable Government Access Television. **(SP: Education, Communication)**



*B2B Studio at Barnstable High School*

# PEG Enterprise Fund Budget Comparison

Public, Educational, Government (PEG)	Actual	Projected	Approved	Proposed	Change	Percent
Funding Sources	FY 2023	FY 2024	FY 2024	FY 2025	FY24 - 25	Change
Fees, Licenses, Permits	\$1,005,872	\$938,375	\$933,290	\$944,590	\$11,300	1.21%
Interest and Other	64,680	108,000	25,000	50,000	25,000	100.00%
<b>Total Operating Sources</b>	<b>\$1,070,552</b>	<b>\$1,046,375</b>	<b>\$958,290</b>	<b>\$994,590</b>	<b>\$36,300</b>	<b>3.79%</b>

Direct Operating Expenses						
Personnel	\$340,579	\$325,000	\$535,852	\$566,195	\$30,343	5.66%
Benefits	19,657	20,000	33,267	35,450	2,183	6.56%
Operating Expenses	356,871	400,000	182,778	174,738	(8,040)	-4.40%
Capital Outlay	-	103,000	105,000	105,000	-	0.00%
<b>Total Direct Operating Expenses</b>	<b>\$717,107</b>	<b>\$848,000</b>	<b>\$856,897</b>	<b>\$881,383</b>	<b>\$24,486</b>	<b>2.86%</b>

Indirect Operating Costs						
General Fund Staff	\$19,766	\$19,766	\$21,083	\$23,271	\$2,188	10.38%
Pensions	58,664	58,664	75,530	84,906	9,376	12.41%
Audit & Software Costs	2,216	2,216	2,470	2,471	1	0.04%
Property, Casualty, Liability Insurance	2,095	2,095	2,310	2,559	249	10.78%
<b>Total Indirect Operating Expenses</b>	<b>\$82,741</b>	<b>\$82,741</b>	<b>\$101,393</b>	<b>\$113,207</b>	<b>\$11,814</b>	<b>11.65%</b>

<b>Total Operating Expenses</b>	<b>\$799,848</b>	<b>\$930,741</b>	<b>\$958,290</b>	<b>\$994,590</b>	<b>\$36,300</b>	<b>3.79%</b>
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<b>Excess (Deficiency) Cash Basis</b>	<b>\$270,704</b>	<b>\$115,634</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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Beginning Certified Free Cash	\$ 3,145,906	\$ 3,416,610	\$ 3,532,244
FY 2024 Projected Excess (Deficiency)	\$ 115,634	\$ 115,634	\$ 115,634
Ending Projected Certified Free Cash	\$ 3,416,610	\$ 3,532,244	\$ 3,532,244

## Summary of Budget Changes

The direct operating expenses for the Public, Education and Government Access Channel Enterprise Fund's proposed FY 2025 budget are increasing \$24,486 or 2.86% from the approved FY 2024 budget. The personnel budget change is due to contractual obligations. Reductions in operating expense budget changes in both Government and Education programming saves \$8,040. Capital outlay is level funded at \$105,000.

# PEG Enterprise Fund Budget Reconciliation

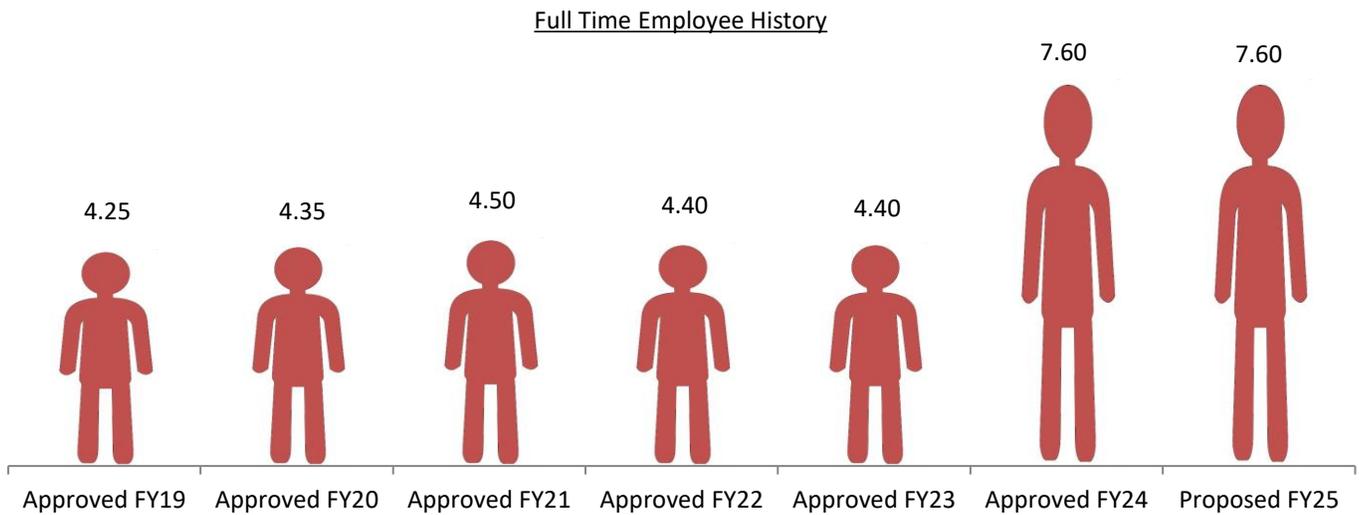
Job Title	FY 2023
Digital Content Manager	1.00
Channel 18 Station Manager	1.00
Channel 22 Station Manager	1.00
Communications Director	0.40
Video Assistant	1.00
Video Specialist	3.00
<b>Full-time Equivalent Employees</b>	<b>7.40</b>

FY 2024	FY 2025	Change
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
0.60	0.60	-
1.00	1.00	-
3.00	3.00	-
<b>7.60</b>	<b>7.60</b>	<b>0.00</b>

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
<b>FY 2024 Approved Budget</b>				<b>\$958,290</b>	
Contractual Obligations, Staff Turnover & Allocation Changes	32,526	-	-	<b>32,526</b>	
Change in Indirect Costs	9,376	2,438	-	<b>11,814</b>	
<b>FY 2025 Budget Changes</b>					
1. Reduction in Operating Expenses	-	(8,040)	-	<b>(8,040)</b>	-
<b>FY 2025 Proposed Budget</b>	<b>41,902</b>	<b>(5,602)</b>	-	<b>994,590</b>	-

1. **Operating Expenses** – Reduction in the operating costs related to School programming.

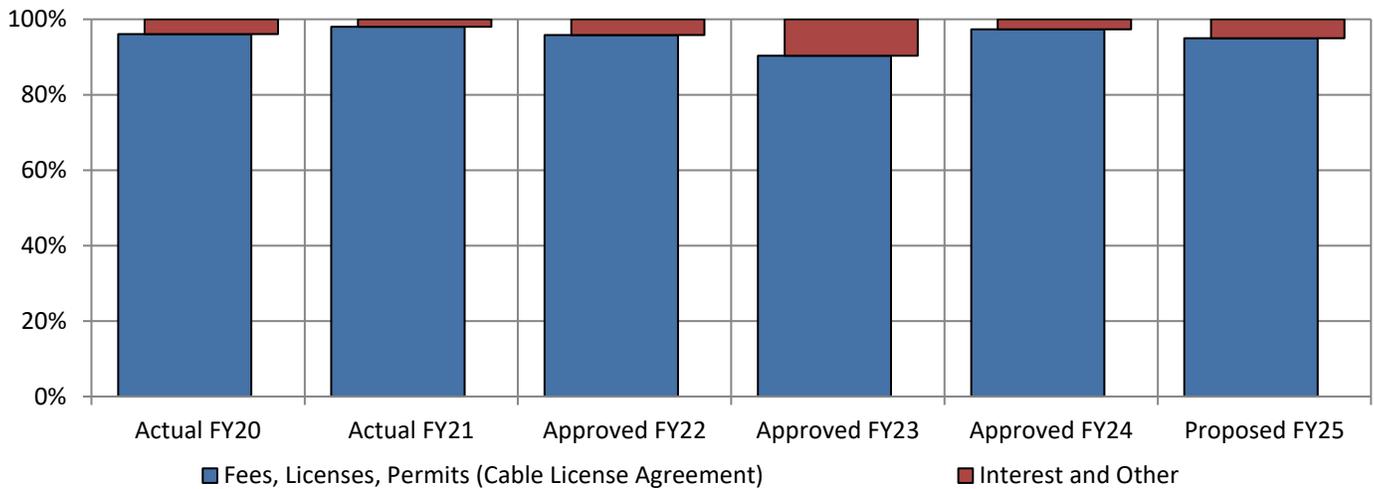
## PEG Enterprise Fund Factors Affecting FTE's



FY 2024 the Education B2B program have been added to the Enterprise program calculation. Program has level FTE's in FY 2025.

## PEG Enterprise Fund Factors Affecting Revenues

Total Revenue Sources By Category Historical and Budgeted

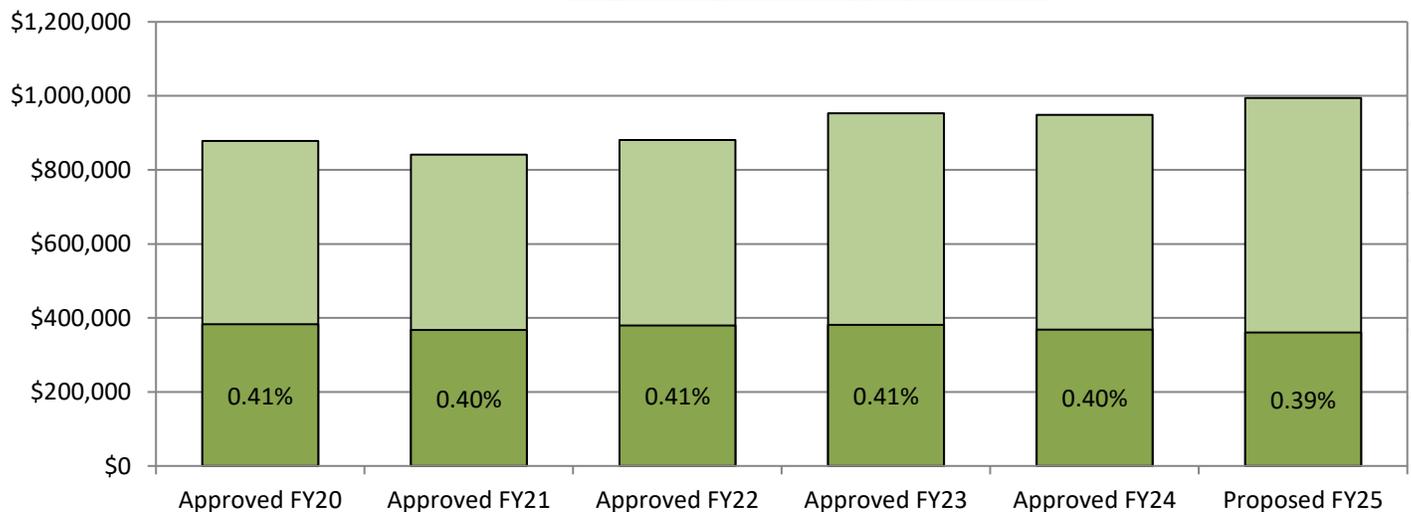


The Town of Barnstable government access and school television stations are valuable tools that connect the residents with the day-to-day workings of Barnstable Town Government and Barnstable Public Schools. The Town receives in excess of \$900,000 per year from its cable license agreement with Comcast/Xfinity, which the shared agreement is dependent on Comcast/Xfinity's annual gross sales. Furthermore, the licensing agreement restricts the funds for use as they relate to public, educational, and governmental programming activity. The Town currently uses these funds to operate Channels 8 and 1070 and high-definition Channel 1072 and Barnstable Public School's Channel 22 and shares a portion with the Cape Media Center that operates the public channel.

Public, Educational, Governmental Enterprise Fund receives 97% of its revenue source from a cable license with Comcast/Xfinity. After several years of growth, this source of revenue maybe affected due to subscribers moving to streaming services as an alternative to cable television.

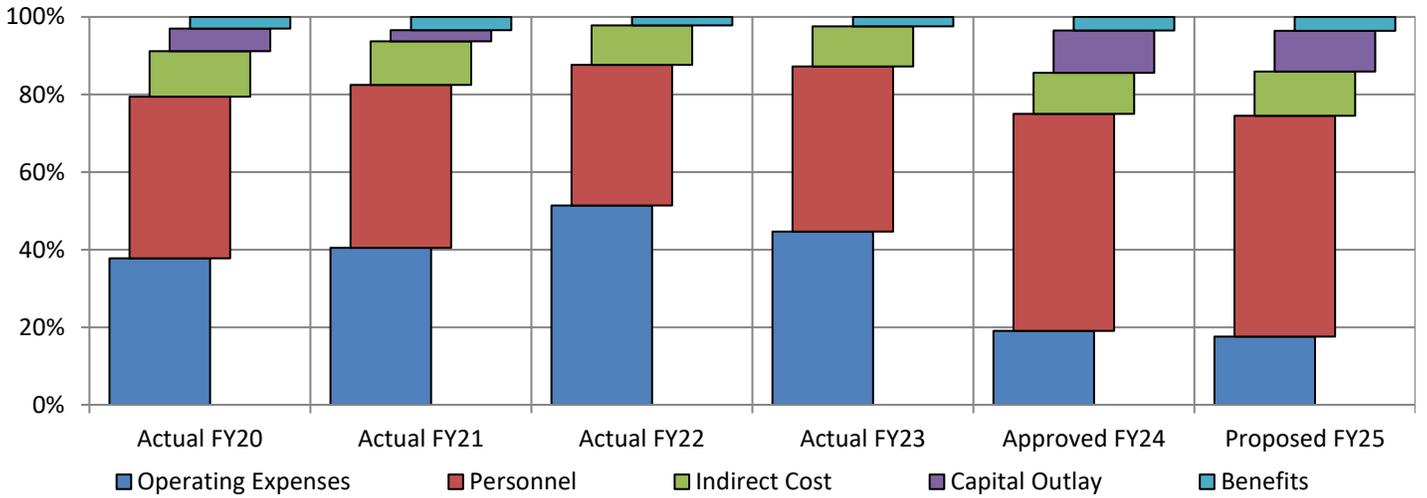
## PEG Enterprise Fund Budget Factors Affecting Expenses

Budget History - % Of All Appropriated Funds



The budget for this operation has increased 2.2% on average annually over a six-year period. This budget has also remained within the .40% range of all appropriated funds.

Total Expenditures By Category Historical and Budgeted



Personnel expenses are the largest component at 57%. Operating and Capital Outlay make up 295 combined.

This Enterprise Fund records all Town Council public meetings and hearings as well as the numerous boards, committees, and commissions that function within the town. The number of meetings taking place on a monthly basis influence operating cost. In addition, this fund provides appropriations for the School Department's B2B Channel 22. Internet maintenance and charges are the next largest component to the Enterprise Fund's budget.



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# PUBLIC WORKS DEPARTMENT

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## Department Purpose Statement

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

## Enterprise Funds



SOLID WASTE



WATER  
POLLUTION  
CONTROL



WATER  
SUPPLY

# SOLID WASTE ENTERPRISE FUND

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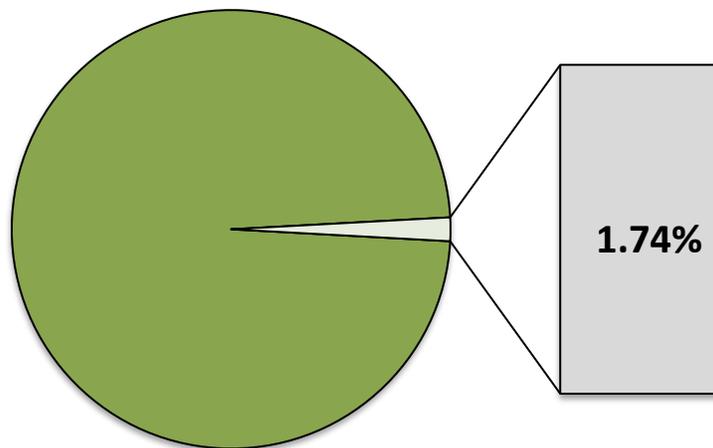
## Department Purpose Statement

To provide the citizens of Barnstable with an environmentally sound, cost-effective means of disposing or recycling of municipal solid waste at reasonable market rates that support all solid waste disposal and recycling costs.

Transfer Station

Recycling Centers

% of FY 2025 All Appropriated Funds



Solid Waste Enterprise Fund comprises 1.74% of all appropriated funds.

## Solid Waste Enterprise Fund Services Provided

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

The Solid Waste Division manages and coordinates the transfer and disposal of solid waste and recyclables on the Town's behalf. The transfer station involves a compactor type system that allows residents to dispose of their bagged waste. A residential sticker is sold annually which entitles purchasers to utilize the Residential Transfer Station.



*Solid Waste Facility – Aerial View*

## Recent Accomplishments

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- ✓ Applied for and received MassDEP Recycling Dividends Program grant in the amount of \$8,190.
- ✓ Completed and submitted all MassDEP, Cape Cod Commission and Town reports and permits.
- ✓ Continued to search for and implement strategies and methods to reduce the cost for disposal of MSW and recyclables.
- ✓ Continued with post closure monitoring and maintenance of capped landfill.
- ✓ Attended seminars on ways to expand recycling efforts in all areas.
- ✓ Enhanced user experience, convenience, and education with relocation of textile and clothing donation bins, Kitchen Food Scrap Bucket Program, Cardboard Contamination Campaign, Household Hazardous Waste Collection, and additional initiatives.

## Solid Waste Enterprise Fund Goals and Objectives

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

### Short-Term:

1. Continue to explore new efficient systems to address rising costs of disposal of recyclable material. **(SP: Public Health and Safety, Finance, and Infrastructure)**
2. Educate users on the importance of reducing contamination in all recycling materials. **(SP: Public Health and Safety, Finance, and Infrastructure)**
3. Continue to expand our Food Waste Composting Program to help reduce waste stream tonnage. **(SP: Public Health and Safety, Finance, and Infrastructure)**
4. Implement a virtual permitting system in place of physical Stickers via license plate recognition. **(SP: Finance and Infrastructure)**

### Long Term:

1. Pursue all available grants to reduce costs of operations. **(SP: Finance)**
2. Educate users on the importance of reducing contamination in all recycling materials. **(SP: Public Health and Safety, Finance, and Infrastructure)**
3. Construct improvements to the Solid Waste Facility and pursue available grants for completion. **(SP: Finance)**

## Solid Waste Enterprise Fund Budget Comparison

Solid Waste Enterprise Fund						
Solid Waste Enterprise Fund	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2023	FY 2024	FY 2024	FY 2025	FY24 - 25	Change
Charges for Services	\$3,953,098	\$3,972,128	3,932,800	\$4,290,151	\$357,351	9.09%
Interest and Other	90,633	105,000	90,000	140,200	50,200	55.78%
<b>Total Operating Sources</b>	<b>\$4,043,732</b>	<b>\$4,077,128</b>	<b>\$4,022,800</b>	<b>\$4,430,351</b>	<b>\$407,551</b>	<b>10.13%</b>
Transfers From Completed Projects	-	23,171	23,171	-	(23,171)	-100.00%
<b>Total Capital Sources</b>	<b>\$0</b>	<b>\$23,171</b>	<b>\$23,171</b>	<b>\$0</b>	<b>(\$23,171)</b>	<b>-100.00%</b>
<b>Total Sources of Funding</b>	<b>\$4,043,732</b>	<b>\$4,100,299</b>	<b>\$4,045,971</b>	<b>\$4,430,351</b>	<b>\$384,380</b>	<b>9.50%</b>
<b>Direct Operating Expenses</b>						
Personnel	\$1,186,754	\$1,213,881	\$1,268,881	\$1,323,919	\$55,038	4.34%
Benefits	124,968	132,000	139,717	213,418	73,701	52.75%
Operating Expenses	2,207,579	2,302,789	2,307,789	2,465,287	157,498	6.82%
Capital Outlay	42,923	-	-	-	-	0.00%
Debt Service	5,450	31,920	31,920	30,800	(1,120)	-3.51%
<b>Total Direct Operating Expenses</b>	<b>\$3,567,675</b>	<b>\$3,680,590</b>	<b>\$3,748,307</b>	<b>\$4,033,424</b>	<b>\$285,117</b>	<b>7.61%</b>
<b>Indirect Operating Costs</b>						
General Fund Staff	\$95,735	\$93,147	\$93,147	\$104,429	\$11,282	12.11%
Pensions	234,937	234,691	234,691	222,700	(11,991)	-5.11%
Audit & Software Costs	13,949	14,402	14,402	14,402	-	0.00%
Property, Casualty, Liability Insurance	26,004	27,989	27,989	33,982	5,993	21.41%
Workers' Compensation Insurance	74,208	4,325	4,325	-	(4,325)	-100.00%
Retirees Health Insurance	25,402	20,961	20,961	21,414	453	2.16%
<b>Total Indirect Operating Expenses</b>	<b>\$470,234</b>	<b>\$395,515</b>	<b>\$395,515</b>	<b>\$396,927</b>	<b>\$1,412</b>	<b>0.36%</b>
<b>Total Operating Expenses</b>	<b>\$4,037,909</b>	<b>\$4,076,105</b>	<b>\$4,143,822</b>	<b>\$4,430,351</b>	<b>\$286,529</b>	<b>6.91%</b>
Capital Improvements Program	-	100,000	100,000	315,000	215,000	215.00%
<b>Total Capital Expenses</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$315,000</b>	<b>\$215,000</b>	<b>215.00%</b>
<b>Total Expenses</b>	<b>\$4,037,909</b>	<b>\$4,176,105</b>	<b>\$4,243,822</b>	<b>\$4,745,351</b>	<b>\$501,529</b>	<b>11.82%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$5,823</b>	<b>(\$75,806)</b>	<b>(\$197,851)</b>	<b>(\$315,000)</b>	<b>(\$117,149)</b>	
<b>Beginning Certified Free Cash</b>	<u>\$ 1,898,841</u>		<u>\$ 1,904,664</u>	<u>\$ 1,828,858</u>		
<b>FY 2024 Projected Excess (Deficiency)</b>			<u>\$ (75,806)</u>			
<b>Ending Projected Certified Free Cash</b>	<u>\$ 1,904,664</u>		<u>\$ 1,828,858</u>	<u>\$ 1,513,858</u>		

### Summary of Budget Changes

The direct operating expenses of the Solid Waste Enterprise Fund's proposed FY 2025 budget are increasing \$286,529 or 6.9% over the approved FY 2024 budget. The Personnel budget includes funding for contractual obligations and an additional \$16,000 for overtime. Operating expenses include adjustments for the cost of disposal for household, construction/demolition, and recycled materials. Budget is within the existing rate model and does not rely upon the use of reserves.

## Solid Waste Enterprise Fund Budget Reconciliation

Job Title	FY 2023
Admin Assistant to DPW Director	0.15
Administrative Assistant	1.00
Assistant DPW Director	0.15
Director of Public Works	0.15
Equipment Operator	2.00
Financial Coordinator	0.15
Lab/Craftsperson/Gate Attendant	4.00
Mechanic/Working Foreman	1.00
Principal Dept/Div Assistant	1.00
Recycling Laborer	4.00
Solid Waste General Foreman	1.00
Solid Waste Supervisor	1.00
Town Engineer	0.15
Town Safety Officer	-
<b>Full-time Equivalent Employees</b>	<b>15.75</b>

FY 2024	FY 2025	Change
0.15	0.15	-
1.00	1.00	-
0.15	0.15	-
0.15	0.15	-
2.00	2.00	-
0.15	0.15	-
4.00	4.00	-
1.00	1.00	-
1.00	1.00	-
4.00	4.00	-
1.00	1.00	-
1.00	1.00	-
0.15	0.15	-
-	-	-
<b>15.75</b>	<b>15.75</b>	<b>-</b>

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
<b>FY 2024 Approved Budget</b>				<b>\$4,143,822</b>	
Contractual Obligations, Staff Turnover & Allocation Changes	128,737	-	-	<b>128,737</b>	-
Change in Indirect Costs	(4,325)	5,737	-	<b>1,412</b>	-
Debt Service	-	(1,120)	-	<b>(1,120)</b>	-
<b>FY 2025 Budget Changes</b>					
1. Internet Access Charge	-	4,000	-	<b>4,000</b>	-
2. Recycling Material Disposal	-	45,500	-	<b>45,500</b>	-
3 C&D Disposal	-	40,000	-	<b>40,000</b>	-
4 Credit Card Processing Charge	-	30,000	-	<b>30,000</b>	-
5. MSW Disposal Fee	-	33,000	-	<b>33,000</b>	-
6. Gas Utilities	-	2,000	-	<b>2,000</b>	-
7 Pest Control	-	500	-	<b>500</b>	-
8. Contracted Services- Rate Study, Compost Screening	-	2,500	-	<b>2,500</b>	-
<b>FY 2025 Proposed Budget</b>	<b>124,412</b>	<b>\$162,117</b>	<b>\$0</b>	<b>\$4,430,351</b>	<b>-</b>

- Internet Access Charge** – Request to increase the line item for Internet Access Charge by \$4,000. This line item has been overspent for the last several years. This increase will bring the line item up to current estimated cost.
- Recycling Material Disposal** - Request to increase the Center for Hard-to-Recycle Materials (CHARM) Recycling Disposal line item by \$40,000 to fund the disposal and recycling of hard to recycle items which include mattresses, propane tanks, freon items and tires. The largest factor in this request is Mattress disposal. With the recent Waste Ban addition from Mass DEP we are required to use certified vendors for Mattress disposal/recycling. We have also seen increases in pricing for freon items. In addition, the Solid Waste Division has a disposal contract with Harvey Waste & Recycle Services. This contract has an annual escalator to the tipping fee for Recycle Materials of 3%. The requested increase is to cover the contractual increase.

## Solid Waste Enterprise Fund Budget Reconciliation (Continued)

3. **C & D Disposal** - This request will bring the budgeted amount for disposal closer to the average amount spent over the past years. It will also allow the Division to continue to effectively manage Construction and Demolition debris that is disposed of by the users of the Facility. This request is necessary to cover the ~6% increase to the disposal contract with Win-Waste Services (formerly NER). The previous contract expired on July 1 2023. The new contract through the county bid program saw an \$8 per ton increase. This request is to cover the contractual increase.
4. **Credit Card Processing Charge** – As credit card payments have become the preferred payment method by our customers we have overspent on this line item for the last two years. This increase will bring the line item up to current estimated cost.
5. **MSW Disposal Fee** - This request is necessary to cover the increase to the tipping fee for MSW at the Transfer Station & Recycling Center. The Solid Waste Division has a disposal contract with Harvey Waste & Recycle Services. This contract has an annual escalator to the tipping fee for MSW of 3%. The requested increase is to cover the contractual increase.
6. **Gas Utilities** - The Transfer Station & Recycling Center heats several of its buildings with natural gas. Over the last several years this line has been overspent and this increase will bring the budget in line with current usage.
7. **Pest Control** - Request to increase the line item for Animal /Pest Control by \$500. This line item has been overspent for the last several years. This increase will bring the line item up to current estimated cost.
8. **Contracted Services**- This request is to increase the line item for contracted services for the Solid Waste Division. Each year the Solid Waste Division contracts out a rate study to show the financial outlook of the division and use this information to decide on fee structures to financially support the operations of the division. The division also contracts out the rental of equipment necessary to screen compost material. This screened material is offered free to sticker holders beginning in the spring and lasting until the material is gone.

## Solid Waste Enterprise Fund Factors Affecting FTE's

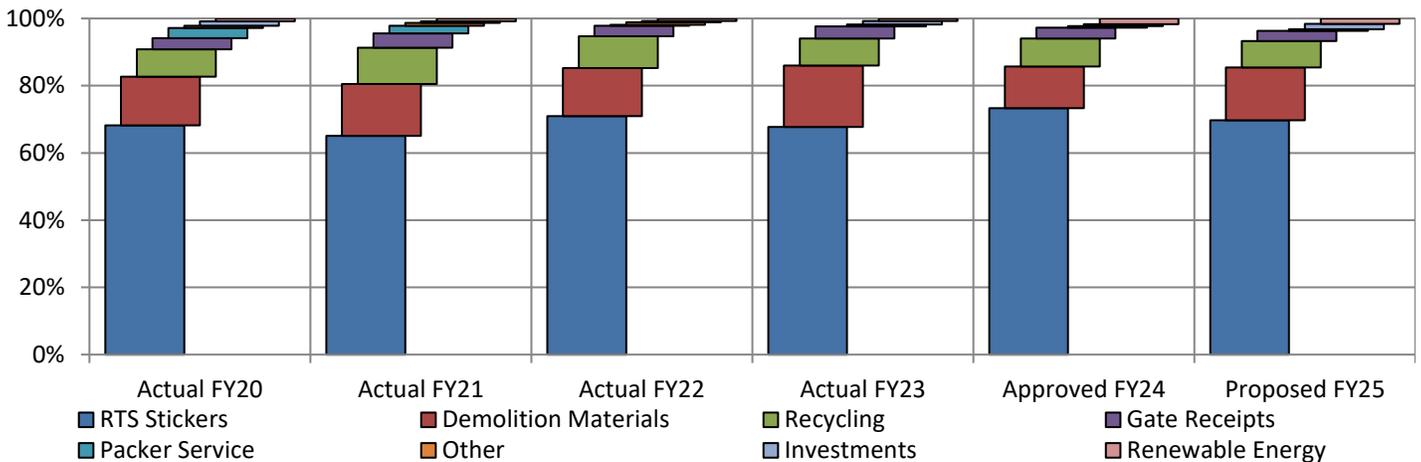
Full Time Employee History



The facility transferred one (1) full-time equivalent in FY 2021 due to transferring the Packer Service program to Public Works General Fund operations. No staffing changes for FY 2025.

## Solid Waste Enterprise Fund Factors Affecting Revenues

Total Revenue Sources (Excluding Taxes) Historical and Budgeted



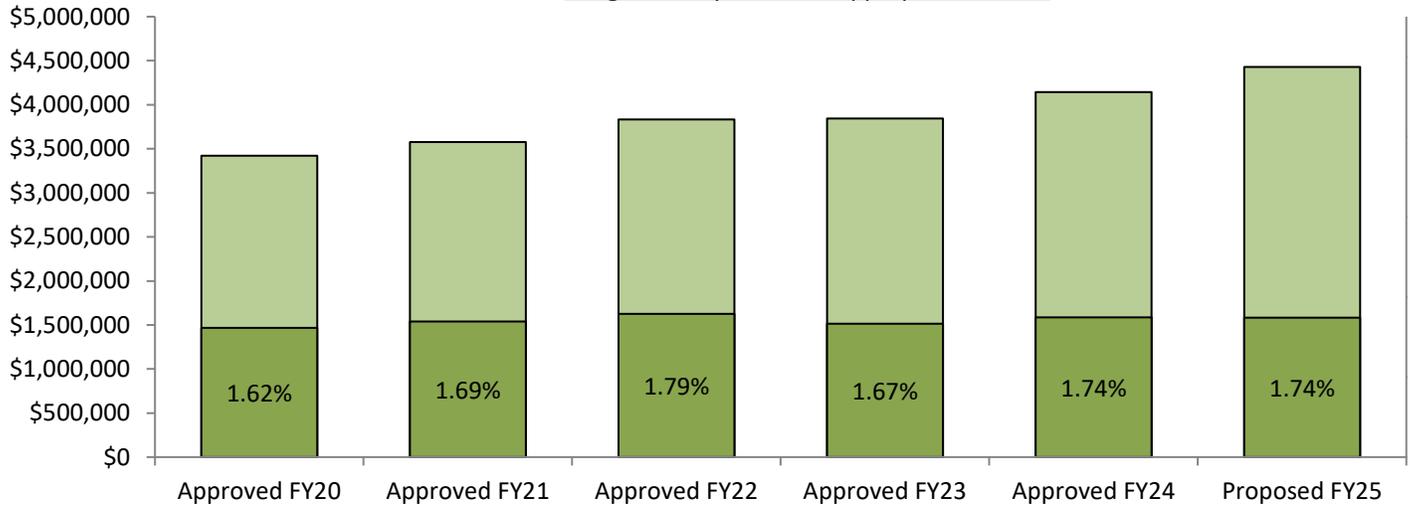
Solid Waste receives 96.8% from Charges for Services. This includes charges for recyclables, disposals, and annual sticker holder sales. The annual residential sticker sales account for 70% of total revenue sources at the facility.

The Solid Waste Enterprise Fund revenues are affected by rates set at the residential transfer station and recycling facility. Rates are reviewed annually for services provided by this facility. The two major sources of revenue for the Enterprise Fund are the residential sticker and the tonnage fees charged for disposal of construction and demolition materials by homeowners and local small businesses.

The Solid Waste Division has continued to maintain a consistent level of service even with increases in items being disposed. The Transfer Station & Recycling Center implemented online sticker purchases in FY 2021. Residents who utilize the facility drive the operations at the Solid Waste Division. The Solid Waste Division sells approximately 9,400 Transfer Station Stickers annually.

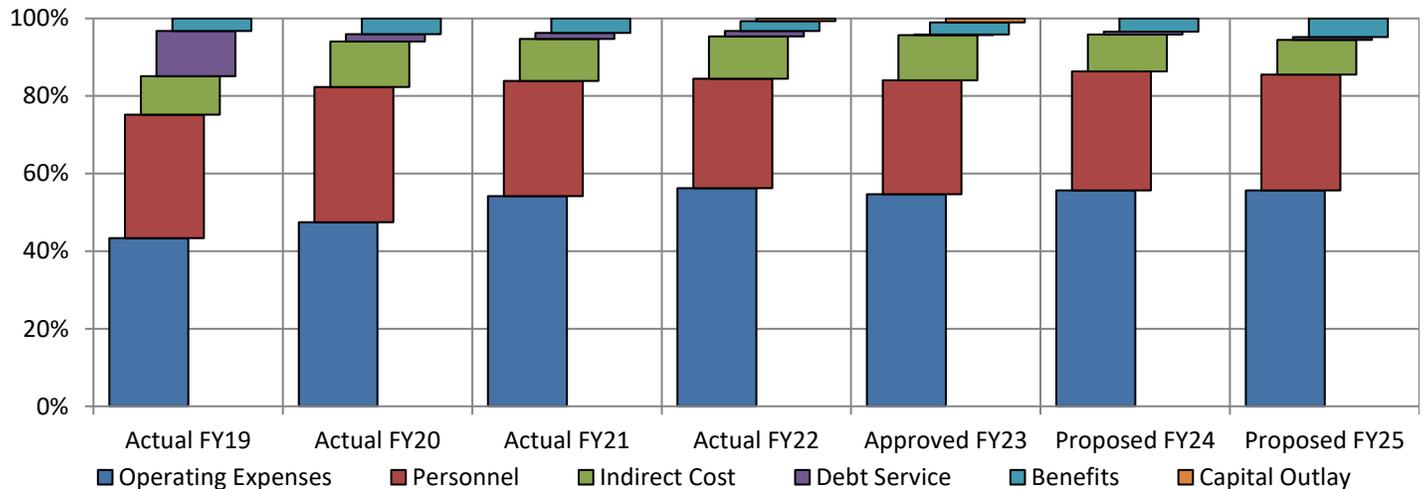
# Solid Waste Enterprise Fund Factors Affecting Expenses

Budget History - % Of All Appropriated Funds



The budget has increased 4.92% annually on average over a six-year period. This operation has remained within the 1.62% to 1.79% range of all appropriated funds over the same period.

Total Expenditures By Category Historical and Budgeted



Personnel and benefits combined comprise 35% of this fund's expenses. Operating expenses comprise the largest category at 56%.

This operation has undergone some major changes over the past few years. The town's tipping fee per ton for waste disposal has significantly increased. This operation also provides recycling services for all town residents for a charge if they don't have a transfer station sticker. This was previously provided free; however, changes in the international recycling markets have resulted in increased costs eliminating the free service. The town now pays over \$100 per ton for the disposal of recycled materials. This includes paper, plastics, and glass. There is still a market for corrugated cardboard and metals.

The largest cost affecting operations at the Solid Waste Facility is the disposal for materials. This area of the budget has seen cost increases in contracts with larger entities that receive the materials once they've been collected and sorted by the facility. This includes both disposing of waste and recycling materials. Furthermore, the market for recycled materials

has turned upside-down, costing the facility to dispose of the materials rather than sell it. These underlining issues are far exceeding the facilities' ability to charge more affordable fees to cover operating cost.

## Division Workload Indicators

	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Actuals	FY24 Projection
Received and Transferred (tons)	8,946	8,300	8,862	8,025	8,500
Received Single Stream Recyclables (tons)		850	1,095	-	970
Received Corrugated Cardboard (tons)	589	620	620	506	580
Packer Service Collected Municipal Properties (tons)	286	400	-	-	
Received and Transferred Construction and Demolition (tons)	3,409	3,000	3,925	4,787	5,265
Screened Compost (cubic yards)	-	-	2,000	-	2,000
TV's & Computers	2,056 (pieces)	2,400 (pieces)	1,909 (pieces)	1,723 (pieces)	2,000 (pieces)
Metal (tons)	961	950	870	834	900
Cast Iron (tons)	25	25	20	40	25
Aluminum (tons)	14	11	15	8	11
Refrigerator & AC's (pieces)	2,808	2,900	3,824	2,544	3,000
Glass (tons)	391	300	380	355	350
Plastics (tons)	123	130	233	203	175
Mixed Paper & Newspaper (tons)	539	580	482	489	520
Copper & Brass (tons)	1	1	1.5	-	1
Tires (pieces)	478	920	912	761	770
Propane Tanks (pieces)	460	1,100	484	328	500
Mattresses (pieces)	3,683	2,600	3,651	3,330	3,600
Fluorescent Bulbs (pieces)	24,200	23,250	25,500	25,500	25,500
Books (tons)	46	50	48	54	50
Clothing (tons)	121	100	107	125	115
Waste Oil (gallons)	6	8,150	6,123	5,240	6,500
Manure (tons)	815	630	761	1010	1,100
Food Waste – Collected for Composting (tons)	-	-	-	16	18

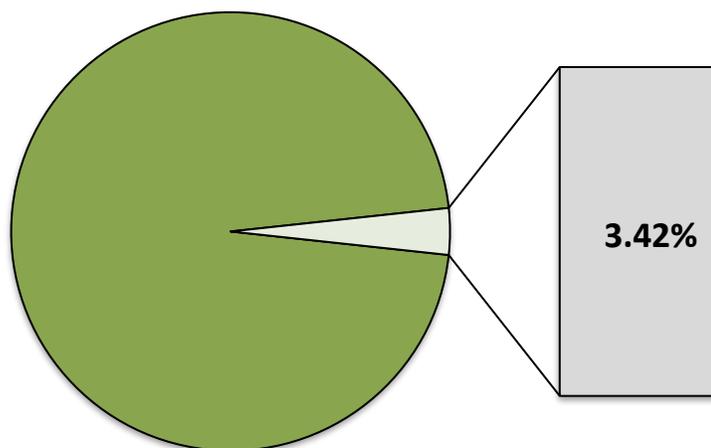
# WATER POLLUTION CONTROL ENTERPRISE FUND

## Purpose Statement

The purpose of the Water Pollution Control Division is to provide the citizens of the Town with an environmentally safe, efficient, and effective means of disposing of sanitary waste. It is also tasked with the implementation of the Comprehensive Wastewater Management Plan (CWMP) which is a town-wide plan to protect Barnstable's coastal waters, ponds and drinking water by managing nutrient pollution from wastewater. To accomplish this, the plan calls for an expansion of the Town's wastewater infrastructure (sewers) as well as other innovative and nature-based approaches such as inlet dredging, cranberry bog conversions and use of nitrogen removing septic systems.



% of FY 2025 All Appropriated Funds



## Water Pollution Control Enterprise Fund Services Provided

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

The Water Pollution Control Program, an enterprise account-funded program under the Department of Public Works, manages a wastewater collection, treatment and disposal system, including the operation and maintenance of 2 wastewater treatment plants, 28 sewage pump stations, and 55 miles of sewer lines, and a cluster septic system. The program also includes the operation of a laboratory for testing the quality of sewage and treated effluent in order to ensure compliance with State and Federal regulations. In addition, the program manages an accounts receivable and billing system for users of the sewer system. The program provides owners of properties with on-site septic systems with a means of disposing of septic that is pumped routinely from their systems in order to prevent premature failure of the system and contamination of the groundwater.



**Water Pollution Control Facility - Grounds**

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

The Water Pollution Control laboratory provides operational staff with a variety of data to measure and track the performance of the wastewater treatment processes and to quantify the amount of nitrogen being removed from the incoming sewage. Other metrics used to track performance include pump runtimes, linear feet of sewer cleaned and inspected, the amount of sludge generated and processed, and the amount of emergency call-ins requiring staff response.

This operation also includes managing the Town's CWMP which is a 30-year plan to ensure all the Town's estuaries return to healthy nutrient levels. The plan is estimated to cost hundreds of millions of dollars and has been approved by State regulators and the Cape Cod Commission. It will result in over 11,800 parcels being sewered, and the collection of over 2,127,000 gallons of wastewater every day. The result will be that over 77,000 kg (approximately 170,000 pounds) of nitrogen will be removed from the environment every year.

## Water Pollution Control Enterprise Fund Recent Accomplishments

- ✓ Treated 535,724,800 gallons of wastewater.
- ✓ Treated 12,443,500 gallons of septage
- ✓ Treated 885,000 gallons of grease
- ✓ Processed 1,039 dry tons of sludge
- ✓ Cleaned 3.9 miles of sewer
- ✓ Performed television inspection of 1.8 miles of sewer
- ✓ Replaced two gate valves at the WPCF chlorine contact chamber
- ✓ Completed major repairs to the WPCF grit removal system
- ✓ Installed a new in-line grinder in the WPCF primary pump room
- ✓ Upgraded the alarm dialer systems at all the Town's sewage pump stations

### Recent Accomplishments (Continued)

- ✓ Completed the installation of new generators at the Sea Street, Route 6A Independence Park, Marston Ave, Toby Circle, and Seameadow Village Pump Stations
- ✓ Continued the construction of major improvements to the WPCF Solids Handling Building
- ✓ Completed design and the awarded bid for the replacement of the 720 Main Street Pump Station

## Water Pollution Control Enterprise Fund Goals and Objectives

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

### Short-Term:

1. Complete the construction of improvements to the WPCF Solids Handling Building. **(SP: Public Health and Safety, Finance, Environment and Natural Resources)**
2. Complete the construction of improvements to the Freezer Road Pump Station. **(SP: Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources)**
3. Complete an evaluation of alternatives and begin design of improvements to the sewer force mains that serve downtown Hyannis. **(SP: Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources)**
4. Complete the design of improvements to the Ocean Street, Bayshore Road, and Gosnold Street Pump Stations. **(SP: Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources)**
5. Place the recently constructed Phinney's Lane and Strawberry Hill Road Pump Stations into service. **(SP: Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources)**



*New Odor Control Vessels Installed for Solids Handling Project*

### Long-Term:

1. Complete the design of improvements to the WPCF headworks building and nitrogen removal process. **(SP: Public Health and Safety, Finance, Environment and Natural Resources)**
2. Complete the construction of the 725 Main Street Pump Station. **(SP: Public Health and Safety, Finance, Environment and Natural Resources)**
3. Complete the construction of improvements to the Old Colony Road Pump Station. **(SP: Public Health and Safety, Finance, Environment and Natural Resources)**
4. Continue implementation of the Town's Comprehensive Wastewater Management Plan. **(SP: Public Health and Safety, Finance, Environment and Natural Resources)**

# Water Pollution Control Enterprise Fund Budget Comparison

Water Pollution Control Enterprise Fund	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2023	FY 2024	FY 2024	FY 2025	FY24 - 25	Change
Intergovernmental Aid - WPCF Operations	121,058		-	-	-	0.00%
Charges for Services - WPCF Operations	4,140,287	5,451,351	5,506,415	5,939,963	433,548	0.00%
Interest and Other - WPCF Operations	418,002	501,502	110,000	185,263	75,263	68.42%
Transfers In - CWMP	1,723,000	3,098,288	3,098,288	5,466,389	2,368,101	76.43%
<b>Total Operating Sources</b>	<b>\$6,402,347</b>	<b>\$9,051,141</b>	<b>\$8,714,703</b>	<b>\$11,591,615</b>	<b>\$2,876,912</b>	<b>33.01%</b>

Transfers From Completed Projects - WPCF Operations	-	134,000	134,000	-	(134,000)	-100.00%
Borrowing Authorizations - WPCF Operations	14,950,000	6,916,000	6,916,000	1,600,000	(5,316,000)	-76.87%
Transfers In - CWMP	2,250,000	2,650,000	2,650,000	750,000	(1,900,000)	-71.70%
Borrowing Authorizations - CWMP	3,000,000	30,900,000	30,900,000	168,980,000	138,080,000	446.86%
<b>Total Capital Sources</b>	<b>\$20,200,000</b>	<b>\$40,600,000</b>	<b>\$40,600,000</b>	<b>\$171,330,000</b>	<b>\$130,730,000</b>	<b>322.00%</b>

<b>Total Sources of Funding</b>	<b>\$26,602,347</b>	<b>\$49,651,141</b>	<b>\$49,314,703</b>	<b>\$182,921,615</b>	<b>\$133,606,912</b>	<b>270.93%</b>
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Direct Operating Expenses						
Personnel - WPCF Operation	\$1,185,150	\$1,303,161	\$1,316,324	1,324,484.00	\$8,160	0.62%
Benefits - WPCF Operation	151,858	\$132,040	133,374	115,090	(18,284)	-13.71%
Operating Expenses - WPCF Operations	1,765,432	\$2,115,047	2,136,411	2,151,410	14,999	0.70%
Capital Outlay - WPCF Operation	164,437	\$148,500	150,000	150,000	-	0.00%
Debt Service - WPCF Operations	1,131,252	\$1,261,664	1,274,408	1,681,802	407,394	31.97%
Personnel - CWMP	\$308,982	\$1,339,824	\$1,353,358	1,872,346.00	\$518,988	38.35%
Benefits - CWMP	94,500	\$293,754	296,721	368,664	71,943	24.25%
Operating Expenses - CWMP	28,120	\$187,358	189,250	276,575	87,325	46.14%
Capital Outlay - CWMP	-	\$133,650	135,000	70,000	(65,000)	-48.15%
Debt Service - CWMP	575,945	\$1,112,719	1,123,959	2,924,452	1,800,493	160.19%
<b>Total Direct Operating Expenses</b>	<b>\$5,405,676</b>	<b>\$8,027,717</b>	<b>\$8,108,805</b>	<b>\$10,934,823</b>	<b>\$2,826,018</b>	<b>34.85%</b>

Indirect Operating Costs - WPCF Operations						
General Fund Staff	\$162,793	\$205,835	\$205,835	\$227,964	\$22,129	10.75%
Pensions	232,737	218,176	218,176	216,890	(1,286)	-0.59%
Audit & Software Costs	17,233	24,214	24,214	24,214	-	0.00%
Property, Casualty, Liability Insurance	61,079	69,862	69,862	76,166	6,304	9.02%
Workers' Compensation Insurance	49,114	54,121	54,121	82,153	28,032	51.80%
Retirees Health Insurance	-	33,690	33,690	29,405	(4,285)	-12.72%
<b>Total Indirect Operating Expenses</b>	<b>\$522,956</b>	<b>\$605,898</b>	<b>\$605,898</b>	<b>\$656,792</b>	<b>\$50,894</b>	<b>8.40%</b>

<b>Total Operating Expenses</b>	<b>\$5,928,632</b>	<b>\$8,633,615</b>	<b>\$8,714,703</b>	<b>\$11,591,615</b>	<b>\$2,876,912</b>	<b>33.01%</b>
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Capital Improvements Program	20,435,000	40,600,000	40,600,000	171,595,000	130,995,000	322.65%
<b>Total Capital Expenses</b>	<b>\$20,435,000</b>	<b>\$40,600,000</b>	<b>\$40,600,000</b>	<b>\$171,595,000</b>	<b>\$130,995,000</b>	<b>322.65%</b>

<b>Total Expenses</b>	<b>\$26,363,632</b>	<b>\$49,233,615</b>	<b>\$49,314,703</b>	<b>\$183,186,615</b>	<b>\$133,871,912</b>	<b>271.46%</b>
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<b>Excess (Deficiency) Cash Basis</b>	<b>\$238,715</b>	<b>\$417,526</b>	<b>\$0</b>	<b>(\$265,000)</b>	<b>(\$265,000)</b>
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Beginning Certified Free Cash - WPCF Operations	<u>\$11,020,739</u>		<u>\$ 11,259,454</u>	<u>\$ 11,676,980</u>
FY 2023 Projected Excess (Deficiency)			<u>\$ 417,526</u>	
Ending Projected Certified Free Cash - WPCF Operations	<u>\$11,259,454</u>		<u>\$ 11,676,980</u>	<u>\$ 11,411,980</u>

# Water Pollution Control Enterprise Fund Budget Comparison

## Summary of Budget Changes

The direct operating expenses for Water Pollution Control’s proposed FY 2025 is increasing \$2,826,018 or 34.85 from the approved FY 2024 budget. The personnel budget changes for the Water Control Plant allow for contractual obligations and allocation adjustments of staffing. Personnel budgets in the CWMP program increased 38.35% with an anticipated four new positions to manage work. Operating budget changes include costs associated with utility adjustments, plant repairs, sludge disposal and chemical costs. Capital outlay is reduced from FY 2024 one-time purchases.

The largest budget change within the department includes debt service for the CWMP, an increase of \$1.8 million as we begin to borrow for larger projects currently underway.

## Water Pollution Control Enterprise Fund Budget Reconciliation

Water Pollution Control Enterprise Fund		FY 2024	FY 2025	Change
Job Title	FY 2023			
Admin Assistant Sewer Billing	1.00	1.00	1.00	-
Admin Assistant to DPW Director	0.15	0.15	0.15	-
Assistant DPW Director	0.15	0.15	0.15	-
Assistant Mechanic	1.00	1.00	1.00	-
Chief Plant Operator	1.00	1.00	1.00	-
Director of Public Works	0.15	0.15	0.15	-
Financial Coordinator	0.15	0.15	0.15	-
Laboratory Tech/Chemist	2.00	2.00	2.00	-
Principal Clerk	1.00	1.00	1.00	-
Sewer Plant Operator/Maintenance Laborer	8.00	9.00	9.00	-
Town Engineer	0.15	0.15	0.15	-
Water Pollution Control Division Supervisor	1.00	1.00	1.00	-
Assistant Town Attorney - CWMP	-	0.25	0.25	-
Betterment Coordinator - CWMP	1.00	1.00	1.00	-
Chief Procurement Officer - CWMP	0.15	0.15	0.15	-
Communications Manager - CWMP	1.00	1.00	1.00	-
Construction Inspector I - CWMP	2.00	2.00	3.00	1.00
Construction Inspector II - CWMP	3.00	2.00	2.00	-
Engineering Designer - CWMP	1.00	2.00	2.00	-
Lead Project Engineer - CWMP	1.00	1.00	1.00	-
Project Engineer I - CWMP	2.00	2.00	3.00	1.00
Project Engineer II - CWMP	2.00	2.00	3.00	1.00
Project Manager	-	-	1.00	1.00
Purchasing Agent - CWMP	0.70	0.30	0.30	-
Senior Project Manager Construction - CWMP	1.00	1.00	1.00	-
Senior Project Manager - Water & Sewer	0.40	0.50	0.60	0.10
Senior Project Manager Design - CWMP	1.00	1.00	1.00	-
Sewer Connection Program Manager - CWMP	1.00	1.00	1.00	-
<b>Full-time Equivalent Employees</b>	<b>33.00</b>	<b>33.95</b>	<b>38.05</b>	<b>4.10</b>

# Water Pollution Control Enterprise Fund Budget Reconciliation

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
<b>FY 2024 Approved Budget</b>				<b>\$8,714,703</b>	
Contract Obligations, Staff Turnover & Alloc. Chgs - WPCF Operations	(10,124)	-	-	<b>(10,124)</b>	-
Contract Obligations, Staff Turnover & Alloc. Chgs - CWMP	590,931			<b>590,931</b>	4.10
Change in Indirect Costs - WPCF Operations	44,590	6,304	-	<b>50,894</b>	
Reduction in Capital Outlay - CWMP	-	-	(65,000)	<b>(65,000)</b>	-
Debt Service - WPCF Operations		392,394		<b>392,394</b>	
Debt Service CWMP	-	1,800,493	-	<b>1,800,493</b>	-
<b>FY 2025 Budget Changes</b>					
1. Contracted Services / Supplies - CWMP		87,325		<b>87,325</b>	-
2. Sludge Disposal		30,000		<b>30,000</b>	-
<b>FY 2025 Proposed Budget</b>	<b>\$ 625,397</b>	<b>\$ 2,316,516</b>	<b>\$ (65,000)</b>	<b>\$ 11,591,616</b>	<b>4.10</b>

- 1. Contracted Services / Supplies - CWMP-** This request is for expenses necessary to manage the Town’s Comprehensive Wastewater Management Plan (CWMP).

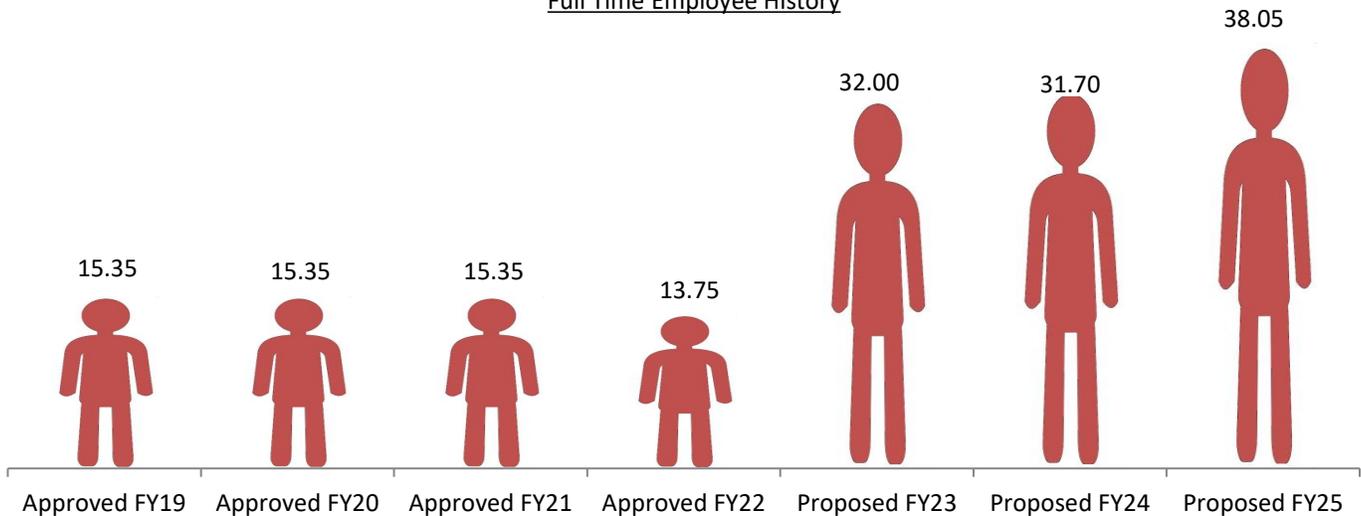
To support new and existing staff:

Legal Services	\$25,000 (increase)
Software	\$25,000 (increase)
Computers / Printers	\$15,500 (increase)
Uniforms	\$9,350 (increase)
Cellular Phone	\$9,000 (increase)
Training & Conference	\$1,650 (increase)
Tools & Equipment	\$1,000 (increase)
Safety Equipment	\$825 (increase)

- 2. Sludge Disposal** - The purpose of this request is to increase the WPCD sludge disposal budget in order to cover the disposal cost for thickened sludge produced at the Barnstable Water Pollution Control Facility. As part of the wastewater treatment process, the Water Pollution Control Facility produces approximately 1,050 dry tons of sludge per year. This sludge is hauled to a disposal facility for incineration. It is anticipated that the WPCD will ship approximately 550 loads of sludge off site in FY25 at an average cost of \$1,690 per load for transportation and disposal.

## Water Pollution Control Enterprise Fund Factors Affecting FTE's

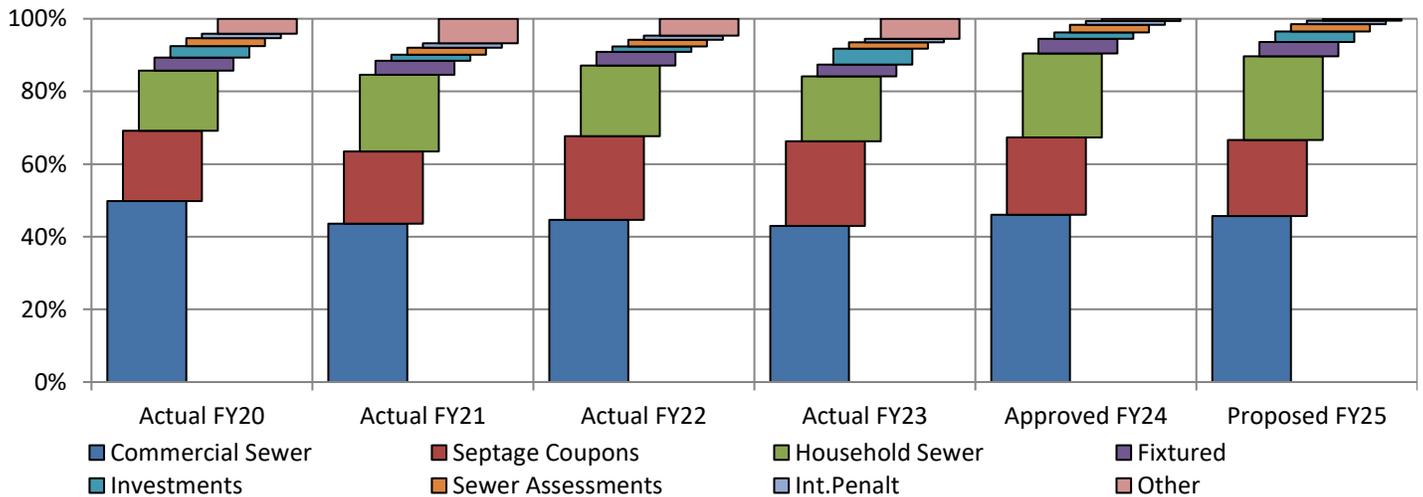
Full Time Employee History



The FY 2023 budget includes two (2) additional maintenance laborers for the Water Pollution Control Facility operations and 16.25 full-time equivalents for a new staff to implement the CWMP. Staffing reallocations in FY 2024 result in a reduction of 0.30 full-time equivalents. FY 2025 sees an additional 4.10 FTEs added to the CWMP program.

## Water Pollution Control Enterprise Fund Factors Affecting Revenues

Total Revenue Sources (Excluding Taxes) Historical and Budgeted

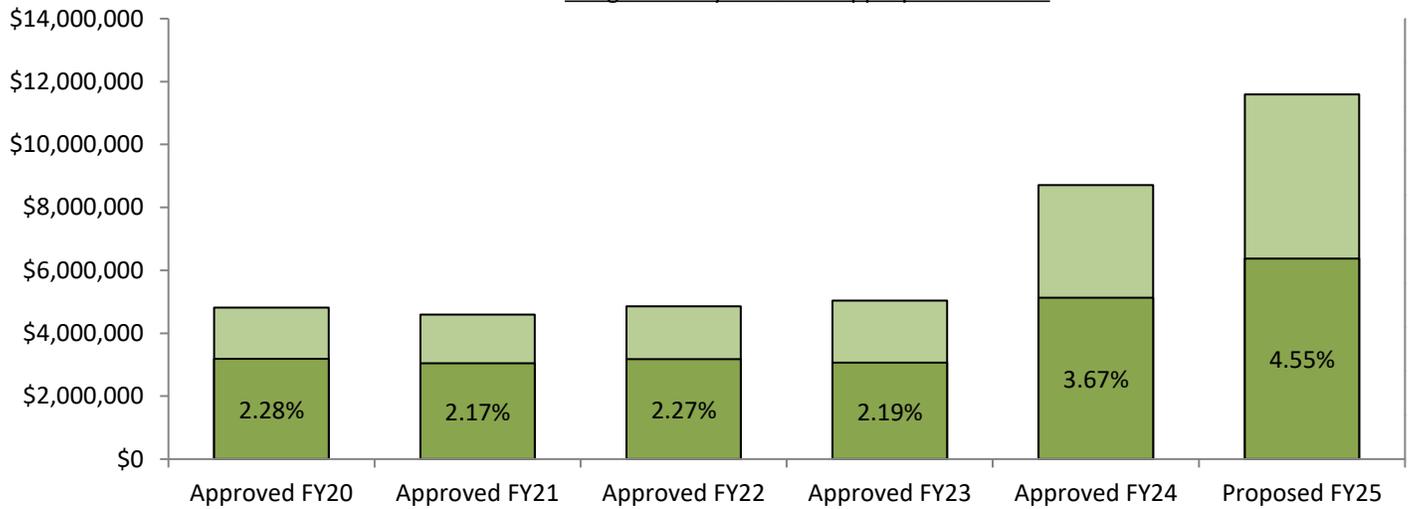


Charges for services accounts for 94% resources to support the budget, which includes commercial and household sewer.

Sewer rates charged to users of the system account for a majority of the revenue in this fund. The number of customers tied into the facility can have a significant impact on revenue. The rates are set in accordance with the necessary revenue required to run the sewer operations and pay back the borrowings issued for the sewer plant improvements. The expansion of the sewer collection system will not be placed on ratepayers. Rate increases of approximately 2% to 5% have been implemented over the past several years. Once the Comprehensive Wastewater Management Plan (CWMP) projects are installed, an estimate for the changes in the customer base can be included in this.

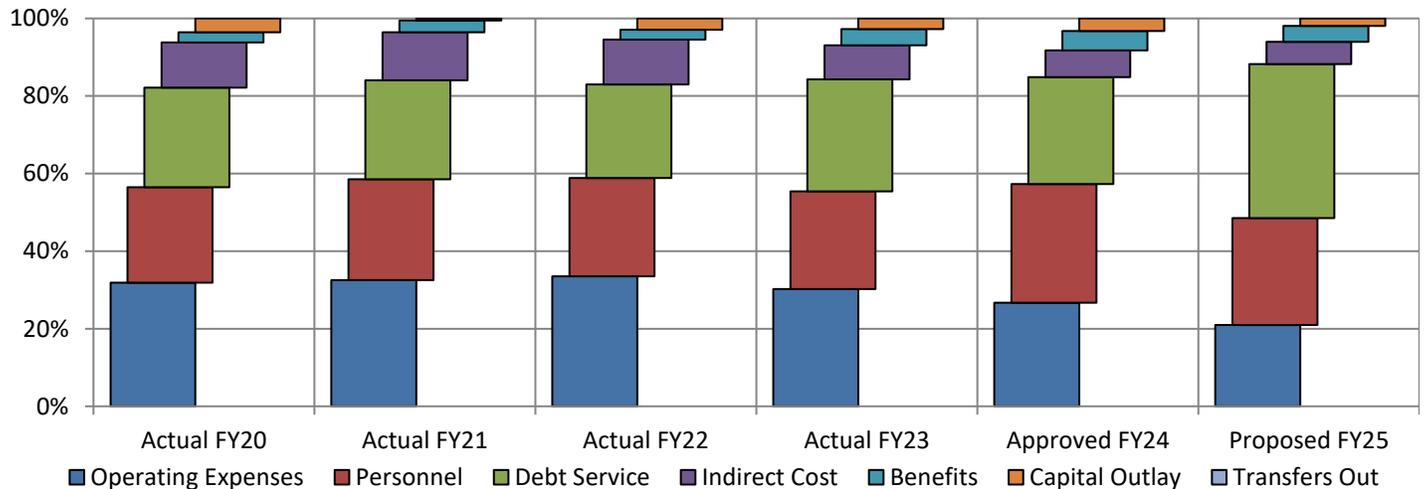
# Water Pollution Control Enterprise Fund Factors Affecting Expenses

Budget History - % Of All Appropriated Funds



FY 2024 the CWMP has been included within this Enterprise Fund. FY 2025 see an increase in the budget of \$2.9 million as we begin to service more debt.

Total Expenditures By Category Historical and Budgeted



These operations are fixed cost intensive and require continuous maintenance and upgrades to the system. Debt service accounts for roughly 39% of all sewer related borrowings for existing loans to maintain existing infrastructure and to expand the sewer system. Personnel and benefits account for 32% of total cost.

This operation will experience significant changes because of the Town's Comprehensive Wastewater Management Plan (CWMP). This plan includes the expansion of the collection system and the centralized treatment of wastewater. There has been much discussion of various funding scenarios for sewer expansion, effluent mitigation, and nitrogen management. Part of the expansion discussion includes issues of ability-to-pay and cost allocation. In the past, the federal and state governments subsidized 90% of capital costs for construction of new wastewater facilities and sewer expansion. Decisions will need to be made in regards to the cost allocation for public sewer expansions. Cost allocations may include betterments, sewer rates, tax rates, and other potential new sources of revenue, net of any federal and state funding that may be available.

## Water Pollution Control Division Workload Indicators

WPCD workload is measured by total sewer accounts, gallons of wastewater treated, gallons of septage and grease received, and dry tons of sludge processed. The WPCD operates under a staffing plan that is reviewed and approved by Mass DEP every two years. Workload is expected to increase with the completion of the Strawberry Hill Road sewer expansion project in late 2023. Workload will continue to increase as the Town executes its Comprehensive Wastewater Management Plan (CWMP).

	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Actuals	FY24 Projection
Treated Gallons of Wastewater	539,729,720	525,527,200	475,455,900	535,724,800	590,000,000
Treated Gallons of Septage	9,370,000	10,214,000	10,877,000	12,443,500	13,680,000
Treated Gallons of Grease	697,500	582,500	704,000	885,000	970,000
Processed Dry Sludge (tons)	983	972	1,051	1,039	1,100
Jet-rod Cleaning Sewer Line (miles)	3.3	2.1	1.6	3.9	4.2
Television Inspection Sewer Line (miles)	3.1	1.2	1.1	1.8	2.0

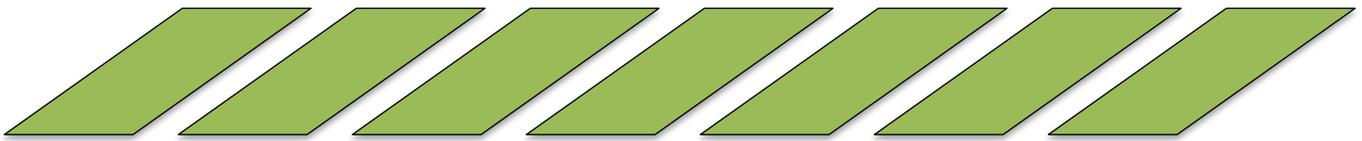
# WATER SUPPLY ENTERPRISE FUND

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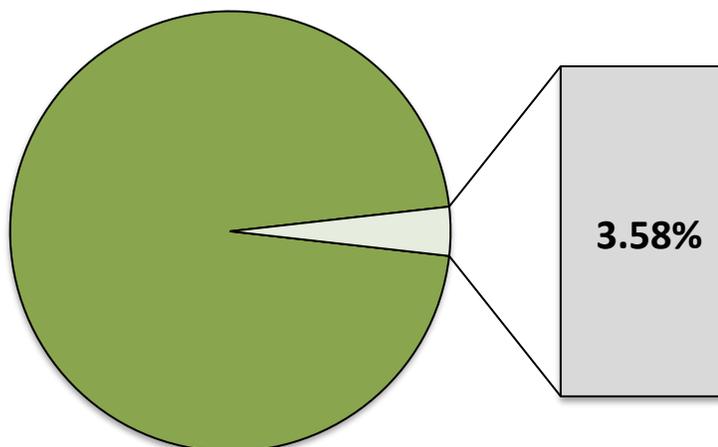
## Purpose Statement

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

## Sustainable Water Supply



% of FY 2025 All Appropriated Funds



Water Supply Enterprise Fund comprises 3.58% of all appropriated funds.

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

## Water Supply Enterprise Fund Services Provided

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

The Water Supply program, an enterprise account-funded program under the Department of Public Works, oversees the contract management and operation of a water supply system that provides potable water and fire-readiness services to the residents and businesses (approximately 7,700 accounts) located in Hyannis, Hyannis Port, West Hyannis Port. The management of the system involves substantial investment in water supply sources, pumping, treatment, storage and distribution infrastructure, customer service and regulatory compliance.

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



*The new permanent interconnection with the COMM water system on Longview Drive in Hyannis*

## Water Supply Enterprise Fund Recent Accomplishments

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- ✓ Finalized construction of the water main replacement on Phinney's Lane in conjunction with the sewer expansion program and the Vineyard Wind duct bank installation
- ✓ Pumped, treated, and distributed 966,783,000 Gallons of Water in FY 2023
- ✓ Increased water quality by continuing the unidirectional flushing system for the Hyannis Water System

## Water Supply Enterprise Fund Goals and Objectives

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

### **Short-Term:**

1. Maintain close contractual oversight of the administration, finances, and operation of the Water Supply Division. **(SP: Regulatory Process and Performance, Education, Communication, Finance)**
2. Continue to implement the capital funded pipe replacement program by focusing on water quality improvements and deficient water pipe while maximizing results and minimizing customer impact. **(SP: Infrastructure, Environment and Natural Resources, Regulatory Process and Performance, and Education, Finance)**
3. Continue to develop and integrate the Water Supply Division's technical and administrative requirements within the Town's regulatory, planning and legal system. **(SP: Environment and Natural Resources, Regulatory Process and Performance, Education, Finance, Communication)**

## Goals (Continued)

4. Proceed with the implementation of the new source alternatives evaluation report to provide the Hyannis Water System with drinking water production sources that yield high quality drinking water and needed redundancy. **(SP: Environment and Natural Resources, Regulatory Process and Performance, Infrastructure)**
5. Implement the well building and treatment plant rehabilitation program by prioritizing and replacing building components, process control equipment, security, and electrical systems. **(SP: Infrastructure, Finance)**

## Long-Term:

1. Provide cost-effective water supply services to the customers of the Hyannis Water System. **(SP: Environment and Natural Resources, Regulatory Process and Performance, and Education, Communication)**
2. Maintain all assets of the Division to current standards and provide information to the Hyannis Water Board and the DPW Director on needed repairs, and improvements to the water system. **(SP: Infrastructure, Environment and Natural Resources, Regulatory Process and Performance, Education, Communication, Finance)**
3. Insure reliable and redundant fire-flows to assist the Hyannis Fire Department and support demands on the system. **(SP: Infrastructure, Regulatory Process and Performance)**
4. Continue to strive for excellence in customer service, asset-management, and cost-control within the Division. **(SP: Infrastructure, Regulatory Process and Performance, Education, Communication)**



*Harold E. Tobey Maher Water Filtration Plant*

# Water Supply Enterprise Fund Budget Comparison

Water Supply Enterprise Fund						
	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2023	FY 2024	FY 2024	FY 2025	FY24 - 25	Change
Charges for Services	7,946,669	7,248,831	7,037,700	7,713,726	676,026	9.61%
Interest and Other	744,971	657,000	482,000	549,795	67,795	14.07%
Transfers In	675,250	1,040,000	1,040,000	1,037,075	(2,925)	-0.28%
<b>Total Operating Sources</b>	<b>\$9,366,890</b>	<b>\$8,945,831</b>	<b>\$8,559,700</b>	<b>\$9,300,596</b>	<b>\$740,896</b>	<b>8.66%</b>
Transfers From Completed Projects	-	147,600	147,600	-	(147,600)	-100.00%
Borrowing Authorizations	2,530,000	6,899,400	6,899,400	39,600,000	32,700,600	473.96%
<b>Total Capital Sources</b>	<b>\$2,530,000</b>	<b>\$7,047,000</b>	<b>\$7,047,000</b>	<b>\$39,600,000</b>	<b>\$32,553,000</b>	<b>461.94%</b>
<b>Total Sources of Funding</b>	<b>\$11,896,890</b>	<b>\$15,992,831</b>	<b>\$15,606,700</b>	<b>\$48,900,596</b>	<b>\$33,293,896</b>	<b>213.33%</b>
<b>Direct Operating Expenses</b>						
Personnel	\$292,519	\$312,604	\$312,604	\$329,660	\$17,056	5.46%
Benefits	20,509	25,377	25,377	31,235	5,858	23.08%
Operating Expenses	4,092,465	4,716,252	4,716,252	4,971,430	255,178	5.41%
Capital Outlay	-	166,000	166,000	166,000	-	0.00%
Debt Service	803,704	3,144,209	3,144,209	3,611,006	466,797	14.85%
<b>Total Direct Operating Expenses</b>	<b>\$5,209,196</b>	<b>\$8,364,442</b>	<b>\$8,364,442</b>	<b>\$9,109,331</b>	<b>\$744,889</b>	<b>8.91%</b>
<b>Indirect Operating Costs</b>						
General Fund Staff	\$91,981	\$99,188	\$99,188	\$110,010	\$10,822	10.91%
Pensions	54,825	57,225	57,225	43,854	(13,371)	-23.37%
Audit & Software Costs	7,598	7,454	7,454	7,454	-	0.00%
Property, Casualty, Liability Insurance	26,076	28,025	28,025	29,947	1,922	6.86%
Retirees Health Insurance	561	3,366	3,366	-	(3,366)	-100.00%
<b>Total Indirect Operating Expenses</b>	<b>\$181,041</b>	<b>\$195,258</b>	<b>\$195,258</b>	<b>\$191,265</b>	<b>(\$3,993)</b>	<b>-2.04%</b>
<b>Total Operating Expenses</b>	<b>\$5,390,237</b>	<b>\$8,559,700</b>	<b>\$8,559,700</b>	<b>\$9,300,596</b>	<b>\$740,896</b>	<b>8.66%</b>
Capital Improvements Program	2,795,000	7,247,000	7,247,000	39,800,000	32,553,000	449.19%
<b>Total Capital Expenses</b>	<b>\$2,795,000</b>	<b>\$7,247,000</b>	<b>\$7,247,000</b>	<b>\$39,800,000</b>	<b>\$32,553,000</b>	<b>449.19%</b>
<b>Total Expenses</b>	<b>\$8,185,237</b>	<b>\$15,806,700</b>	<b>\$15,806,700</b>	<b>\$49,100,596</b>	<b>\$33,293,896</b>	<b>210.63%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>\$3,711,653</b>	<b>\$186,131</b>	<b>(\$200,000)</b>	<b>(\$200,000)</b>	<b>\$0</b>	
<b>Beginning Certified Free Cash</b>	<b>\$ 641,114</b>		<b>\$ 4,352,767</b>	<b>\$ 4,538,898</b>		
<b>FY 2024 Projected Excess (Deficiency)</b>			<b>\$ 186,131</b>			
<b>Ending Projected Certified Free Cash</b>	<b>\$ 4,352,767</b>		<b>\$ 4,538,898</b>	<b>\$ 4,338,898</b>		

## Summary of Budget Changes

The direct operating expenses for the Water Supply Enterprise Fund's proposed FY 2025 budget are increasing \$744,889 or 8.91% over the approved FY 2024 budget. Personnel budget changes include contractual obligations. Operating budget changes include additional funding for the management contract with Veolia. Capital outlay is level funded and continues the funding for the annual emergency repairs program.

# Water Supply Enterprise Fund Budget Reconciliation

Water Supply Enterprise Fund				
Job Title	FY 2023	FY 2024	FY 2025	Change
Admin Assistant	0.75	1.00	1.00	-
Assistant DPW Director	0.15	0.15	0.15	-
Director of Public Works	0.15	0.15	0.15	-
Senior Project Manager - Water & Sewer	-	0.50	0.50	-
Town Engineer	0.15	0.15	0.15	-
Water Supervisor	1.00	1.00	1.00	-
<b>Full-time Equivalent Employees</b>	<b>2.20</b>	<b>2.95</b>	<b>2.95</b>	<b>-</b>

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
<b>FY 2024 Approved Budget</b>				<b>\$8,559,700</b>	
Contractual Obligations, Staff Turnover & Allocation Changes	22,914	-	-	<b>22,914</b>	-
Change in Indirect Costs	(16,737)	12,744	-	<b>(3,993)</b>	
Debt Service	-	431,798	-	<b>431,798</b>	-
<b>FY 2025 Budget Changes</b>					
1. Veolia Increase for Management Contract	-	287,432	-	<b>287,432</b>	-
2. Airport Well Lease		2,745	-	<b>2,745</b>	-
<b>FY 2025 Proposed Budget</b>	<b>\$ 6,177</b>	<b>\$ 734,719</b>	<b>\$ -</b>	<b>\$ 9,300,596</b>	<b>-</b>

- 1. Veolia Management Contract** – Fund the increase in cost for the operations contract with Veolia relative to the yearly escalation formula, laboratory testing increases and filtration treatment plant CMMS implementation.
- 2. Airport Well Lease** – Contract increase in the rental of Well site located on the Airport property.

## Water Supply Enterprise Fund Factors Affecting FTE's

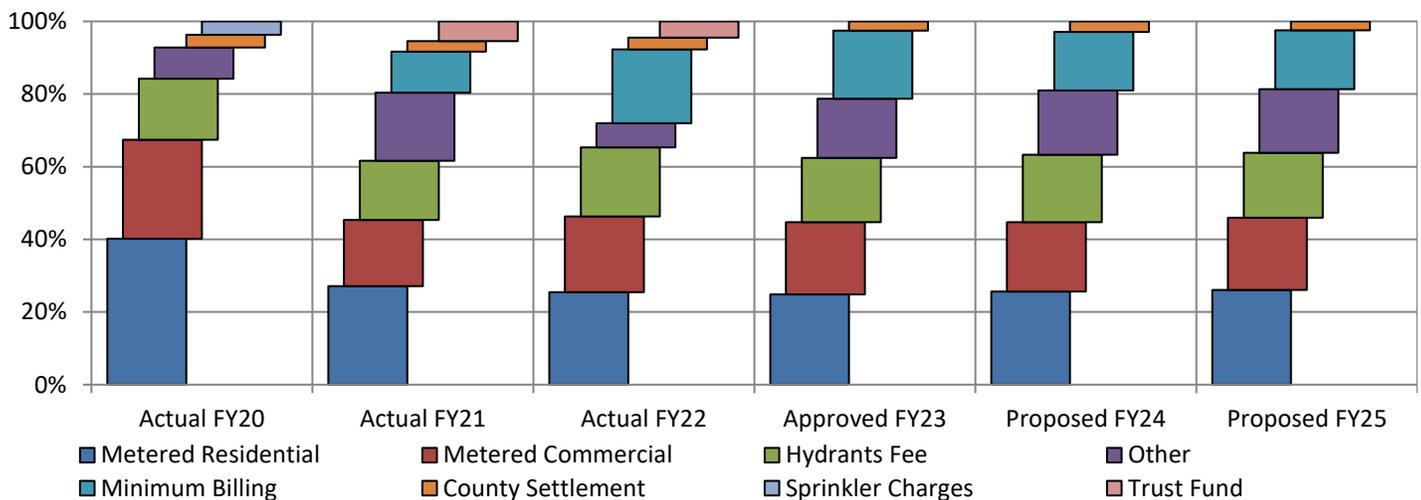
Full Time Employee History



The FY 2021 budget reallocated (0.70) fte's to the General Fund and FY 2022 reallocates (0.05) to the Town Manager's budget. FY 2024 includes an additional 0.25 fte Administrative Assistant and 0.50 fte reallocation of a Project Manager to the Water Supply Division. No changes for FY 2025.

## Water Supply Enterprise Fund Factors Affecting Revenues

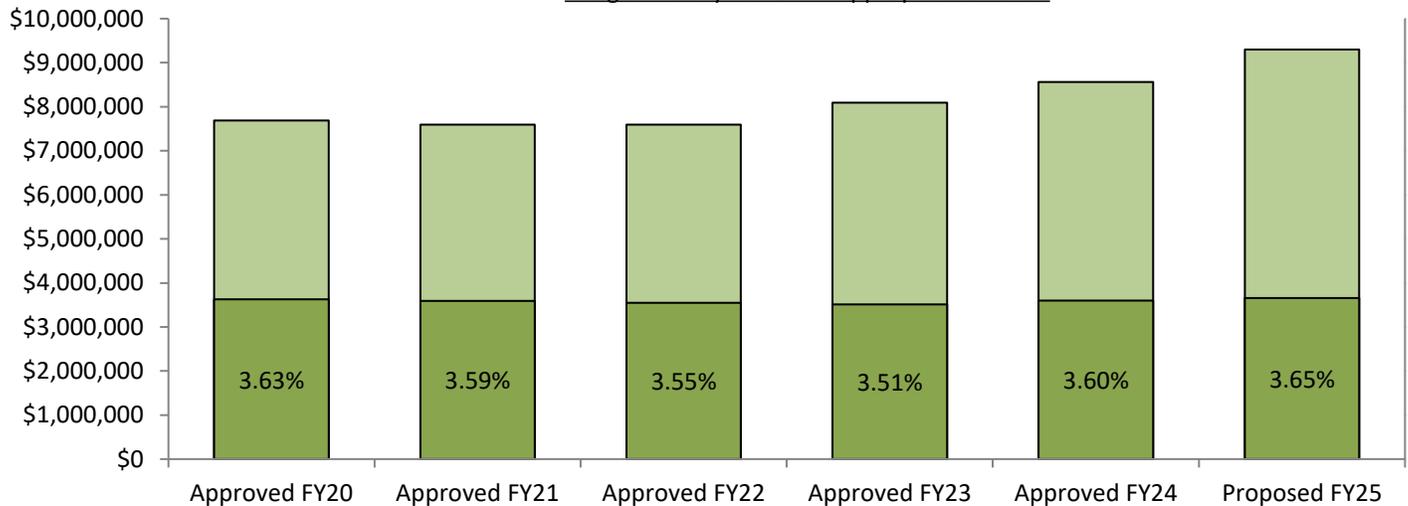
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



The rates are set in accordance with the necessary revenue required to run the water operations and pay back borrowings issued for water-related capital improvements. The metered residential and commercial account for 50% of total revenue sources and hydrant fees 15%. The Enterprise Fund also receives revenue from the Barnstable County settlement and contributions from the special revenue fund (Short-term rental taxes).

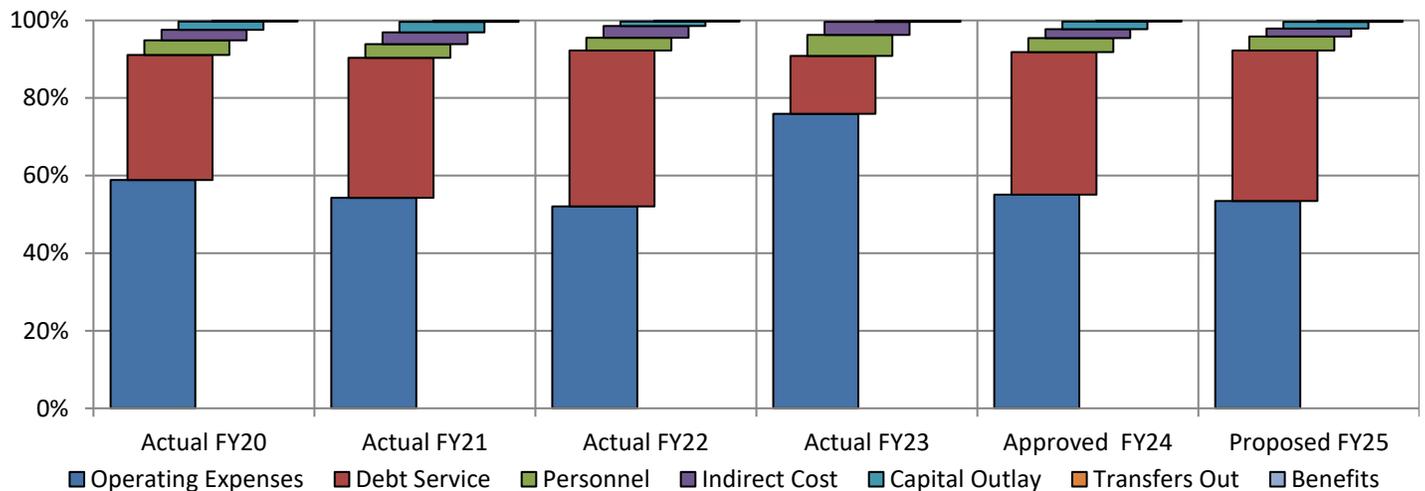
# Water Supply Enterprise Fund Factors Affecting Expenses

Budget History - % Of All Appropriated Funds



The budget has increased 3.5% annually on average over a six-year period. This operation has remained in the 3.51% to 3.65% range of all appropriated funds over the same period.

Total Expenditures By Category Historical and Budgeted



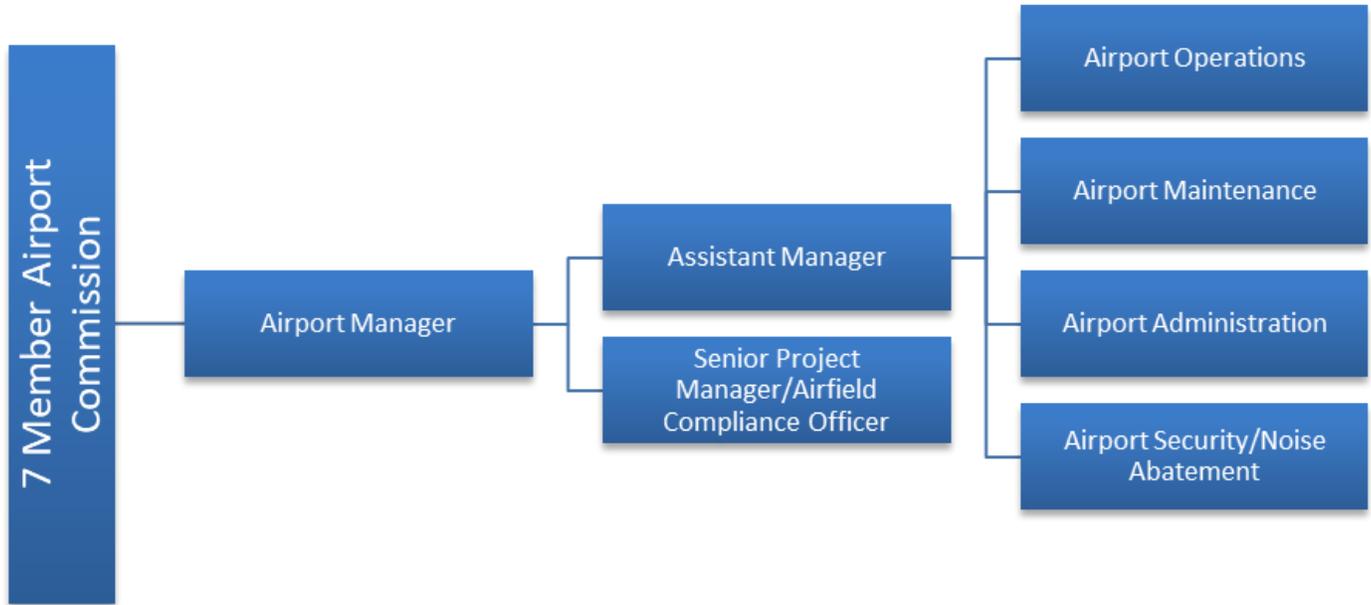
The town contracts with Veolia to run its water supply operation. This is a multiyear contract with built in escalators. It is expected that this operation will continue to be operated under a contract. As more treatment systems are constructed, the annual operating cost of the system, including the management contract, will increase.

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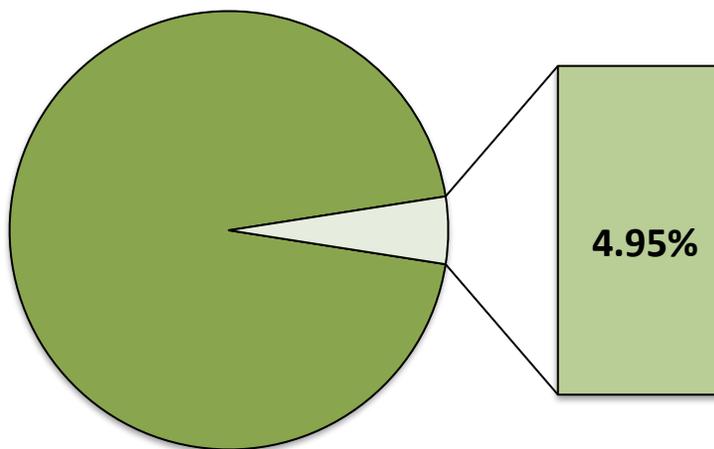
# CAPE COD GATEWAY AIRPORT ENTERPRISE FUND

## Department Purpose Statement

To provide a safe and convenient air travel experience and offer high quality aviation activities/businesses to the citizens of the Town of Barnstable, the Cape Cod region, and the Commonwealth of Massachusetts. As a non-hub primary airport and a major transportation facility for Cape Cod, our goal is to foster local economic growth and to ensure that the airport remains an integral part of the regional transportation plan in an effort to meet the demand for present and future air travel for local Cape Cod residents and visitors to the region.



% of FY 2025 All Appropriated Funds



## Airport Enterprise Fund Services Provided

The Cape Cod Gateway Airport serves as a distinct commercial transportation hub for the residents of the Town of Barnstable and Cape Cod by meeting the regional demand for air transportation (both commercial and private transportation). For some, it provides very affordable and economic travel opportunities to/from Hyannis and other major destinations across the country, and yet for others, the airport provides a much-needed mode of travel to and from the Islands of Nantucket and Martha's Vineyard. This includes travel, tourism, medical evacuation, military flights, and commuting opportunities for a large professional labor force (doctors, nurses, hospitality staff, etc.). Cape Cod Gateway Airport connects residents to worldwide markets and destinations, sustaining Cape Cod's rapidly expanding population and business community and welcomes visitors to Cape Cod, a world-renowned tourist destination. Travelers are afforded several flight



**Atlantic Aviation & jetBlue support staff**

opportunities, not just commercial flights, but corporate and private flights to local and national destinations.

Cape Cod Gateway Airport is a vital link to the regional, national, and

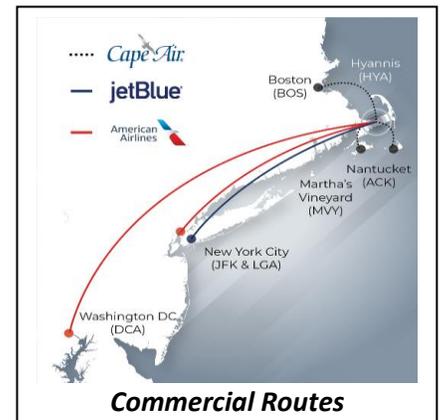
international markets that drive our emerging economy. As documented in the Massachusetts Department of Transportation (MassDOT) Aeronautics Division CY2019 (FY2020) Economic Impact Analysis, the Cape Cod Gateway Airport, in conjunction with its tenants and associated businesses, provide employment opportunities for 1,724 people, with an annual payroll in excess of \$73.8 million and a regional economic output in excess of \$157.2 million. In addition to the 25 airport employees that operate the facility, the Airport is also home to over 65 businesses/private users, with Cape Air, Atlantic Aviation (formerly Ross Aviation), Griffin Avionics, the Federal Aviation Administration (FAA), and the



**Cape Air and its employees have operated at Cape Cod Gateway Airport since 1989.**

Transportation Security Administration (TSA) making up the bulk of employees on the airfield.

Recent studies completed in 2018/2019 show that approximately 215,000 Cape Cod residents access the air transportation system via off-Cape airports, and another 200,000 arrive on Cape



Cod, again using off-Cape airports. The Airport's Strategic Plan goals, developed in June 2018, are to identify better opportunities to accommodate these Cape Cod residents and visitors at the Cape Cod Gateway Airport by working with our existing and new potential airline partners to enhance existing and develop new commercial service moving into FY2024 and beyond. Case in point, American Airlines recently announced that they would offer service from Cape Cod Gateway Airport starting June 2024.

In FY2023, the Airport supported nearly 52,000 aircraft operations (defined as either one landing or one takeoff, combined equals two operations) and approximately 30,000 passengers arrived and departed from a variety of locations. The above figures do not include a vast array of commercial charter passenger services, general

aviation activities that include private and corporate passenger, freight services, and other aviation flight services not identified by the FAA in passenger enplanement/deplanement data sets, as they typically only count commercial passenger activity. With commercial aviation making up the minority of operations, operations and passenger activity by other general aviation activities are significant, albeit not counted in the same manner as commercial activity

airline/air taxi activity.

Over the years, both airport operations and passenger activity have been on the decline. This is attributed to an industrywide pilot and mechanic shortage, increased competition from high-speed passenger ferries, the loss of several airlines in 2010 and again in 2015 as well as industrywide “upgauging” (an airline industry practice of increasing capacity by adding seats to existing aircraft or using larger aircraft in place of smaller ones). Upgauging of aircraft affects: 1) operations (thus reducing operations that once may have been made by two aircraft to an operation that now can be performed by one) and, 2) the capabilities of an airport facility as upgauging may require longer runways. Regardless of past declines, by implementing various goals of the 2018 Airport Strategic Plan, the Airport has been able to accentuate and improve activity including a huge win for the Cape Cod Region with American Airlines announcing service from Cape Cod Gateway Airport starting June 2024, new aircraft hangar tenants, new flying clubs (a not-for-profit, member-run organization that provides its members with affordable access to aircraft), implementation of new 20-year leases for aviation activity, development and extension of the access road on the east side of the airport, remodeling of the Airport’s Fixed Base Operation facility, and other improvements that cater to our customers. See ***Enterprise Fund Recent Accomplishments***.

The Cape Cod Gateway Airport is one of 3,300 public use airports across the nation and one of 39 in the state of Massachusetts that is deemed vital to the National Airspace System (NAS) by the U.S. Department of Transportation. Additionally, the Airport is recognized in the National Plan of Integrated Airport Systems (NPIAS) as 1 of 383 primary commercial service airports providing essential service within the NAS; you read that correctly, 1 of 383 in all of the United States. Primary airports are defined in 49 U.S.C. § 47102(16) as public airports receiving scheduled air carrier service with 10,000 or more enplaned passengers per year. The statute further groups primary airports into four sub-categories: large hub, medium hub, small hub, and non-hub, based on each airport’s enplanement totals; Cape Cod Gateway Airport is categorized as a primary non-hub commercial service airport. More than half of the primary airports in the United States (62%) fall within the non-hub category (238 of the 383 recognized in the NPIAS). Non-hub primary airports are commercial

service airports that account for a small percent of all nationwide commercial passenger enplanements but play a significant role in the NAS by supporting a variety of general aviation and military operations. This includes medical evacuation, flight instruction, aerial tours, business travel, private flight operations, and other specialized services such as agriculture, construction, photography, surveying, observation and patrol, search and rescue, etc. General aviation is not a commonly used term outside of the pilot community, yet it encompasses the most diverse flying activities in the United States. In fact, more than 90% of civil aircraft registered in the United States are general aviation aircraft. General Aviation is the backbone of the air transportation system and is the primary training ground for the commercial airline industry.

Because of its role in the NPIAS, the FAA is required to maintain and plan for the development of Cape Cod Gateway Airport and include funds for eligible airport development necessary to provide a safe, efficient, and integrated system for all users.

Cape Cod Gateway Airport meets the requirements of Title 49 U.S. Code, Subtitle VII – Aviation Program, authorized to operate as a certificated airport in accordance with, and subject to, said statute and the rules, regulations, and standards prescribed there under. These include but are not limited to, 14 Code of Federal Regulations (CFR) Part 139 in which the Airport has been issued an airport operating certificate with a federally approved Airport Certification Manual (ACM) on file with the FAA; a certification allowing the Airport to serve scheduled and unscheduled passenger-carrying aircraft. With certification comes extensive training for Airport personnel in airfield safety and security, maintenance, aircraft rescue and firefighting and other airport emergency response, aircraft fueling, airfield lighting and pavement marking, and hazard management of both hazardous materials and wildlife. Additionally, the Airport is approved as a public use air transportation facility in accordance with the provisions of Chapter 90, Section 39B of the General Laws of Massachusetts. As such, the Airport is recertified annually by both the FAA and the MassDOT Aeronautics Division in which rigorous review and inspection of the Airport is conducted.

In addition to aviation transportation activity, the Airport is also a space for the community with various events. In 2021, the Airport embarked on a new campaign with focus on near monthly community-based events held at the airport. Our **Cape Cod Gateway Airport Community Event Series** features events in the terminal and on airport grounds such as: Cape Cod Young Professional's Back to Business Bash, Southeastern Massachusetts Aviation Career Fair, A Night at the Terminal Scout Sleepover, Festivities on the Flight Line, Duffy Health Center Gala and Electric Car Show, and A Great Day at the Gateway to name a few. We are thrilled to open our doors and to invite the community to experience events in a unique setting. We are more than just a transportation facility; we are part of the Cape Cod Community!



**A Night at the Terminal Scout Sleepover  
(March 2023)**

The duties of airport personnel are both broad and varied, with the FAA FAR Part 139 Airport Certification dictating many. Airport services are provided by three separate and distinct Airport Departments: Airport Administration, Airport Operations, and Airport Maintenance all of which work together as a whole to provide mandated and required services to our customers and community.

**Administration**

The seven (7) full-time Administrative staff include the Airport Manager and Assistant Airport Manager, Senior Project Manager/Airfield Compliance Officer and four (4) administrative support staff that perform a myriad of administrative functions including but not limited to overseeing airport security, airport noise and abatement via the Cape Cod Gateway Airport Fly Friendly Fly Quiet program, billing, auditing and bookkeeping, contracting, construction oversight, capital planning, budgeting, grants administration, processing airport employee and tenant security identification files, personnel administration, overseeing leases, intergovernmental liaison, public relations, and communications.

**Operations**

The ten (10) full-time Operations employees are asked to implement a number of duties. They are dedicated individuals tasked to respond to any airport emergency with all trained as first responders in aircraft rescue and firefighting; perform thrice-daily inspections to meet FAA regulatory requirements such as wildlife management and airfield management and security patrols; and serve tenant and transient aircraft, including catering, fueling and passenger transportation year-round. As indicated above, Airport Operation



**Airport snow removal and other maintenance equipment**

A seven-member Airport Commission appointed by the Town Council creates policy for the Airport per state laws (MGL Chapter 90 Section 51E) while Airport Management implements various programs and manages the day-to-day operations of the facility. The Airport employs 25 full-time employees and 4-5 seasonal employees plus interns who operate and maintain the Airport 24 hours a day, 7 days a week, and 365 days a year.



**Many Airport employees have worked for the facility for over 30 years, supporting the region, their families, and the Cape Cod economy.**

s personnel are also fully trained firefighters and respond to emergency situations with our Aircraft Rescue and Fire Fighting vehicles. Aircraft rescue response, as mandated by the FAA, must be able to respond to, and reach, an accident site on the airfield within three minutes or less. Airport rescue personnel constantly train and participate in live drill exercises in order to stay proficient and ready to handle any aircraft emergency. The Hyannis Fire Department is a key resource for our staff and work hand-in-hand with Airport staff in rescue response, and once on scene, they assume the role of Incident Commander. Once every three years, the Airport conducts a full-scale disaster drill (Tri-annual Mass Causality Incident Drill) to thoroughly test public safety procedures. The exercise simulates a completely mock scenario of an aircraft accident. Actual aircraft are not used in the drill, but fire departments from across Cape Cod set training fires and use other simulations to test the airport's emergency response plan. Airport Operations staff plan and implement the drill in close coordination and planning with Hyannis Fire Department. They along with Airport Administration, Airport Maintenance, Police, Fire, Cape Cod and Falmouth hospitals, US Coast Guard, Federal Aviation Administration, Massachusetts Department of Transportation-Aeronautics Division, Airlines, American Red Cross, Emergency Management, and other Cape Cod towns, play a vital role in the exercise.

### **Maintenance**

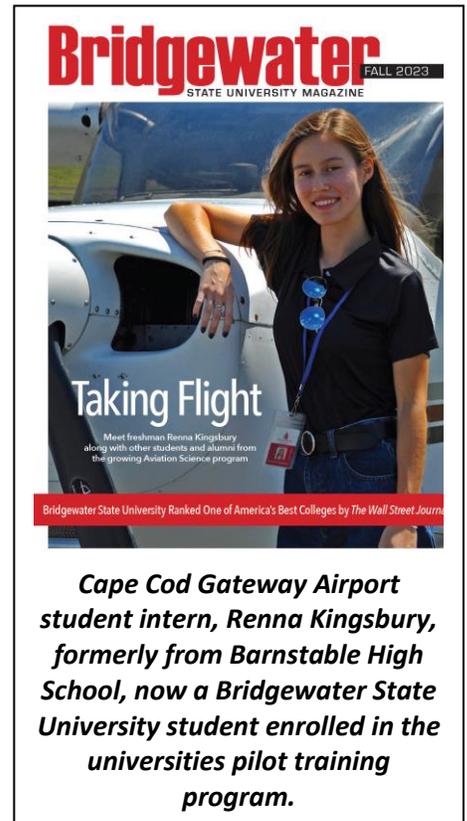
Upkeep of the airfield and airport facilities by our eight (8) full-time Maintenance employees takes precedence over all other maintenance tasks. Since the Airport is a certified FAA FAR Part 139 commercial service airport, any and all airside discrepancies must be documented and corrected as expeditiously as possible to meet FAA requirements. This team of devoted individuals maintain over 639 acres of runways, taxiways, ramps, and parking lots; painting airfield markings; mowing all grass areas; maintaining all airfield lighting; conducting all emergency and snow removal operations for the airfield and the terminal roadways; maintaining all airport owned buildings and grounds; overseeing airport airfield projects; and preserving the fleet of vehicles needed to accomplish our mission. The Airport relies heavily on this team and it is because of their actions and dedication that the airport facility is truly cared for and well maintained.

### **Internships**

Each year we encourage young professionals interested in aviation to build their resume and portfolio by working at the Airport. In 2021, the Airport welcomed its first

student from Barnstable High School to intern with us; giving students experience in all aspects of running an airport. Since 2021, the program has been a huge success with an intern at the facility each semester. In fact, the former 2022/2023 student intern from Barnstable High School is now enrolled in the Aeronautical

Sciences program at Bridgewater State University. She was featured on the cover of Bridgewater State University's magazine as an up-and-coming female in the flight program!



### **Capital Program**

The airport participates in the federally sponsored Airport Improvement Program (AIP), which is administered by the FAA. This program has an entitlement component with funding being determined by passenger enplanement levels. The airport's annual entitlement grant has been approximately \$1.2 million and may be reduced to no less than \$1.0 million. These capital funds are supplemented by FAA discretionary resources when available. The airport also participates in the MassDOT Aeronautics Division's Aviation Safety and Maintenance Program (ASMP) that contributes a cost share for federally sponsored projects and other projects not covered by the FAA. The airport makes annual expenditures for required airfield rehabilitation projects using these funds. Federally sponsored grants to fund airport capital projects consist of costs being shared in a threefold process: the FAA at 90%, the MassDOT Aeronautics Division at 5%, and a local (Airport) share of 5%. For non-federally sponsored projects that are eligible for ASMP funding, MassDOT will provide 80% and the local airport share will be at 20%. Any other projects

will be fully funded by the use of available airport

reserve funds or other grants when available. The FY2025 capital plan includes \$4.1 million in airfield projects such as equipment purchases, future planning, design and permitting as well as the implementation of electric aircraft charging stations; with a total 5-year capital plan (FY2025 - FY2029) of \$48 million.

Due to the receipt of federal funding via various COVID related grants awarded to the Airport (see below), in FY2021 and FY2022, the Airport has been able to implement several Business Plan goals and fund the majority of its capital improvements as well as cover operating cost to rebuild airport reserves. In addition to these grants, an additional \$1.7 million in federal and

state reimbursable grant funds is expected to finance the FY2025 capital program and \$42.1 million expected to finance the 5-year program (FY2025 - FY2029). Airport revenues will be used to pay any annual debt service requirements or local costs linked to these projects as necessary.

Grant Title	Grant Allocation
Coronavirus Aid, Relief, and Economic Security (CARES) Act	\$17,971,966
Coronavirus Response and Relief Supplemental Appropriation Act (CRRSAA)	\$1,008,311
American Rescue Plan Act (ARPA)	\$1,120,580
Bipartisan Infrastructure Law (BIL) FY2022	\$984,177
Bipartisan Infrastructure Law (BIL) FY2023	\$1,015,674
Bipartisan Infrastructure Law (BIL) FY2024	\$1,010,611
<b>Total Grant Funding</b>	<b>\$23,137,518</b>

## Airport Enterprise Fund Recent Accomplishments

Over the past several years, the Airport has been busy with significant change and implementing various tasks; meeting a multitude of Airport Strategic Plan goals. We have had the distinct opportunity of providing affordable, economic travel opportunities to/from Hyannis and other major destinations across the country for travel, tourism, and commuting opportunities for a large professional labor force. The 2018 Airport Strategic Plan<sup>1</sup> was the guiding force for the Airport's recent accomplishments as outlined below:

- ➔ Since 1999, the airport has leveraged over \$89.8M in grant funding to implement various airport safety, improvement and economic development projects as outlined in the tables provided. *(meeting all goals)*
- ➔ Implementation of several environmental enhancements "Gateway to Green" have helped reduce environmental impacts and offset carbon emissions within the community such as:
  - Implementation and installation of storm water treatment facilities in 2014;
  - Development of a 7 megawatt 20-acre solar array in 2014;
  - Upgrading airport street and parking lot lights to LED using Cape Light Compact's lighting program;
  - Execution of a 0.5 megawatt rooftop solar array system in coordination with Cape Air on two existing aircraft hangars allowing Cape Air to be a net zero electricity user in Barnstable and saving over \$1 million between 2010 and 2020;
  - Installation of 16 electric vehicle (EV) charging stations in 2020 and 2021 at various tenant locations;
  - Removal of a number of underground fuel storage facilities in 2017;
  - Installation of a centralized aircraft washing and deicing pad that drains to the Barnstable Wastewater Treatment Plant in 2017;



**20-Acre Ground Mounted Solar Array  
Cape Cod Gateway Airport**

- Instituting paper reduction in the Airport Administration Office by moving to a digital footprint in various processes and purchasing reusable items for in-office staff use in 2019;
  - Procurement of propane and battery operated-solar powered airfield mowers through the Massachusetts Department of Transportation – Aeronautics Division (MassDOT) Leading by Example Greenhouse Gas Reduction Initiative in 2020;
  - Continued execution of various Good Housekeeping Practices throughout the facility annually;
  - Planning for the installation of the first ever electric aircraft charging station; due to come online in 2024; and
- ➔ Became the only airport in the U.S. to be a recipient of the U.S. Department of Transportation's SMART Program Planning Grant ("Strengthening Mobility and Revolutionizing Transportation") in 2023 to connect aircraft, vehicles and buildings to a Smart Microgrid that uses renewable energy sources for power *(meeting all goals)*.
  - ➔ Negotiation of a new lease for a 26-acre parcel of airport managed land to WS Development (a.k.a K-Mart Plaza) to redevelop its retail footprint at The Landing at Hyannis *(diversify airport revenue streams)*.

<sup>1</sup> The 2018 Airport Strategic Plan has four main goals: to maximize general aviation activity at the Airport; diversify airport revenue streams; become a regional air transportation leader; and enhance the airport image and branding.

→ Rebranded, selecting a new name and logo that more recognizable beyond Massachusetts – Cape Cod Gateway Airport *(enhance the airport image and branding)*.



→ Hosted several aviation educational and community events “Cape Cod Gateway Airport Community Event Series” to entice our community to learn more about aviation and the airport *(maximize general aviation activity at the airport and enhance the airport image and branding)*. This included:

- Created the 2<sup>nd</sup> annual “Night at the Terminal” event , hosting scout troops for an airport sleep over with various aviation related learning activities;
- Organized a number of Federal Aviation Administration Safety Seminars (FAASteam) to local pilots – “Safer Skies Through Education”;
- Hosted the 3<sup>rd</sup> Annual “Southeastern Massachusetts Aviation Career Fair” in the airport terminal accommodating over 350 area students and providing them with the opportunity to meet and speak to over 45 aviation professionals; and
- Hosted several Young Eagles events. Young Eagles is a program created by the US Experimental Aircraft Association designed to give children between the ages of 8 to 17 an

opportunity to experience flight in a general aviation airplane.

- Held the 2<sup>nd</sup> annual “Festivities on the Flight Line” offering a unique

event setting on the airport ramp surrounded by static aircraft displays with great food, music and festive enjoyment of the airport;

- Showcased the 1<sup>st</sup> annual “A Great Day at the Gateway” event with various aircraft static displays, food and artisan vendors, military tributes, music and more;
  - Welcomed the 6<sup>th</sup> local high school student to our Aviation Internship Program!
- Supported our local communities allowing the Airport to be used for various events *(enhance the airport image and branding)*, including:

- Cape Cod Young Professionals Back to Business Bash – 2023 was the 6<sup>th</sup> year in which the airport was used for this event;
- 1<sup>st</sup> Electric Vehicle Car Show at the Airport;



**Monomoy High School Intern (Center) visiting and learning from the team at Atlantic Aviation**

- Arts Barnstable - Art at the Airport;
- We also accommodate a number of different non-profit entities on a year-round basis allowing them to use the facility free of charge for various meetings: the Cape Cod Concert Band and Brian Boru Pipe Band of Cape Cod for member practices; the Veterans of Foreign Wars Post 2578 and the Marine Corps League Cape Cod Detachment 125; the Coast Guard Auxiliary Division 11; and the Cape Cod and Islands Art Educators Association Art Program; WeCan

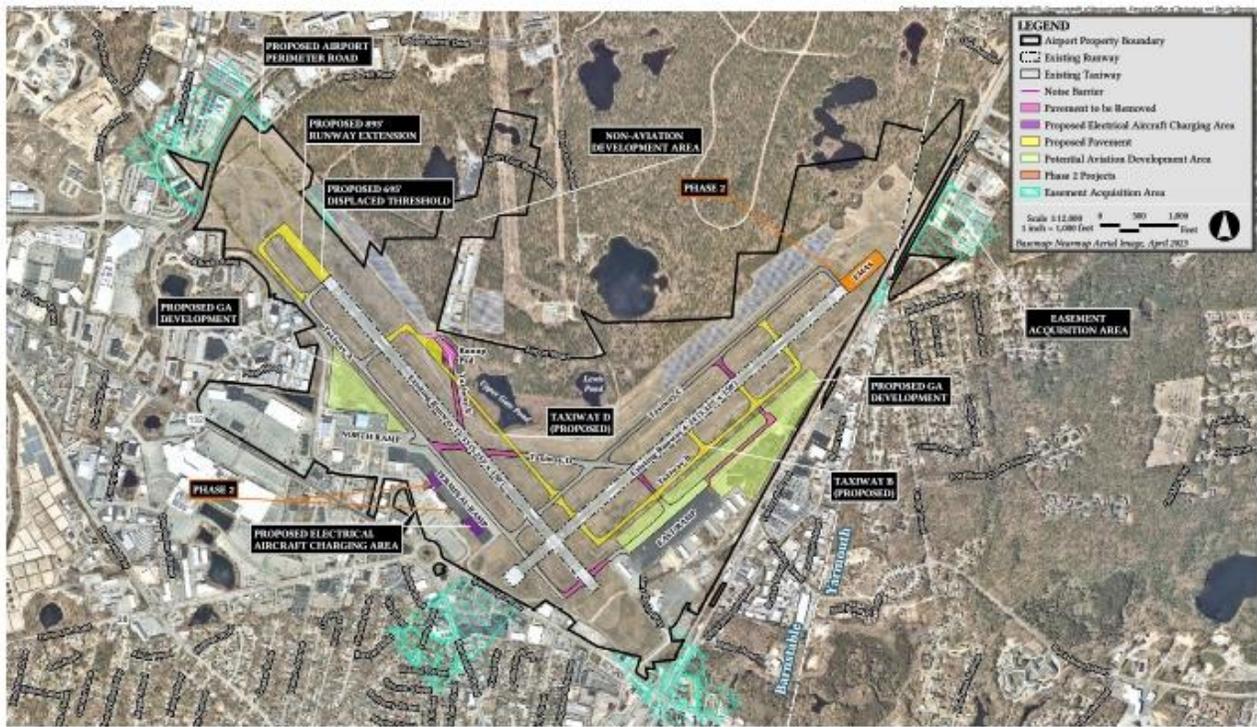


**Rooftop Solar Array – Cape Air Rented Facility  
Cape Cod Gateway Airport**

Empowering Women, and a variety of other functions and meetings.

- ➔ Completed an update to the Airport Rates and Charges to improve and update the airport's fee based financial structure (*diversify airport revenue streams*).

Master Plan. The environmental assessment process further analyzes community impacts associated with the projects presented for future development in the Airport master Plan. (*maximizes general aviation activity at the Airport, diversify airport revenue*



**Airport Master Plan Update Preliminary Development Plan**

- ➔ Continued working with the Massachusetts Air and Space Museum as they establish themselves on the Cape by offering terminal space to display aviation history. New terminal displays have been installed year-round to promote the museum and aviation. The museum continues to welcome guests in their temporary space on Main Street, Hyannis (*maximize general aviation activity at the Airport and enhance the airport image and branding*)
- ➔ Completion of the FAA required, Airport Master Plan Update; a comprehensive study of the facility that describes the short-, medium-, and long-term development plans to meet future aviation demand. (*maximizes general aviation activity at the Airport, diversify airport revenue streams, become a regional air transportation leader, and enhance the airport image and branding*).
- ➔ Embarked on the development of an Environmental Assessment/Environmental Impact Report, the next planning step after the completion of the Airport

*streams, become a regional air transportation leader, and enhance the airport image and branding*).

- ➔ Remained a collector of non-aviation related revenues from the airport's 6.669 megawatt (DC) ground mounted solar photovoltaic array. Revenues continue to exceed minimum annual guaranteed levels (*diversify airport revenue streams*).



**PFAS Mitigation Cap Installation**

- ➔ Continued to report, test, mitigate and monitor soils impacted by per- and polyfluoroalkyl substances (PFAS). Burning fuel from an aircraft accident relies on more than water to put out the flames. The FAA requires airports to carry chemical agents that are effective in smothering fuels and other onboard liquids

such as hydraulic fluids, and for decades the industry standard, and only approved chemical, has been

aqueous film-forming foams — known as

- AFFF. But the same chemicals that make it effective for fighting fires are also linked to contamination in drinking water.
  - In working closely with Massachusetts Department of Environmental Protection (MassDEP) Bureau of Waste Site Cleanup, the Airport was able to pinpoint the boundaries of our site where firefighting foam use had occurred within the 639-acre parcel. Two locations of approximately 2.25-acres (0.39%) were identified and confirmed with MassDEP after extensive groundwater and soils tests to contain PFAS. Mitigation of PFAS effected soils occurred by capping those soils and installing monitoring wells to monitor mitigation success.
- Continued maintenance and compliance with all Federal & State airport safety and certification requirements.
- Coming into our 10<sup>th</sup> year (2014 was the first flight) of major air carrier service with JetBlue Airways offering seasonal daily direct flights between Hyannis and New York City (JFK Airport).
- Partnered with American Airlines who recently announced that they are offering service from Cape Cod Gateway Airport starting June 2024 with direct flights between Hyannis and LaGuardia Airport (LGA Airport) and Washington’s Reagan International Airport (DCA Airport).

## **American Airlines adding flights to Hyannis, Nantucket, and Martha’s Vineyard in 2024**

The flights to Cape Cod and the islands begin in June.



# Airport Enterprise Fund Goals and Objectives

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

## Short-Term Goals:

1. Plan for (depending upon FAA and MassDOT Aeronautics Division funding availability) implementation of the following projects within the short-term 1-2 year development/planning horizon **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, Regulatory Process & Performance, and Infrastructure & Assets)**:
  - a. Hangar development.
  - b. Upgrade the Air Traffic Control Tower (ATCT) Heating, Ventilation and Air Conditioning System (HVAC).
  - c. Implement the Terminal Optimization Program (TOP) - planning phase.
  - d. Reporting, testing, and continued monitoring of PFAS soils - phase v reporting requirements.
  - e. Design and construct electric aircraft charging facility.
  - f. Replace various pieces of snow removal and landscaping equipment to meet federal aviation administration requirements.
  - g. Develop the airport's smart microgrid and implementation plan with additional renewable energy resources.
2. Continue investing in the development and implementation of several Airport Strategic Plan goals, objectives, and tasks. **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, Regulatory Process & Performance, Education, and Infrastructure & Assets)**
3. Continue working with "on-call" consultants on the 20-year airport preventative maintenance, repair, and replacement program for all airport-owned structures; and to include passenger terminal improvements to meet current demand for scheduled air carrier services. **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, Regulatory Process & Performance, and Infrastructure & Assets)**
4. Continue working with "on-call" airport environmental engineers and planners to plan a safe, efficient, and sustainable airport system and to maintain various permits, implement best practices for storm water pollution and prevention and continuing efforts in environmental stewardship and PFAS mitigation and monitoring. **(SP: Economic Development,**

## Environment and Natural Resources, Public Health and Safety, Regulatory Process & Performance, and Infrastructure & Assets)

5. Continue development of the airport marketing plan with focus on the airport's comprehensive marketing blueprint for a robust marketing and public relations plan that targets the airport's intended audiences, establishes a consistent and strong message, and spells out specific activities to communicate the airport's message and collective goals for the Airport Strategic Plan via various media outlets (quarterly newsletter, website, social media, and advertising). **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, Regulatory Process & Performance, Education, and Infrastructure & Assets)**
6. Continue on the success of our community relations providing general information about the airport, stories, educational materials, access to studies and meeting content, and continuation of the development of our community events **(SP: Quality of Life, Economic Development, Environment and Natural Resources, Public Health and Safety, Infrastructure & Assets, Regulatory Process & Performance, and Education)**

## Long-Term Goals:

1. Plan for (depending upon FAA and MassDOT Aeronautics Division funding availability) implementation of the following projects within the long-term 3-5 year development/planning horizon **Economic Development, Environment and Natural Resources, Public Health and Safety, Infrastructure & Assets, Regulatory Process & Performance, and Education)**:
  - a. Replace various pieces of snow removal and other equipment to maintain fleet and meet federal aviation administration requirements.
  - b. Design, construct, relocate and extend taxiway Bravo.
  - c. Design and construct terminal upgrades - Phase I - TSA hold room expansion/remodeling.
  - d. Design and construct reconstruction and re-alignment of taxiways Delta and Echo at Runway 15 end.
  - e. Design and acquire easements for the existing and future Runway Protection Zones (RPZs). The total project is estimated at \$13.5M and includes

- existing and proposed easements/acquisition (\$10M accounts for existing RPZs and \$3.5M accounts for proposed RPZs)
- f. Improve Jet-A Fuel Farm by installing additional aboveground tanks.
  - g. Extension of Runway 15-33
2. Improving General Aviation (GA) business facilities by building new/improving existing to meet the needs of general aviation demand and new marketing initiatives.
    - i. Improved utilization of the East Ramp and access points
    - ii. Improved restaurant access on-airport
    - iii. Improved aviation educational facilities
  3. Research and update the airport minimum standards. **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, Regulatory Process & Performance, Education, and Infrastructure & Assets)**
  4. Continue to develop marketing strategies to attract additional prospective air carriers and scheduled air charter services to meet the Cape's demand for air travel. **(SP: Economic Development and Infrastructure & Assets)**
  5. Diversify the airport's revenue stream by continuing to add to the Airport's revenue ensuring a continued and stable Enterprise Fund. **(SP: Economic Development and Infrastructure & Assets)**
  6. Serve as an integral component of the Cape Cod Transportation Plan and more effectively promote the use of all transportation modes to meet the regional demand for better transportation and parking services. **(SP: Economic Development and Infrastructure & Assets)**
  7. Continue working towards additional solar development at the airport and other "green" initiatives. **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, and Infrastructure & Assets)**

# Airport Enterprise Fund Budget Comparison

## Airport Enterprise Fund

Source of Funding	FY 2023	FY 2024	FY 2024	FY 2025	FY24 - 25	Change
Intergovernmental Aid	\$407,039	\$50,000	\$50,000	\$50,000	\$0	0.00%
Fines & Penalties		-	-	-	-	0.00%
Fees, Licenses, Permits		-	-	-	-	0.00%
Charges for Services	16,253,092	11,568,474	11,453,935	12,078,131	624,196	5.45%
Interest and Other	1,016,764	993,032	470,500	711,462	240,962	51.21%
<b>Total Operating Sources</b>	<b>\$17,676,894</b>	<b>\$12,611,506</b>	<b>\$11,974,435</b>	<b>\$12,839,593</b>	<b>\$865,158</b>	<b>7.23%</b>

Intergovernmental Aid	-	-	-	2,500,780	-	0.00%
Borrowing Authorizations	2,178,000	4,366,551	4,366,551	-	(4,366,551)	-
<b>Total Capital Sources</b>	<b>\$2,178,000</b>	<b>\$4,366,551</b>	<b>\$4,366,551</b>	<b>\$2,500,780</b>	<b>(\$1,865,771)</b>	<b>-42.73%</b>

<b>Total Sources of Funding</b>	<b>\$19,854,894</b>	<b>\$16,978,057</b>	<b>\$16,340,986</b>	<b>\$15,340,373</b>	<b>(\$1,000,613)</b>	<b>-6.12%</b>
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Direct Operating Expenses						
Personnel	\$2,155,348	\$2,260,685	\$2,283,520	2,475,926	\$192,406	8.43%
Benefits	206,338	\$239,568	241,988	267,537	25,549	10.56%
Operating Expenses	7,685,353	\$7,923,628	8,003,665	8,586,366	582,701	7.28%
Capital Outlay	36,910	370,000	370,000	404,000	34,000	9.19%
Debt Service	62,751					-8.35%
<b>Total Direct Operating Expenses</b>	<b>\$10,146,700</b>	<b>\$10,967,431</b>	<b>\$11,072,723</b>	<b>\$11,892,879</b>	<b>\$820,156</b>	<b>7.41%</b>

Indirect Operating Costs						
General Fund Staff	\$171,779	\$205,189	\$205,190	\$239,789	34,599	16.86%
Pensions	388,300	426,499	426,499	420,331	(6,168)	-1.45%
Audit & Software Costs	20,956	22,445	22,445	22,445	-	0.00%
Property, Casualty, Liability Insurance	199,578	213,931	213,931	234,051	20,120	9.40%
Workers' Compensation Insurance	200	93	93	1,295	1,202	1292.4%
Retirees Health Insurance	37,764		33,554	28,803		-14.16%
<b>Total Indirect Operating Expenses</b>	<b>\$818,577</b>	<b>\$901,711</b>	<b>\$901,712</b>	<b>\$946,714</b>	<b>\$45,002</b>	<b>4.99%</b>

<b>Total Operating Expenses</b>	<b>\$10,965,277</b>	<b>\$11,869,142</b>	<b>\$11,974,435</b>	<b>\$12,839,593</b>	<b>\$865,158</b>	<b>7.23%</b>
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Capital Improvements Program		4,593,444			(461,044)	-10.04%
<b>Total Capital Expenses</b>	<b>\$3,287,000</b>	<b>\$4,593,444</b>	<b>\$4,593,444</b>	<b>\$4,132,400</b>	<b>(\$461,044)</b>	<b>-10.04%</b>

<b>Total Expenses</b>	<b>\$14,252,277</b>	<b>\$16,462,586</b>	<b>16,567,879.00</b>	<b>\$16,971,993</b>	<b>\$404,114</b>	<b>2.44%</b>
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<b>Excess (Deficiency) Cash Basis</b>	<b>\$5,602,618</b>	<b>\$515,471</b>	<b>(\$226,893)</b>	<b>(\$1,631,620)</b>	<b>(\$1,404,727)</b>
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Beginning Certified Free Cash	<u>\$ 7,880,334</u>	<u>\$ 13,482,952</u>	<u>\$13,998,423</u>
FY 2024 Projected Excess (Deficiency)		<u>\$ 515,471</u>	
Ending Projected Certified Free Cash	<u><u>\$13,482,952</u></u>	<u><u>\$ 13,998,423</u></u>	<u><u>\$12,366,803</u></u>

### Summary of Budget Changes

Direct operating expenses for the Airport’s proposed FY 2025 budget are decreasing \$820,156 or 7.41% from the approved FY 2024 budget. Most of the increase in the proposed budget comes from operating costs associated with jet fuel purchases for resale. Personnel costs proposed are increasing 8.43% and benefits are increasing 10.56%. Capital outlay request includes maintenance for various airport facilities and asset maintenance.

## Airport Enterprise Fund Budget Reconciliation

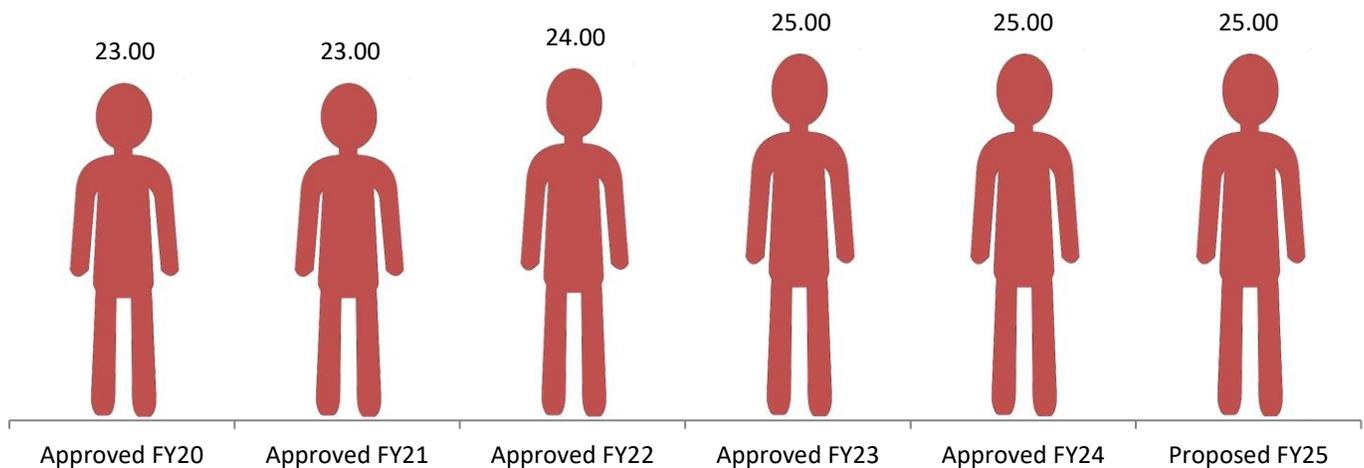
Job Title	FY 2022	FY 2023	FY 2024	Change
Administrative Financial Assistant	1.00	1.00	1.00	-
Aircraft Rescue Fire Fighter	1.00	1.00	1.00	-
Airport Manager	1.00	1.00	1.00	-
Assistant Airport Manager	1.00	1.00	1.00	-
Assistant Operations Supervisor	1.00	1.00	1.00	-
Custodian	2.00	2.00	2.00	-
Executive Assistant to Airport Manager	1.00	1.00	1.00	-
Financial Analyst	1.00	1.00	1.00	-
Laborer Craftsperson	1.00	1.00	1.00	-
Maintenance Supervisor	1.00	1.00	1.00	-
Maintenance Technician	3.00	3.00	3.00	-
Mechanic Welder	1.00	1.00	1.00	-
Noise Abatement Officer	1.00	1.00	1.00	-
Operations Specialist	7.00	7.00	7.00	-
Operations Supervisor	1.00	1.00	1.00	-
Project Manager/Airfield Supervisor	1.00	1.00	1.00	-
<b>Full-time Equivalent Employees</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>-</b>

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
<b>FY 2024 Approved Budget</b>				<b>\$11,974,435</b>	
Contractual Obligations Net of Staff Turnover	217,955	-	-	<b>217,955</b>	-
Change in Indirect Costs	(35,637)	54,719	-	<b>19,082</b>	-
Adjustments to Operating Expenses		608,621		<b>608,621</b>	
One-Time Charges	-	-	(370,000)	<b>(370,000)</b>	-
Debt Service	-	(14,500)	-	<b>(14,500)</b>	-
<b>FY 2025 Budget Changes</b>					
1. Operating Capital Improvements			404,000	<b>404,000</b>	
<b>FY 2025 Proposed Budget</b>	<b>\$182,318</b>	<b>\$648,840</b>	<b>34,000</b>	<b>\$12,839,593</b>	<b>-</b>

**1. Airport Facilities and Vehicle Improvements** – The Airports maintains several buildings with the youngest being constructed in 2011 and the oldest constructed in the 1950s. This funding would support maintaining and improving existing assets and to support equipment upkeep. Additionally, to be in alignment with its Business Plan, the airport must maintain facilities in good working and attractive order to appropriately serve the community and the traveling public. The Airport maintains several pieces of equipment to maintain airport grounds, buildings, and other equipment and to meet Federal Aviation Regulations and to maintain the airport facility. This funding would support the replacement of one gas powered vehicle with an all-electric vehicle and associated charging. The replacement would meet the Airport’s initiatives to reduce greenhouse gases by incorporating more efficiently powered equipment into our fleet when able. It will also reduce the expense of feeding this vehicle with fossil fuels. Failure to purchase such equipment will not allow the airport to meet greenhouse gas reduction initiatives.

## Airport Enterprise Fund Factors Affecting FTE's

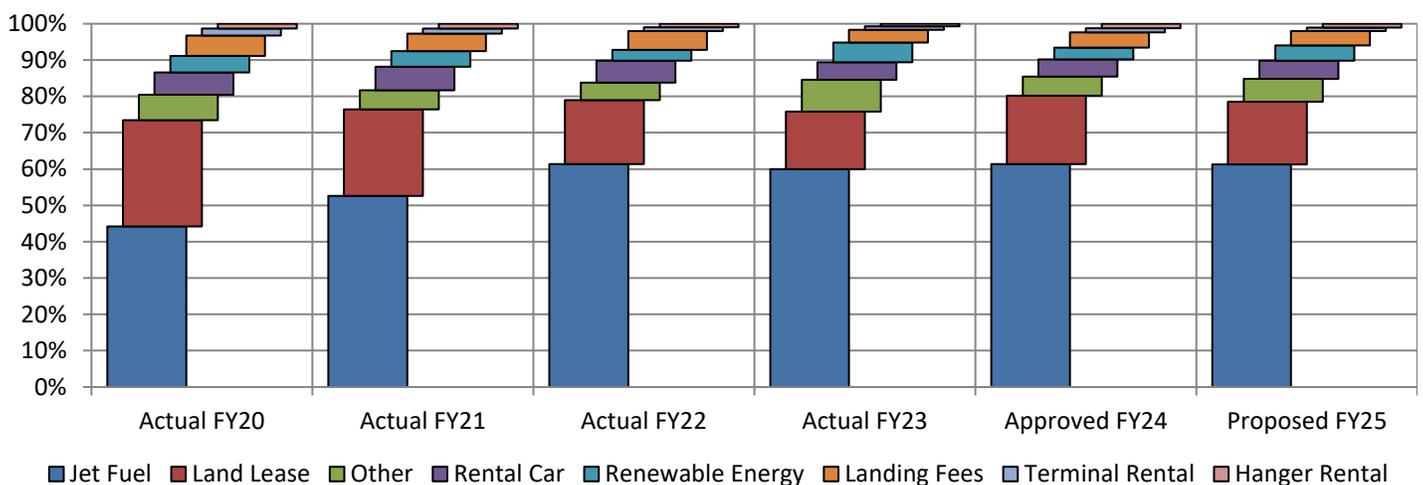
Full Time Employee History



Full-time positions have remained level funded until FY 2022, in which an Airport Operations Specialist position was reintroduced in FY 2022 to return the Operations Department to FY 2016 full time equivalent (FTE) numbers (10 FTEs) and to cover staffing shortfalls in the Airport Operations Department.

## Airport Enterprise Fund Factors Affecting Revenues

Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Airport activities are financed primarily through jet fuel sales, airport land lease fees, renewable energy, rental car concession fees, passenger traffic, vehicle parking, and other user fees collected from recreational, corporate, and commercial airlines and concessionaires as well as emerging non-aviation revenue sources. Jet fuel sales and land leases are the highest revenue producers for the Airport and collectively account for approximately 70% to 80% of the airport's revenues. Jet fuel revenue depends upon the price of fuel and gallons sold in a given year, but it is also the highest expense item (Jet fuel purchases for resale). Land leases are the second highest revenue generator for the Airport with aviation user fees being in the top 5 revenue producers.

The decline in passenger and aircraft operations continues to be of a concern and has a financial impact on the airport's revenue; however, with implementation of various goals, objectives and tasks of the 2018 Airport Business Plan and Marketing Plan, the airport is seeing expanding diversification in our revenue portfolio with "diversify airport revenue

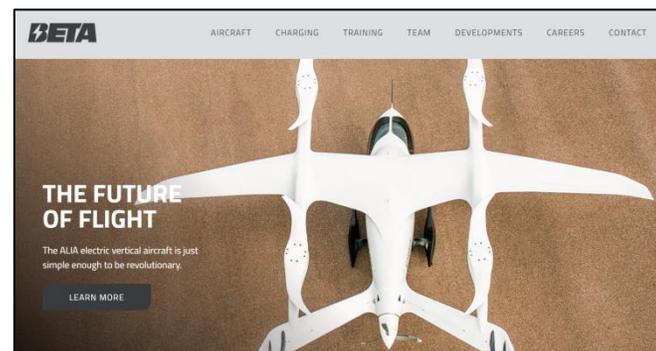
## Airport Enterprise Fund Factors Affecting Revenues (Continued)

streams” being one of the four pillars of the Plan. Diversifying the airport revenue stream is one of the highest priorities of the plan allowing the airport to remain self-sufficient and diversified enough to weather any impact, especially with the fluctuations in passenger air carrier activity. A more equal diversification between aviation and non-aviation revenues is paramount to the Airport’s success. The lease of a 26-acre Airport property, commonly known as *CapeTown Plaza* but renamed *WS Landing at Hyannis*, for retail/non-aviation use provides a positive increase in the Airport budget. The Airport continues to collect from other non-aviation revenue sources within this budget such as non-aviation related land leases for vehicle parking, facility rental fees for events in the terminal and other non-aviation related sources of income such as airport advertisement. The Airport embarked on the expansion of Mary Dunn Way in 2022 using funds allocated from the Coronavirus Aid, Relief, and Economic Security (CARES) Act; a project that opens the eastside of the airport for aviation related development, of which there is significant interest and new hangar development, is underway.

The airport is still experiencing decreases in passenger traffic. There are a number of contributing factors however, the majority of flights to/from the Airport are to the Islands of Nantucket and Martha’s Vineyard, and a significant loss in passenger traffic between Hyannis and the islands is attributed to the lower cost and trip frequency of the high-speed ferries now in operation; a good alternative travel option for our community as a region but an effect on the airport nonetheless. The Airport continues to communicate with potential airline partners as part of the 2018 Airport Business Plan and Marketing Plan goal of “become a regional air transportation leader”. Management has attended various conferences designed to develop those partnerships and is seeking to hire airline marketing consultants in FY 2023 to assist in implementation. Regardless of the declines, JetBlue seasonal service has been a boost in passenger traffic and continues in its 9th successful year and has also added additional daily flights to LaGuardia Airport in 2023.

During the past several years and as an effect on the industry due to the COVID-19 pandemic in which many travelers transitioned to private aircraft, the airport has experienced a major increase in corporate travel and jet fuel sales.

Between FY 2020 and FY 2022, fuel sales increased per gallon sold by 58% (938,939 gallons sold in FY 2020 versus 1,489,528 gallons sold in FY 2022). Although fuel sales are more difficult to project due to the volatility in wholesale prices and the cyclical trends in the aviation industry, the airport will continue to diversify its revenues. One such possibility is through the advent of electric aviation. Although it will be some time before the corporate aviation sector is affected, the airport is actively seeking opportunities to generate revenue under this new and emerging changing industry and greener fuel source.



**Electric Aviation is Here!**

**(photo of BETA’s ALIA Aircraft, designed and in operation by this Vermont-Based company)**

In 2023, Cape Cod Gateway Airport was the only airport in the nation to be awarded one of the 59 grants as part of the U.S. Department of Transportation’s “Strengthening Mobility and Revolutionizing Transportation” (SMART) Program to

complete a planning study to connect aircraft and vehicles to a Smart Microgrid developed at the Airport. A Smart Microgrid would generate and distribute reliable power At Cape Cod Gateway Airport to reduce emissions and increase energy independence for aircraft and vehicles while supporting a disadvantaged community.

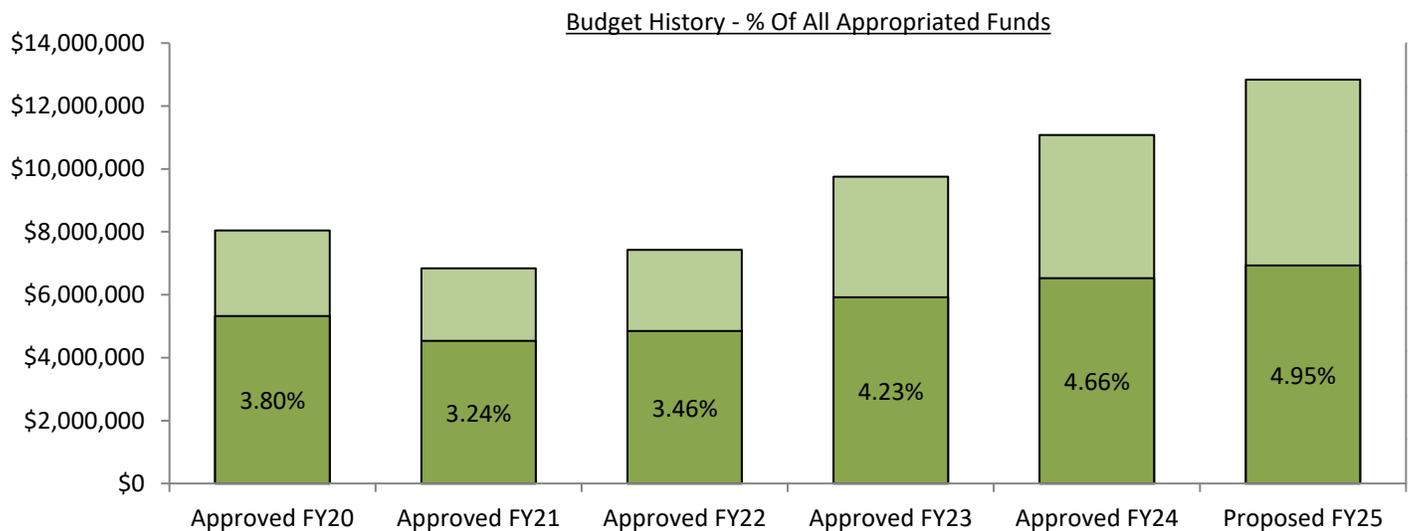
The Airport also continues to monitor its fee structure on a more regular basis with modifications implemented in FY 2017 allowing the Airport to collect fees that are more comparable to other nearby airports with updates in FY 2019, FY 2021 and FY 2023. Fee increases in landing, aircraft parking, and cargo fees have shown increasing trends and have

## Airport Enterprise Fund Factors Affecting Revenues (Continued)

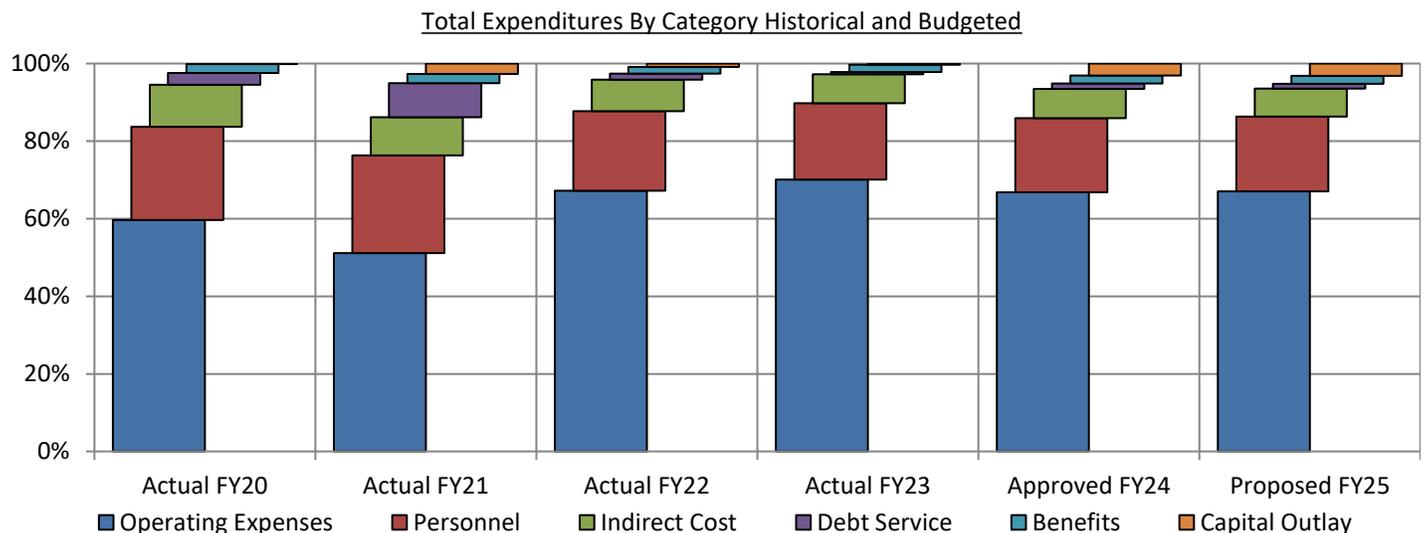
proven to make a difference in this budget. The modifications in such user fees will contribute towards repaying bonds issued to construct various facilities and other approved airfield improvements.

As indicated previously, the receipt of federal funding via recent grants awarded to the Airport totaling over \$21 million dollars has enabled the airport to implement a number of Business Plan and Marketing Plan goals, fund the majority of the Airport’s local share of capital improvements as well as cover operating costs enabling the Airport to rebuild its cash reserves. In FY 2022 the certified Airport cash reserves were \$8,878,844, a significant increase from FY 2019 (\$2,761,211); increasing by 221%! With a total 5-year capital plan (FY2024 - FY2028) of \$34 million such reserves will assist the Airport in funding our local share of needed improvements. It is anticipated that \$33 million of the \$34 million estimated will be funded via federal and state reimbursable grant funds. Airport revenues will be used to pay any annual debt service requirements or local costs linked to these projects as necessary.

## Airport Enterprise Fund Factors Affecting Expenses



This operation has ranged between 3.24% to 4.95% of all appropriated funds over the last six years.



Expenses associated with personnel, operations, and maintenance will rise in response to projected increases in inflationary costs and union contracts. The annual loan payment for general obligation bonds issued to construct the

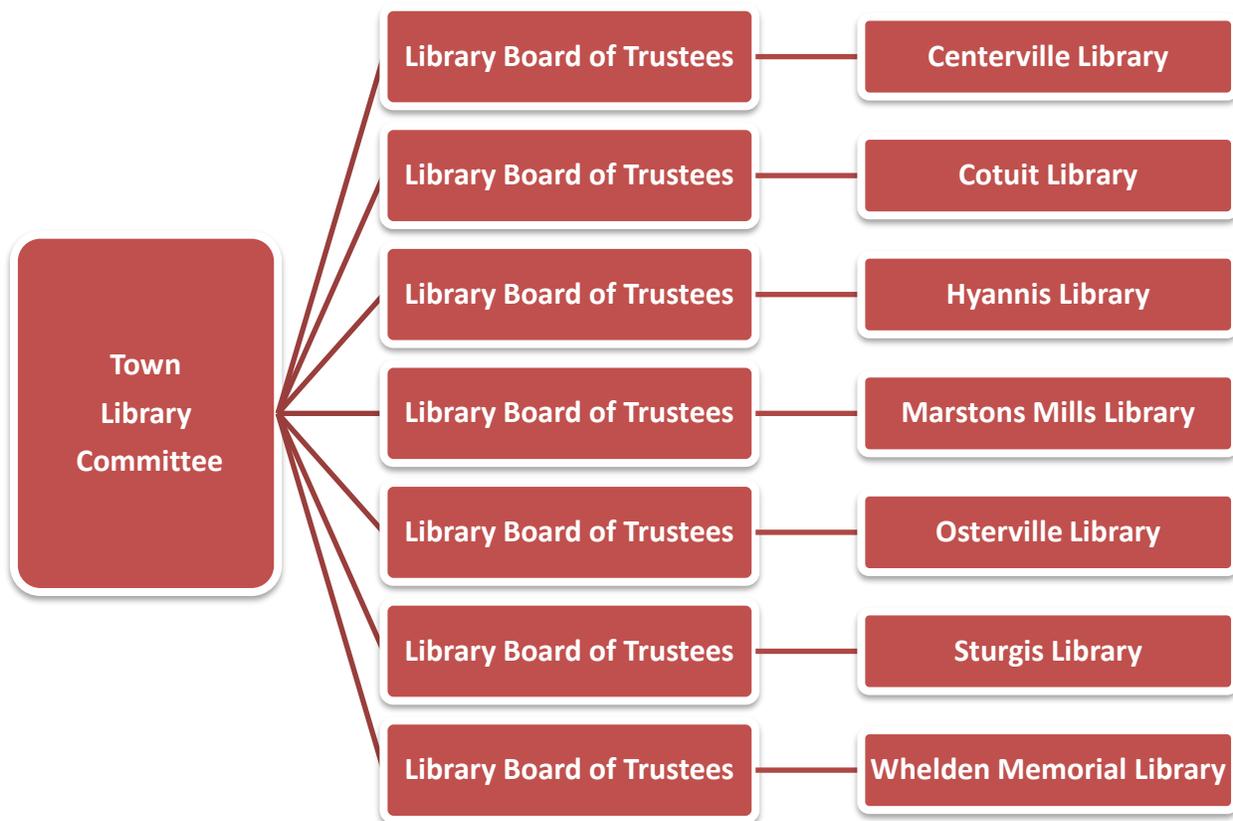
new terminal is included in the budget as well as new debt service for the new fuel farm, the East Ramp construction project, and the taxiway Alpha reconstruction project; however, one callable bond was paid off with use of the CARES Act grant in 2022, saving the Airport over \$87,000 in finance payments. Other factors affecting this budget include an increasing need to replace safety, maintenance, and emergency equipment; and to perform required preventative maintenance repairs to existing buildings and airfield facilities in the operating capital budget. Increases have also been experienced in training fees to meet federal aviation requirements and marketing and development fees to implement various goals, objectives and tasks of the 2018 Airport Business Plan and Marketing Plan.



# TOWN PUBLIC LIBRARIES

## Purpose Statement

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



*The Town Libraries are not departments within the Town of Barnstable government, but are seven independent organizations each with their own Boards of Trustees. The Town has traditionally provided a portion of the libraries' operating funds in the form of grants, but has no administrative oversight of their operations and management of the libraries. The grant is included in the "Other Requirements" section of the Town's General Fund operating budget.*

## **Library Description of Services Provided**

Individuals, schools, organizations, and businesses within towns belonging to the CLAMS network are provided free access to library materials and services. Each of the seven libraries within the Town of Barnstable: Centerville Public Library, Cotuit Library, Hyannis Public Library, Marstons Mills Public Library, Osterville Village Library, Sturgis Library (Barnstable), and Whelden Memorial Library (West Barnstable) have distinct specialties, but all have committed themselves to providing the following programs and services:

### **Popular Materials Program**

- As popular materials centers, the Barnstable libraries provide residents with collections of current high demand, high interest materials for reading, listening and viewing. Books, periodicals, non-print materials and electronic and online resources are available at each of the libraries, as are programs and workshops for adults, young adults and children, story hours, film series, book talks, community issues forums, speaker series and humanities programs.

### **Formal Educational Support/Independent and Lifelong Learning Program**

- The libraries support individuals in their search for personal and work-related information, including materials on self-improvement, career development, health and nutrition, cultural interests, consumer topics, hobbies and family concerns. The joint collections of the seven libraries provide a wide range of subject materials in a variety of formats geared to all ages and reading abilities. The libraries offer assistance to local private and public schools, colleges, day-care centers, training and literacy programs, adult continuing education classes, senior centers, and homeschoolers. The seven village libraries work together to provide home and in-library access to online resources, databases and research tools to enhance their print and non-print resources, including eBooks, magazine and newspaper databases and indexes, language learning tools, online reference resources and self-paced independent learning courses.

### **Reference and Information Services**

- The libraries provide timely, accurate, and useful resources for community residents of all ages in their pursuit of information. The libraries promote walk-in, telephone, email reference services, and assist researchers with in-depth studies. The reference and information services are provided by professional information specialists, via interlibrary loan, and through resource sharing provided through the CLAMS Network, the Massachusetts Library System, and the Commonwealth Catalog.

### **Community Activities and Programs**

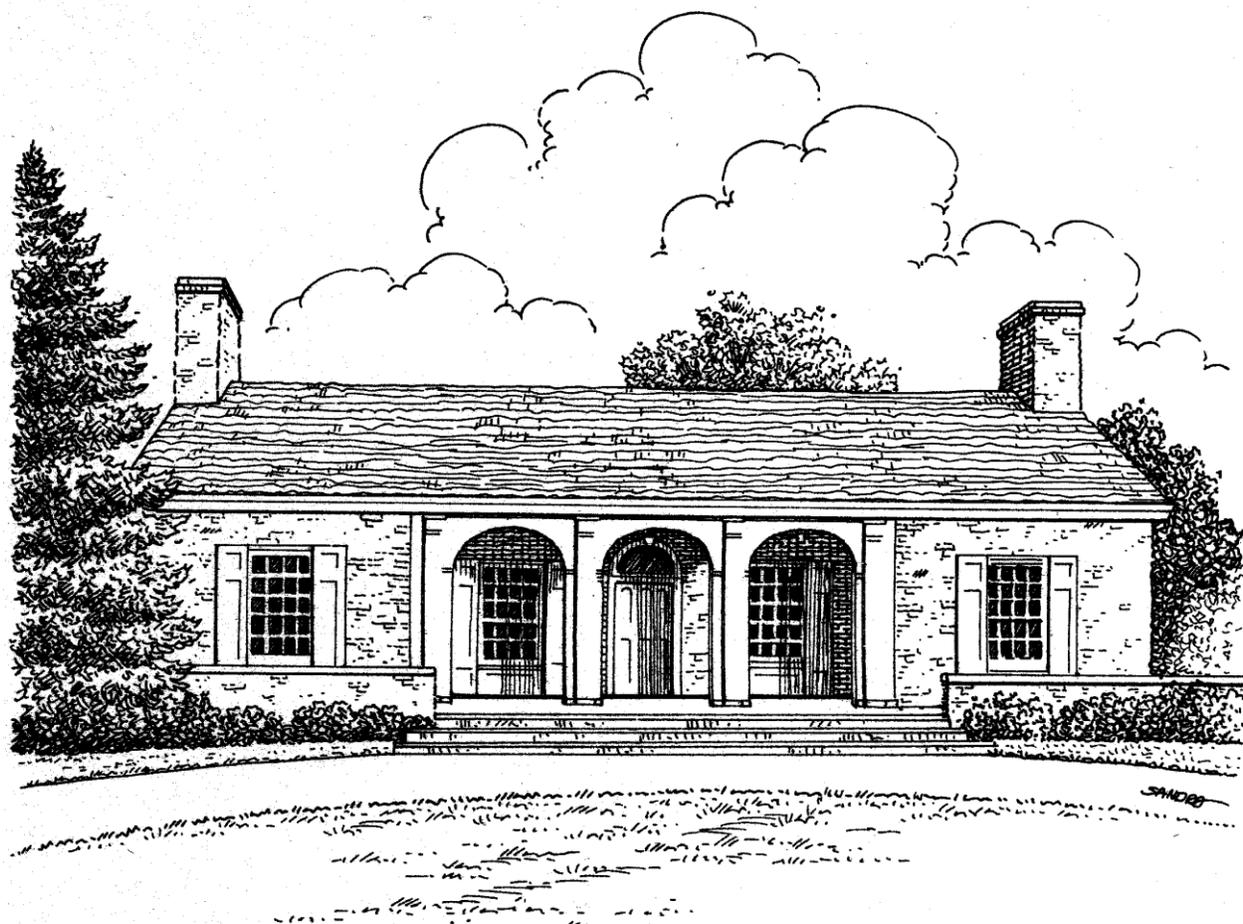
- The libraries serve as centers for community activities by making materials, facilities, and equipment available in support of the social, cultural, and recreational activities of community groups and by co-sponsoring events with other community organizations. Use of the libraries for meetings and exhibits is encouraged and promoted. The libraries support small and large group gatherings of all kinds.

# CENTERVILLE PUBLIC LIBRARY

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## Purpose Statement

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



## Centerville Library Recent Accomplishments

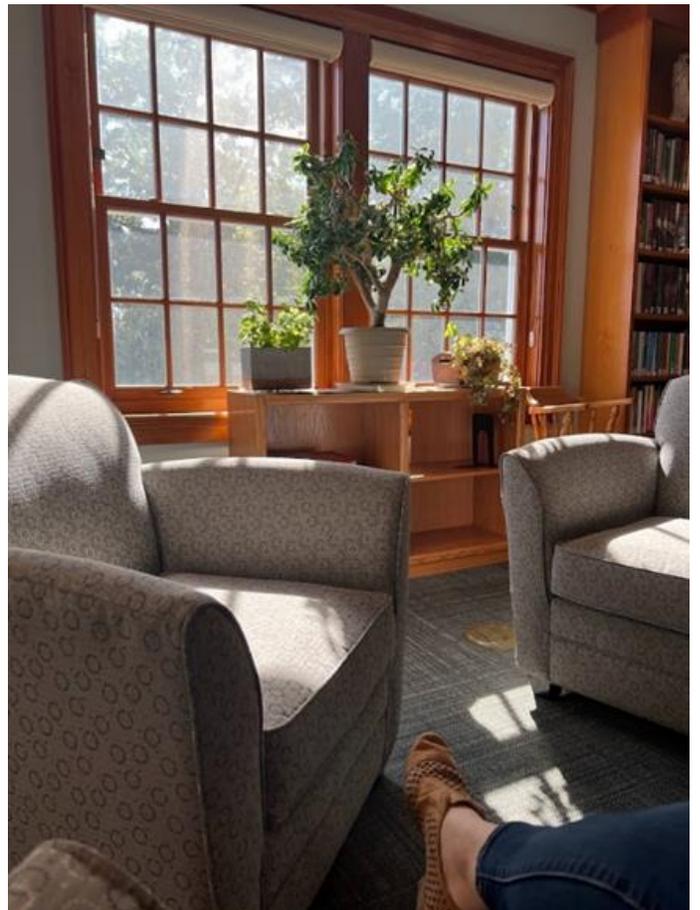
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- ✓ A committee that included several trustees, the library director, and two staff members worked with a graphic design artist to create a logo that would represent our past as well as our vision for the future. After much research and many meetings, we chose to highlight the geraniums blooming in our window as a nod to the past - as the geraniums have been in the window for years. They also represent growth and a symbol of our future. Our new logo includes the tag line *Growing Together*.
- ✓ Completed a long-range strategic plan to set actionable goals for the library to meet the changing needs of all our patrons. Through the strategic planning process, we discovered opportunities for improvement and ways in which we consistently succeed in serving the community. This year we focused on several initiatives including safety improvements to our facility.
- ✓ The library held critical fundraisers throughout the year and included an annual appeal mailing, mini golf event, the Alice Williams Bookstore, holiday Greens Sale, February Jewelry Sale, the Brick Memorial Walkway and various item sales such as coffee mugs, coloring books, LEGO kits, book bags and coin purses.
- ✓ Awarded several generous grants to supplement our operating budget, improve our services and building, and fund informative and educational programs for our patrons.
- ✓ Conducted ongoing extensive collection management evaluations to better meet the needs and preferences of all user groups, and to provide the most relevant and up-to-date materials. Materials are selected based on patron requests, use and needs, and to ensure diverse and marginalized perspectives are represented.
- ✓ In addition to our featured events and programs, our recurring programs are very popular in the library and take place on a weekly and/or monthly basis. These programs include Knitting groups, Men's Group, Women's Group, ESL Classes, Spanish Classes, Yoga, Pilates, Book Clubs, and Storytimes. Our focus has been on creating intergenerational programming to bring all ages together, and to create a space where isolated older adults can socialize.
- ✓ We provided essential services that included delivery to homebound patrons, access to 24/7 Wi-Fi, hotspots, computers, quality in-person, virtual and hybrid programs for patrons of all ages, technical support for digital literacy, reference services, print materials, electronic materials, DVDs, online and print newspapers, periodicals and access to research databases.
- ✓ We continued to focus on building community partnerships. The library participated in Centerville Old Home Week, the Centerville Christmas Stroll, held a Gift Drive for Dept. of Children and Family's Family to Family and a Veterans Food and clothing Drive for the Cape & Islands Veterans' Outreach Center. In addition, we collaborated with over 20 local organizations.
- ✓ Our Youth Services Department continues to offer year-round programming that includes 4 storytimes per week, Tales for Tails (reading to shelter animals at the MSPCA), LEGO Club, Neurodivergent Social Group, and monthly take-and-make crafts and story walks. We collaborate year-round with the MSPCA, Barnstable Public Schools, Sturgis Charter School, preschools, and the Companion Animal Program. Every spring, we host field trips for all grades (K-3) from Centerville Elementary School and offer annual carnival for kids on Sturgis High School's Senior Service Day.

# Centerville Library Goals and Objectives

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

- 1. Library Board and Funding** - The Library Board of Trustees will continue to ensure long-term sustainability for the library through continued governance and funding development.
- 2. Communication** – Continue to educate patrons and the community about library services and programs available to them in Barnstable and across the cape. Understand and connect with the community and meet the changing needs of all our patrons.
- 3. Collection** – Focus on expanding our multicultural/multilingual collection by adding many new titles in Spanish, Portuguese and Russian. Continue to acquire materials based on patron requests, use and needs.
- 4. eMaterials** – Continue to develop our collection of eBooks, e-Audiobooks, and Low Vision collections including Large Print Books and Audiobooks.
- 5. Youth Services** - Continue to provide a safe and engaging space for families and teens where all can experience learning, exploration and connection.
- 6. Staff Development** – Offer a selection of educational classes for staff development in various topics such as Team Building, Reader's Advisory Services, Digital Literacy, First Aid, Mental Health Training, Implicit Bias, Diversity Equity and Inclusion.
- 7. Adult Services** - Continue to cultivate a safe and welcoming space to access information and enhance lifelong learning. We will expand our services to support opportunities for education, entertainment, growth and community engagement.
- 8. Programs** – Increase the number of intergenerational programs to bring all ages together and continue to focus on isolated older adults and create a space where they can socialize.



*Centerville Public Library*



## Centerville Library Description of Services Provided

Centerville Public Library has been the heart and soul of our village community, generation after generation, for almost 150 years. In 1869, local residents established the Centerville Public Library Association and provided books for the village along the shelves of the general store. Over the years, the library has become the center of community life thanks to the generous support of our donors, volunteers, and devoted patrons.

Centerville Public Library is a vibrant, active library known for its warm, welcoming environment and the staff who consistently offer exemplary customer care. The library's collection, innovative programming, excellent service, and annual events attract both summer visitors and local residents of all ages. The Alice Owen Williams Bookstore, managed and run solely by volunteers, boasts a well-organized collection of fiction, nonfiction, DVDs, and CDs for patrons of all ages.

Special services include on-going weekly and monthly programs, technical assistance, public computers, faxing, printing, photocopying, wireless access, digital literacy support, and homebound delivery. We engage our patrons through mailings of our Annual Report, quarterly newsletters, and ongoing publicity to newspapers, radio stations, email, and popular social media platforms. We also provide meeting space and outreach to local organizations and town officials.



**Centerville Public Library**

### Summary of Budgets & Positions (FTE's)

Expenditure Category	Actual FY 2023	Approved FY 2024	Projected FY 2025
Library Funding	\$174,912	230,438	TBD
Town of Barnstable	\$381,540	\$394,894	\$417,712
<b>Total</b>	<b>\$556,452</b>	<b>625,332</b>	<b>TBD</b>

Positions	FY 2023 Actual	FY 2024 Proposed
Full Time	2.0	2.0
Part Time	5.5	5.5
<b>Total FTE's</b>	<b>7.5</b>	<b>7.5</b>

## Centerville Library Workload Indicators

Description	Actual FY 2023	Estimated FY 2024	Projected FY 2025
Circulation	134,949	135,000	140,000
Items in Collection	93,726	95,000	100,000
Hours Open	2,132	2,132	2,132
Programs Offered	657	675	700
Program Attendance	10,295	10,500	10,700
<b>*Collection data reflects system-wide e-book holdings</b>			

# COTUIT PUBLIC LIBRARY

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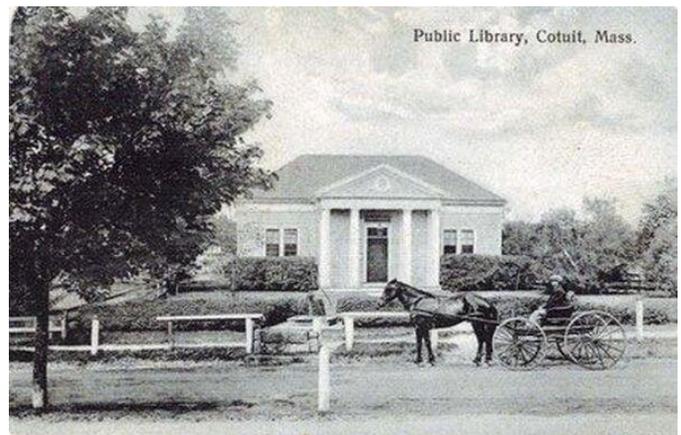
## Purpose Statement

Founded in 1874, the Cotuit Library's mission is to enhance village life by providing a place where community gathers, and all individuals achieve personal growth. The Cotuit Library Association provides and promotes open and equal access to the Library's resources and services in order to support life-long learning, advance general and technical knowledge, encourage creativity, strengthen our Town and the broader Cape Cod community, assist with the adaptation to new technology, and enhance individual quality of life.



## Cotuit Library Recent Accomplishments

- ✓ Gathering community and stakeholder feedback, Cotuit Library drafted and submitted a new Strategic Plan that will span FY25-FY29.
- ✓ Cotuit Library continued with a third year of our seasonal staffing model, increasing the number of positions during the summer, and refining the staffing model off-season to provide enhanced patron services at key times.
- ✓ The library welcomed Julie Thomas as our Children's Programming and Outreach Coordinator.
- ✓ Cotuit Library was awarded myriad grants that have and will continue to enhance our library programs and services and help us fulfill our mission.
  - The Massachusetts Cultural Council included Cotuit Library as part of its Cultural Investment Portfolio, continuing a stream of funding for creative programming.
  - The Kirkman Trust Fund of the Town of Barnstable granted funds to Cotuit Library to support the purchase books, e-books, and technology.
  - The Friends of the Cotuit Library and a private donor contributed matching grants to support further renovations in and programmatic support for our Children's Room.
- ✓ Phase I of our Children's Room Renovation Project was completed in June 2023. New paint, furniture, toys, and books were added to the room. Patrons have been very pleased and excited by the improvements. We launched Phase II of the project with a very generous donation of \$5,000 from the Friends of Cotuit Library.
- ✓ Cotuit Library offered many popular programs and events for adults, young adults and children including health and wellness offerings, new social clubs, and a new Music and Movement program for children.
- ✓ We hosted the second annual Cotuit Harvest Festival, drawing hundreds of families for a day of live music, activities for children, local food, and community engagement. This event was supported by a Tourism Mini Grant from the Town of Barnstable, enabling us to advertise and expand our reach for the event, bringing in families from off Cape.
- ✓ Our technology help sessions have been very robust and we now have multiple staff members that are able to assist patrons with their personal devices.
- ✓ Cotuit Library had successful annual fundraisers including our *Private Gardens of Cotuit* tour, and this year's *Cotuit Cornhole Tournament* which enable us to continue fulfilling our mission of providing a community gathering place.
- ✓ Cotuit Library's current programs and events are focused on community building, early childhood literacy, social wellness for adults, and family engagement.
- ✓ Cotuit Library is preparing to celebrate our 150<sup>th</sup> anniversary in 2024, and we are compiling a great list of programs and events.



# Cotuit Library Goals and Objectives

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

1. Provide high quality, comprehensive library services to the community by sharing, promoting, cooperating with, and celebrating the achievements, resources and programming together with all six other Barnstable libraries. **(SP: Education, Communication, Finance)**
2. Implement a comprehensive strategy to reach and engage children, parents, and intergenerational families that includes expanded offerings of non-print children's materials; vibrant programming; and rejuvenated and accessible spaces to fulfill a broad range of needs, thus encouraging library visitation and support. **(SP: Education, Communication, Finance)**
3. Strengthen the stewardship of our physical plant by refining our building maintenance plan. Evaluate our energy efficiency, refresh indoor and outdoor library spaces as needed to encourage patron access and use, promote materials circulation, and increase health and wellness offerings to reinforce our library's role as a lively village center and community meeting place. **(SP: Education, Communication)**
4. Refine and implement a holistic approach to library funding that clearly articulates the value of Cotuit Library in order to energize donors, encourage robust philanthropy, pursue new and sustainable sources of private and public support, and create worthwhile earned income opportunities. **(SP: Finance)**
5. Collect, analyze, and interpret data regarding in-person and online library use to strategically increase library visitation, materials access and circulation, and provision of community services through targeted efforts and increased visibility. **(SP: Communication, Finance)**
6. Install digital monitoring equipment in the storm water bio retention garden, and form partnerships with schools and other community groups to create extensive formal and informal science programming for all ages. **(SP: Education, Environment and Natural Resources)**

## Cotuit Library Description of Services Provided

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Cotuit Library is grateful to its hardworking staff, Board of Trustees, the Friends of Cotuit Library (our key organization for community volunteers), and to all of our patrons, neighbors, and supporters who ensure that our library remains the heart of the community all year.

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

The Cotuit Library is the 'heart-of-the-village,' both physically and in spirit. We provide a full range of essential library services to people of all ages, lending fiction, non-fiction and audiovisual material, offering reference and technological services, providing free Internet and wireless access and creating programs for children and adults. The Library supports the research of several local authors, provides a safe and quiet environment for support groups to meet, and continues to be an important community center and meeting place for a variety of volunteer and civic organizations. Increasingly, the Library is the space residents turn to for training in the use of a variety of technologies, including e-readers, computers, tablets and cell phones, all of which are used to access information. The Library runs a number of outreach and embedded programs in the community to support all forms of literacy and community connection, and will continue to develop new services to meet our patrons' needs, particularly for those who require special assistance.

## **Cotuit Library Description of Services Provided (Continued)**

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### **Characteristics and Specializations**

Cotuit Library focuses on being a neighborhood nexus—a safe and welcoming place for individuals to meet and form community. Acting as a year-round meeting space for local community organizations, we are pleased to provide gathering space for the Cotuit Civic Association, the Historical Society of Cotuit and Santuit, the Cape Cod Writers' Club, and our Precinct's Town Councilor. We are always eager to be a place for local book, game, and hobby groups to gather.

Cotuit Library facilitates access to a range of health and wellness services, and provides information for seniors, as well as community space for therapy group sessions, and free blood pressure clinics. Cotuit Library encourages everyone to pursue personal growth and assists people of all ages in the development of traditional and digital literacy skills. As such, we provide accessible options for all our materials, programs, and services with assistive devices such as a wheelchair lift to all floors, ADA-compliant restrooms, digital magnifiers and low-vision aids including access to Perkins School for the Blind's library and reading devices. We also offer homebound delivery and outreach programs to local family homeless shelters and other local groups and schools.

Our technology services include one-on-one computer training and e-reader classes. We have the latest hand-held mobile devices for in-Library use, and internet-ready public access computers with wireless access throughout the building. We also offer a scanner/printer/photocopier and a fax machine for use by the public.

Cotuit Library offers popular titles and materials that focus on current topics of interest, as well as rich collections of vintage mysteries and classic science fiction. In addition, we hold specialized collections such as the Fine Arts Collection, the Peck Maritime Collection, and the Kirkman Collection of Rare Books. The Library focuses on engaging our adult community with frequent programs and groups including four monthly book discussions, educational luncheons hosted by the Friends of the Cotuit Library, weekly handcrafts, card games, board games, music concerts, movie and documentary showings, crafts, and talks with authors and other guest speakers.

Cotuit Library has an active children's department with thematic story hour throughout the week and many seasonal and summer reading activities. We offer dynamic STEM programs for children and families and a popular Astronomy Program featuring high-powered telescopes for public borrowing.

### **Collaborative Efforts**

Cotuit Library has been part of many successful collaborations during the last year including

- The creation and implementation of the Cotuit Harvest Festival, which brings together multiple local community organizations including the Cotuit Fire Department, the Association to Preserve Cape Cod, the Historical Society of Santuit and Cotuit, Cotuit Fresh Market, Barnstable Land Trust, and more.
- We continue to serve as a meeting hub for community and other not-for-profit groups, and provide space for our local legislators to connect with citizen concerns.

**Summary of Budgets & Positions (FTE's)**

Expenditure Category	Approved FY 2023	Approved FY 2024	Projected FY 2025
Library Funding	\$195,350	\$206,309	TBD
Town of Barnstable	\$197,635	\$204,552	\$216,372
<b>Total</b>	<b>\$392,985</b>	<b>\$410,861</b>	<b>TBD</b>

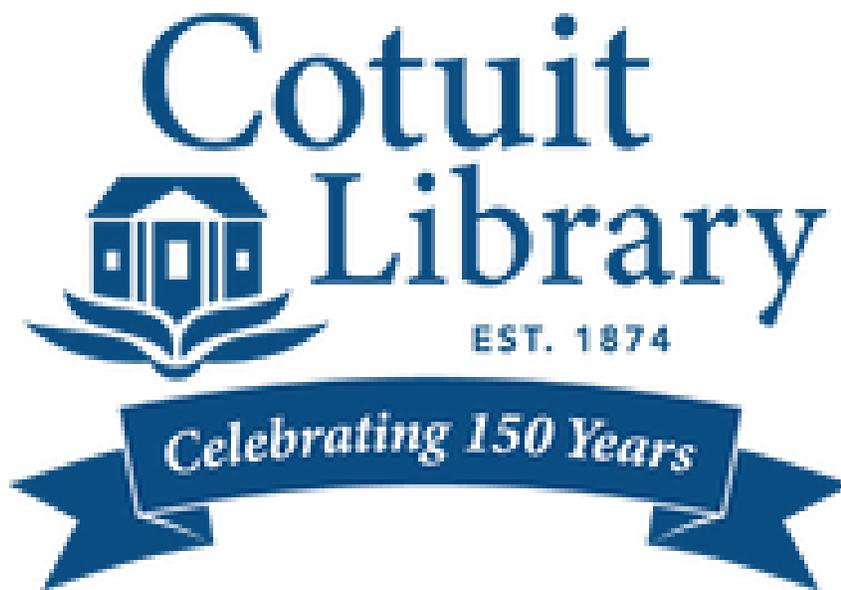
  

Positions	Approved FY 2023	Approved FY 2024	
Full Time	4.00	3.00	
Part Time	0.75	1.68	
<b>Total FTE's</b>	<b>4.75</b>	<b>4.68</b>	

**Cotuit Library Workload Indicators**

Description	Actual FY 2022	Actual FY 2023	Projected FY 2024
Circulation	43,241	46,346	47,000
Items in Collection	77,000	73,447	74,000
Hours Open	1,700	2,231	2,231
Programs Offered	375	464	450
Volunteer Hours	1,285	1,782	1,700

\*Collection data reflects system-wide e-book holdings



# HYANNIS PUBLIC LIBRARY

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## Purpose Statement

As a cultural and informational hub, the Hyannis Public Library is committed to cultivating a strong and stable connection with our surrounding community. The Library's mission is to embrace diversity, inspire creativity, stimulate intellectual curiosity, and facilitate lifelong learning by providing high quality resources, programming, and services to all.



# Hyannis Library Goals and Objectives

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

1. Educate and support the community through planning and implementing a wide range of informational and cultural programs, including literacy, ESL, play-based and STEM offerings. **(SP: Education, Communication)**
2. Collaborate with area libraries to provide excellent library services. **(SP: Education, Communication)**
3. Upgrade/replace current technological equipment and services for the public and for Library staff. **(SP: Education, Infrastructure, Communication)**
4. Create greater community engagement by serving as a gathering place and hub for cultural activities, interest groups and community organizations. **(SP: Communication)**
5. Develop our accessibility options for low vision users with materials from Perkins Talking Books library and other assistive technology. **(SP: Communication)**
6. Continue to provide proctoring services for students enrolled in distance learning schools or on semester break. **(SP: Education, Communication)**
7. Make the Library building more welcoming, accessible and sustainable. **(SP: Education, Communication)**

## Hyannis Library Recent Accomplishments

- ✓ Launched our Campaign for Hyannis Public Library—a capital campaign to build a new flexible and innovative library building for our community.
- ✓ Opened our NourishHub Food Access Fridge to the public. This project was supported by funds from a private donor via the Cape Cod Foundation. The fridge is supplied with prepared meals, fruit and snacks from the Family Table Collaborative.
- ✓ Began sharing equipment from our Cape Cod Foundation grant-funded Communication Lab with local groups, including Movimento Project and CLAMS Reference Roundtable
- ✓ Installed an “Aunt Flow” free menstrual product dispenser in the women’s restroom in support of Period Equity.
- ✓ More than doubled our program offerings over FY22.
- ✓ Maintained and established new partnerships with various community organizations, businesses and Town Departments, such as Elder Services, Duffy Health Center, the Cooperative Bank of Cape Cod, Arts Barnstable, the Barnstable Adult Community Center, Cape Cod Cooperative Extension, the Family Table Collaborative and the Cape Cod Toy Library, to create programming, drop-in support and an attractive and inviting space for the benefit of Library users.
- ✓ Decorated artist shanties at the Hyannis Harbor Overlook for Arts Barnstable in spring, fall and winter of 2023, in partnership with Marstons Mills Public Library.
- ✓ Continued to offer digital materials, online databases and virtual programming in addition to restarting in-person programming, browsing and extended public computer use as part of our evolving service model response to the ongoing pandemic.

## Hyannis Library Description of Services Provided

The name of our village is internationally recognized, and the Hyannis Public Library provides services to people from across the nation and around the world, as well as the diverse and growing community at home. Our professional and experienced staff are available to provide library services to patrons on-site, by telephone and online.

The Library provides print and digital books and magazines, audio books, music CDs, entertainment and documentary DVDs and large print books for public borrowing, as well as free online resources such as language-learning instruction and multiple databases for research and education.

The educational needs of children, young adults and their families are served through borrowing materials, story hours, story-telling projects, Library visits from teachers and students, as well as active outreach to public and private schools, daycare facilities and home-schooling groups. These activities take place virtually as well as in-person, as need dictates. There are also classes, lectures, concerts, conversation and book discussion groups and movie screenings for intergenerational audiences throughout the year.

The literacy goals of the community are supported through the Library's services and resources for English Language Learning, which also include tutoring sessions for public school students and adult learners and acting as a research and interlibrary loan center for the Sturgis Public Charter School.

The Library supports and meets the unique needs of our community's special populations, which include at-risk and unhoused singles and families as well as immigrant families from all over. Outreach service is also available for the distinctive needs of the homebound and those in care home settings through delivery of books by a network of volunteers and in cooperation with facilities in our area.

HPL offers space and support for cultural awareness and cooperates with local organizations to promote beneficial services to the families, businesses and professionals within the Barnstable community.

### Summary of Budgets & Positions (FTE's)

Expenditure Category	Approved FY 2023	Approved FY 2024	Projected FY 2025
Library Funding	176,900	177,450	TBD
Town of Barnstable	540,776	559,694	\$592,043
<b>Total</b>	<b>717,676</b>	<b>737,144</b>	<b>TBD</b>
Positions	Actual FY 2023	Actual FY 2024	
Full Time	7.1	7.1	
Part Time	2.9	2.9	
<b>Total FTE's</b>	<b>10</b>	<b>10</b>	

## Hyannis Library Workload Indicators

Description	Actual FY 2022	Actual FY 2023	Projected FY 2024
Circulation	96,501	107,072	109,000
Items in Collection*	97,239	88,071	90,000
Hours Open	1,943	2124	2100
Programs Offered	150	357	250
Volunteer Hours	1,415	1,800	1,850
<b>*Collection data reflects system-wide e-book holdings</b>			

# MARSTONS MILLS PUBLIC LIBRARY

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## Purpose Statement

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



# Marston Mills Library Goals and Objectives

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

1. To continue to partner with the Senior Service Corp and Elder Services to recruit volunteer support for circulation in the children's room and events once we are physically able to do so. **(SP: Education, Communication)**
2. To improve the aesthetics of the Library's landscaping and grounds. **(SP: Infrastructure)**
3. To investigate new and innovative funding ideas. **(SP: Finance)**
4. To provide sufficient and diverse print and Library materials in all formats to meet the interests and needs of all Library users, specifically in the areas of recreation, finance, employment, community services and health. **(SP: Education, Communication)**
5. To provide professional development opportunities to our staff and valued volunteers. **(SP: Education, Communication)**
6. To continue to provide support and access for new information formats and devices such as streaming audio and video, digital e-books and e-book readers and research databases. **(SP: Education, Communication)**
7. To continue to provide outreach to schools and youth organizations in Marstons Mills and to collaborate with schools to provide programs and resources. **(SP: Education, Communication)**
8. To increase collaborations and partnerships with area conservancy, literacy and human service agencies to provide both increased programming and access to those programs. **(SP: Education, Communication)**
9. To work in collaboration with the six other village libraries in Barnstable to provide comprehensive library services to the residents of the Town of Barnstable and to identify areas for collaboration and cost savings. **(SP: Education, Communication, Finance)**

## Marston Mills Library Recent Accomplishments

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- ✓ MMPL's Fourth Annual Teen Writers Conference, a weeklong writing workshop featuring some of the bestselling YA authors in the country, was held virtually again this year. Through the generosity of the Kirkman Trust and sponsorships from local businesses we were able to attract the same renowned authors, supply participants with books and materials and encourage our local teen writers to explore their creativity.
- ✓ Virtually collaborated with the National Novel Writing Month with writing programs.
- ✓ MMPL provided many online learning opportunities for patrons with memberships to several online classrooms.
- ✓ Through the generosity of the Kirkman Foundation volunteers were able to maintain and replant the Library's "Patchwork Educational Garden" they were also able to deliver over 1150 bouquets of fresh flowers to Barnstable residents who could use a smile during such trying times!
- ✓ The library collaborated with both the other Barnstable and with libraries statewide to provide virtual programs.
- ✓ Through the generosity of the Enoch Cobb Trust, we were able to add many children's books for Summer Reading.

## **Marston Mills Library Recent Accomplishments (Continued)**

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- ✓ Enhanced collaboration with the other Barnstable libraries on the Summer Reading Program- virtually.
- ✓ Enhanced collaboration with other Cape libraries with regard to shared Virtual programming
- ✓ MMPL provided Adult “Book Bundles” to all patrons who preferred curbside pick up to coming into the building.
- ✓ MMPL installed a large multi shelved Free Library in front of the building, giving free hardcover books, paperbacks, magazines and puzzles to any who wants them.
- ✓ Volunteered for the Toys for Tots’ Program
- ✓ We were also able to provide 25 “Story Hour Bundles” each week, totaling 1,300; comprised of at least four books per bundle, multiple activities, and links to our virtual reading programs to all participants.
- ✓ Each week we provided 30 “Make and Take Crafts” to the children of Barnstable numbering 1,560.
- ✓ 32 “Subscription Boxes” numbering 384 were made each month for Barnstable youth comprising a book, a project to go with the book, relevant items of interest and leads on where to find more information.
- ✓ The Summer Reading Program was enhanced with an additional program and craft per week, along with free books relevant to the craft and story of the week.

## **Marston Mills Library Description of Services Provided**

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The Library serves the residents of the village of Marstons Mills, the Town of Barnstable, and the Commonwealth of Massachusetts. The Library provides books, magazines, audio CDs and mp3s, music CDs, DVDs, e-book, audio, and digital downloads, e-book readers, and databases. This also includes Wi-Fi internet access and specialized collections and services for the four primary user groups who comprise our patrons: preschool children and families; school-aged children and families; adult readers and information seekers; and older adults who look to the Library for specific services, recreational programs and continuing education.

Marstons Mills is the third largest village in the Town of Barnstable, but it is second largest in terms of population growth. According to the 2010 census, 19% of Barnstable’s overall population resides in Marstons Mills. The village is home to West Villages Elementary School and the Barnstable United Elementary School. Together these schools provide service to 878 students. The village population is composed primarily of working families with children. Most of our population lives on-Cape year-round, and as a result, MMPL is busy throughout all seasons. The Library’s primary services are:

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

# Marston Mills Library Description of Services Provided

The Marstons Mills Public Library offers its users the following services in addition to its circulating collection:

- Special collections include the Nancy Reardon Drama and Theatre arts collection; Lilith Gordon Women’s Poetry Collection; and the Susan Martin Speculative Fiction Collection.
- When regulations allowed the library to be open it serves as a meeting place for many community organizations including the Marstons Mills Historical Society, Academy of Life Long Learning classes, and Cape Cod Writer’s Center and neighborhood associations.
- Active children’s department with story hours, 4-H, home school club,, and other after-school activities when open.
- Technology classes and one-to-one technical support for e-readers;
- Partnership with Elder Services to provide volunteer support;
- Designated as a lending site for materials from the Perkins Braille and Talking Book Library;
- Collections include materials that support diverse cultures and languages;
- Regular and special adult programs, and
- Homebound delivery service.

## Summary of Budgets & Positions (FTE’s)

Expenditure Category	Approved FY 2023	Approved FY 2024	Projected FY 2025
Library Funding	\$94,500	\$91,799	TBD
Town of Barnstable	\$217,210	\$226,992	\$248,384
<b>Total</b>	<b>\$311,710</b>	<b>\$318,791</b>	<b>TBD</b>

Positions	Actual FY 2023	Actual FY 2024
Full Time	1.50	1.50
Part Time	4.50	4.50
<b>Total FTE’s</b>	<b>6.50</b>	<b>6.50</b>

## Marstons Mills Library Workload Indicators

Description	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Circulation	41,000	61,000	65,000
Items in Collection	58,000	63,000	63,500
Hours Open	2,450	2,300	2,300
Programs Offered	250	185	350
Volunteer Hours	755	755	995
<b>*Collection data reflects system-wide e-book holdings</b>			

# OSTERVILLE VILLAGE LIBRARY

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## Purpose Statement

The mission of the Osterville Village Library is to inspire lifelong learning, advance knowledge, and strengthen our community. To fulfill our mission, we rely on library staff, collections, programs and the participation of our patrons and community.

*“Libraries open minds, open doors, open lives”*

As we continue to evolve the Osterville Village Library it has served both as a resource for continued learning and as a center for village traditions. Since the new library building opened its doors in 2012, the Library’s role in the village and the Town has been growing through its enriched programming and resources. It has become a 21st century library as a cultural, social, and intellectual center for the community, while continuing the rich traditions that have always been the hallmark of the library to the village.



# Osterville Library Goals and Objectives

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

1. To elevate the quality of life for Barnstable residents by serving as the community's hub for cultural, social, and intellectual pursuits. This includes offering our library's collection, unique programming, and special events, and evolving our services to address the community's challenges and needs.
2. To curate a diverse and thoughtful assortment of books and media that cater to our patrons' desires. We're committed to offering a range of educational, artistic, entertaining, and enlightening programs for both children and adults.
3. To bolster our digital resources, supporting remote learning, skill development, and assisting parents and educators with hybrid learning scenarios. We're passionate about advancing our "21st Century Innovation Center and Community Maker Space Learning and Creativity Lab."
4. To synergize efforts with the other six Barnstable Village Libraries, ensuring comprehensive library services for Barnstable residents. This partnership emphasizes joint planning, programming, and shared resources/services.
5. To establish ourselves as the responsive community hub for meetings and interactions. We aim to widen our collaboration with various non-profits, bringing an array of diverse programs to the library.
6. To persistently deliver knowledge and information in every possible medium, acquainting our patrons with the latest technologies. Our emphasis remains on providing local news and essential information on prevailing issues.



**Osterville Library host engaging programs**

7. To equip the library with both PC and Mac computers for patrons. Accompanying these are versatile copiers, facilitating large format printing, scanning, and faxing. For the secure disposal of sensitive papers, a HIPPA level 3 shredder is available.
8. We consistently offer a dedicated space for patrons to immerse themselves in leading local and national newspapers and an array of intriguing magazines.
9. Acknowledging the needs of our visually impaired visitors, the library has incorporated a large format reader to assist patrons.
10. We take pride in housing an expansive book collection in our 20,000SF facility, inviting all to explore and discover.



**The Children's Room is always brimming with engaging activities for kids to enjoy.**

## Osterville Library Recent Accomplishments

✓ The OVL continues to collaborate with Harbor Point of Centerville, a senior living memory care community, for the *Mornings in the Park* series with. This collaboration supports people in our community with memory impairment through engagement and a sense of living one's life to the fullest. Harbor Point has been providing this opportunity to their residents and friends in the community for over 20 years and they have partnered with OVL for the past three summers to bring quality programming, art and music to the library green. Each of our mornings together include an art project and some live musical entertainment.



*Salt the 45" whale*

✓ We provided a weekly newsletter with helpful info for navigating local issues along with trusted resources and fun things to do;

✓ The Children's Room has been continually evolving to meet the needs of young children. Our take away crafts and activity sheets and on demand programs are extremely well received. Story time in our beautiful Gazebo outside provided a storybook setting;

✓ We provided programming in 3-ways; in-person, via zoom, or a recording. Programs included local leaders, interesting people on seasonal subjects and fun and informative author talks. In all over 65 videos were made to keep our patrons engaged;

✓ OVL has fibrotic throughout the building and on the Calvin C. Gould Library Green giving folks 24/7 access, 365 days a year;

✓ The library hosted a Cape Cod Writers Fair with over 18 local authors showcase their books and meet with avid readers;

✓ The library offered and continues to offer space to the Red Cross for monthly blood donations over 3000 units collected;

✓ Under our tent we hosted a 45' whale and presented a program on our Oceans and marine life along with hands on building of bird houses.;

✓ We provided meeting space to several groups including, Al-a-Non, AARP, EforAll, Cape Cod Symphony, OVA, Red Cross, VNA, Business Network International and many more;

✓ OVL was able to bring back the Human Library for an in person event for the 3<sup>rd</sup> time. The Human Library is designed to build a positive framework for conversations that can challenge stereotypes and prejudices through dialogue;

✓ The past summer featured several concerts. The assortment of music featured jazz, oldies, country and classic favorites, all made possible through a grant from the Kirkland Trust Fund.

✓ We provided space to the AARP to train the volunteers for the upcoming tax season;

✓ Our YouTube channel has received over 17,000 views and has over 175 subscribers.

## Osterville Library Recent Accomplishments (Continued)

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- ✓ OVL continues to provide 7 days a week services such as printing, faxing, copying and computer use;
- ✓ OVL offers a special print and curbside materials pick-up for people who want still require limited contact;
- ✓ OVL hosted bi-monthly grief meetings with the VNA;
- ✓ OVL remains a safe place when power outages and more recently, tornado warnings, occur in our area.

## Osterville Library Description of Services Provided

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As the Osterville Village Library undergoes continuous development, it remains a vital hub for ongoing education and a cornerstone of village traditions. Since the inauguration of our new library facility in 2012, its significance in both the village and the wider town has steadily expanded, thanks to its enhanced programs and resources. Now, it stands as a contemporary 21st-century library, acting as a hub for culture, social engagement, and intellectual pursuits within our community. All the while, it proudly upholds the cherished traditions that have long defined its role in the village. The future of libraries has arrived in Osterville, right here and now.

The Osterville Village Library is the only Barnstable Library that is open seven days a week throughout the year and offers the following:

- Art Exhibitions: A recent showcase featured the creations of both established and up-and-coming local artists, spanning the realms of glasswork, woodworking, photography, and paintings;
- Our website is a wealth of information, shining a light on the many resources available to our cherished residents. It's a vibrant hub where the pulse of our community and the broader, town-wide offerings converge. Here, every click brings you closer to the heart of our community's happenings, from the smallest neighborhood gatherings to the grandest municipal initiatives. Crafted with care, our digital space is dedicated to equipping you, our valued residents, with the insights and tools necessary to thrive and connect within our vibrant community..
- To assist our vision-impaired patrons we have a large assortment of large print books, and a Merlin Enhanced Vision machine for desktop magnification. We also provide resources and info from the Perkins School;
- Free books are provided year round at Dowses Beach in our Little Lending Library;
- Our array of versatile meeting spaces and rooms opens doors to a multitude of possibilities, catering to an extensive spectrum of events from nonprofit gatherings and local council sessions to enlightening workshops. To bridge the gap between physical and digital realms, we're equipped with a state-of-the-art meeting owl, a tool designed to foster inclusive and engaging remote participation, thereby enriching the meeting experience for all attendees, near and far.
- Wonderbooks for children are innovative reading companions that engage young readers with interactive, read-along experiences. These books provide an immersive journey where children can listen, learn, and read at their own pace. Launchpads, are powerful tools designed to foster literacy and learning, offering a wide range of educational content and interactive activities that empower children to explore and expand their knowledge in a fun and engaging way. Both Wonderbooks and Launchpads are instrumental in making learning an enjoyable adventure for kids.

## Osterville Library Fundraising is a continuous focus:

- Plein Air continues to draw hundreds of visitors to the village, where they can observe local artists at work and view their other works under the tent for purchase, with proceeds benefiting the library.
- The annual Experience Osterville Guide continues to be popular. This past year a web app was designed to allow mobile access. Visit [www.ExperienceOsterville.com](http://www.ExperienceOsterville.com);
- The Annual 5K Road Race was successfully on a warm July morning;
- The Annual Car Raffle was a sell-out of tickets and ;
- The library staff is always coming up with new, creative ways to engage patrons, and raise funds.

### Summary of Budgets & Positions (FTE's)

Expenditure Category	Actual FY 2023	Approved FY 2024	Projected FY 2025
Library Funding	\$629,164	\$754,152	TBD
Town of Barnstable	\$290,636	\$300,808	\$318,190
<b>Total</b>	<b>\$876,000</b>	<b>\$1,054,970</b>	<b>TBD</b>

Positions	Actual FY 2023	Approved FY 2024
Full Time	6.00	5.00
Part Time	7.00	4.00
<b>Total FTE's</b>	<b>13.00</b>	<b>9.00</b>

## Osterville Library Workload Indicators

Description	Actual FY 2023	Actual FY 2024
Circulation	109,086	122,928
Items in Collection	97,963	90,221
Hours Open	2604	2548
Programs Offered	968	942
Total YouTube hours watched	1660	1000 +
<b>*Collection data reflects system-wide e-book holdings</b>		

# STURGIS LIBRARY

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## Purpose Statement

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



# Sturgis Library Goals and Objectives

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

1. To work in cooperation with the six other village libraries in Barnstable to provide comprehensive library services to the residents of the Town of Barnstable, including cooperative resource sharing services, reference and information services, local history and genealogy research services, cooperative planning, programming, and scheduling of events. **(SP: Education, and Communication)**
2. To act as a community gathering place and center for civic, cultural, and other events. **(SP: Education, Communication)**
3. To identify and attract new sources of funding, including support from public and private grant funding agencies, foundations, businesses, and individuals. **(SP: Finance)**
4. To provide increased access to the Library's Special Collections, including our genealogy, maritime, and Cape Cod history collections, and to enhance and preserve the collections. In addition, to provide comprehensive reference service in this area, as well as general reference service to the public. **(SP: Education, Communication)**
5. To offer diverse and comprehensive collections, programs, and services to adults, young adults and children, including curriculum support and lifelong learning opportunities. **(SP: Education, Communication)**

## Sturgis Library Recent Accomplishments

In FY2023 we saw an increase in number of visitors, attendees at programs and events, number of books and other items circulated, and an increase in use of services. We were happy to welcome back a number a familiar faces and to get to know new library patrons.

- ✓ We offered nearly 400 engaging and well-attended programs to Library patrons of all ages.
- ✓ We held a number of great fundraising events:
  - Hydrangea Festival Garden Tours
  - Wine Cheese and Chocolate Celebration
  - Annual plant and garden sale
  - Annual jewelry and accessories sale
  - Book sales
  - Holiday ornament sale
  - An August Online Auction
- ✓ We welcomed new Library Trustees Martha Guzikowski and Alice Lucey, and said goodbye to trustees Paula King and Suzanne Kelly.
- ✓ We said goodbye to staff members Lisa MacDonald and Bill West and wish them the best in their new endeavors.
- ✓ We thank the Osterville Garden Club for donating a red oak tree to the Library, which was planted and dedicated on Arbor Day.
- ✓ We added several new collections to our archives including:
  - MS. 183: Sears/Dorr Collection
  - MS. 184: Cranberry Culture on Cape Cod
  - MS. 185: Capt. Matthias (Mathias) Gorham Collection
  - MS. 186: Stauffer Miller Civil War Research Notes
  - MS. 187: E. L. Jerauld Correspondence, 1875-1886
  - MS. 188: Ancient and Rare Court Documents of Barnstable County, Massachusetts...1663-1788
  - MS. 189: Diary of an Unknown Woman, 1880

## Sturgis Library Recent Accomplishments (Continued)

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- MS. 190: Rebellion Record of the Town of Barnstable
  - MS. 191: Court Docket Book of Barnstable County, 1776-1786
  - MS. 192: Nye Family of Barnstable Papers, 1807-1947
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- ✓ New carpeting was installed throughout the building, and the two Library kitchens were upgraded.
  - ✓ The CLAMS network underwent a software upgrade. The Aspen Library catalog offers new ways of searching for and reserving materials in one easy platform.
  - ✓ We thank the Town of Barnstable for providing approximately 44% of our funding. We raise the rest through donations, proceeds from events and sales, grants, and other non-municipal income. Sturgis Library is a 501(c)(3) nonprofit organization.
  - ✓ We also thank the Enoch Cobb Fund and Kirkman Trust Fund, both of the Town of Barnstable, for providing grants which allow us to provide some of the materials to support summer reading for children and young adults, ebooks and eaudiobooks, program funding, computer resources, and more.

## Sturgis Library Description of Services Provided

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Sturgis Library is grateful to its hardworking staff, Board of Trustees, volunteers, and most of all its library patrons and visitors, who support us throughout the year. The success of Sturgis Library is due to the people who enter its doors – to visit, to relax and read, do research, check out library materials, attend events, or to share their thoughts and ideas. We thank them all.

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

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 Library the distinction of being the oldest library building in the country. 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 resources include access to digital archives of *Genealogical Notes of Cape Cod Families*, deeds, postcards, theater set designs, and the *Barnstable Patriot* and *Register* newspapers from 1830 to 2017. Sturgis Library also offers in-library access to Ancestry.com Library Edition and other online resources.

Unique among libraries of the Town and County of Barnstable, 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 discovering 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 and discover their family history.

# Sturgis Library Characteristics and Specializations

In addition to a wide variety of fiction and nonfiction books for readers of all ages, Sturgis Library has a large selection of movies on DVD, audiobooks, eBooks, e-audiobooks, and music on CD. There is a circulating collection of books about Cape Cod and by Cape Cod authors, as well as a dynamic selection of materials for young adults and children. We also offer a lending “Library of Things” including a telescope, rechargeable leaf blowers, Wi-Fi hot spots, and a light table. We have a collection of over 130 unique wooden jigsaw puzzles as well as traditional jigsaw puzzles for adults and young people.

Special services include free internet and wireless access, printing and scanning, and photocopying services. We offer extensive research assistance, from homework help to genealogy assistance.

The Library offers an Everyday Book Sale year around, as well as gift items and pop-up special sales. Proceeds go towards enhancing library services and programs and preserving our historic collections and building.

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

In addition to the Sturgis Library’s busy schedule of events and activities, the Library hosts meetings and events sponsored by other area organizations. Our meeting spaces are available to local groups of all kinds. We welcome visits by school and other groups and are happy to organize special tours of our historic building for groups or individuals.

## Summary of Budgets & Positions (FTE’s)

Expenditure Category	Approved FY 2023	Approved FY 2024	Projected FY 2025
Library Funding	\$316,963	\$295,550	TBD
Town of Barnstable	\$271,796	\$281,481	\$297,563
<b>Total</b>	<b>\$588,759</b>	<b>\$577,031</b>	<b>TBD</b>

Positions	Approved FY 2022	Approved FY 2023
Full Time	4.5	4.5
Part Time	1.4	1.1
<b>Total FTE’s</b>	<b>5.9</b>	<b>5.6</b>

## Sturgis Library Workload Indicators

Description	Actual FY 2022	Actual FY 2023	Projected FY 2024
Circulation	87,164	91,127	93,000
Items in Collection*	73,966	76,471	80,000
Hours Open	2,288	2,199	2,200
Programs Offered	280	398	400
Volunteer Hours	100	155	200
<b>*Collection data reflects system-wide e-book holdings</b>			

# WHELDEN MEMORIAL LIBRARY

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## Purpose Statement

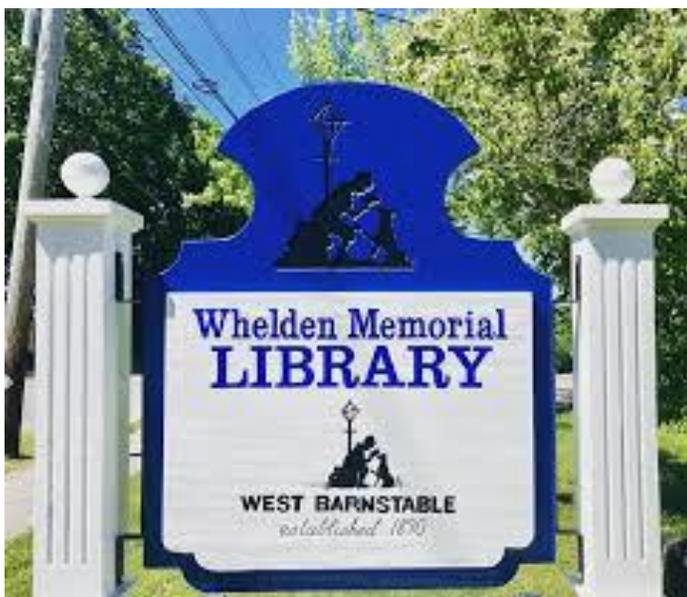
Our mission is to serve West Barnstable Village by providing popular reading materials, reference resources for independent and formal learning, and electronic access to the information network. We work to preserve and promote the heritage of both West Barnstable and Cape Cod. Whelden Memorial Library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



# Whelden Library Goals and Objectives

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

1. Examine our mission and create a new strategic plan for future development. **(SP: Finance, Communication)**
2. Analyze our fundraising efforts and explore new directions for funding sources. **(SP: Finance)**
3. Continue to Investigate new opportunities to build relationships and collaboration with other Village community organizations to enhance services within the community. **(SP: Communication, Education)**
4. Increase professional development opportunities for our staff and volunteers. **(SP: Communication, Education)**
5. Expand our services to older adults to support lifelong learning opportunities. **(SP: Communication, Education)**
6. Support digital literacy in the community by increasing programming in emerging technologies to adults, young adults, and children. **(SP: Communication, Education)**
7. Continue to develop thoughtful and engaging programs of interest for patrons of all ages. **(SP: Communication, Education)**
8. Continue to evaluate the library's entire collection to meet the evolving needs of all patrons and to ensure that diverse and marginalized perspectives are represented. **(SP: Communication, Education)**
9. Continue to revise and improve our homebound delivery program to provide a wider range of services. **(SP: Communication, Education, Finance)**
10. Continue to assess and expand our collection of large print books and audiobooks. **(SP: Communication, Education)**



# Whelden Library Recent Accomplishments

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- ✓ **Library of Things Expansion:**  
Explored new additions to the Library of Things, welcoming items like TonieBoxes, Vinyl Records, Record, DVD, and CD players, Headphones, Seed Library, and the Tea Library.
- ✓ **Curbside Services:**  
Continued to offer convenient curbside services for patrons preferring this option or those with building accessibility challenges.
- ✓ **Themed StoryTimes:**  
Provided engaging weekly story times with crafts, offering a diverse range of themes to captivate audiences.
- ✓ **Community Partnerships:**  
Fostered collaborative relationships with various organizations, including the West Barnstable Fire Department, Town of Barnstable DPW, and others, to deliver diverse and interactive programs.
- ✓ **Ageing Caregiver/Support Services:**  
Collaborated with the Barnstable Council on Aging to offer monthly sessions with their Ageing Caregiver/Support Services Coordinator, addressing important topics such as Solo Aging.
- ✓ **Little Free Library Maintenance:**  
Jointly maintained the Little Free Library at Luke's Love Playground with the Friends of the Whelden Library.
- ✓ **Sustainable Craft Kits:**  
Provided monthly take-home sustainable outdoor craft kits for all ages, including the popular Spice of the Month Kit.
- ✓ **Shared Warmth Program:**  
Ran the "Shared Warmth" program, encouraging bonding through shared reading experiences, providing free books, reading calendars, and special prizes upon completion.
- ✓ **Tech Support Services:**  
Offered tech support by appointment for patrons seeking assistance with their technology devices.
- ✓ **Diverse Program Offerings:**  
Conducted over 200 programs for all ages, covering an array of topics catering to community interests.
- ✓ **Summer Reading Expansion:**  
Expanded the Summer Reading program to include Adults, experiencing steady growth in participation and completion numbers.
- ✓ **Mango Languages Addition:**  
Added Mango Languages to digital services, enhancing language learning opportunities for patrons.
- ✓ **Accessibility Grant Application:**  
Applied for an ALA grant for accessibility improvements to fund necessary repairs for optimum patron accessibility.
- ✓ **Continuing Education Series Grants:**  
Secured grants from the Cooperative Bank of Cape Cod and Cape Cod 5 to fund an Adults Continuing Education series starting in 2024.
- ✓ **Fundraising Success:**  
The Board of Trustees and the Friends of the Whelden Memorial Library sponsored successful fundraising events, including Book Sales, hosting vendors at the annual West Barnstable Village Festival, participation in the annual Cape Cod Hydrangea Festival, Bake Sales, and the bottle and can recycling fundraiser at the Transfer Station, contributing crucial financial support to annual operating expenditures.
- ✓ **Digital Outreach:**  
Expanded digital presence through Constant Contact, Facebook, and Instagram, with 950 patrons receiving email notifications about programs, fundraisers, and library updates.

## Whelden Library Characteristics and Specializations

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Whelden Memorial Library is a historic building named in honor of Martha Lee Whelden, a schoolteacher in West Barnstable in the 1880s who was renowned for encouraging her students to read. The library is an active gathering place that has a warm and welcoming atmosphere, and the staff is dedicated to serving the residents and visitors of West Barnstable, the Town of Barnstable, Cape Cod, and the Commonwealth of Massachusetts. Information literacy, lifelong learning, and serving West Barnstable Village continue to be our highest priority.

- The devoted staff of the Whelden Memorial Library continues to be our greatest asset. They are knowledgeable and eager to provide our patrons with exemplary and consistent service.
- The library maintains an extensive history of West Barnstable in a well-indexed archival collection. This index is also available online.
- Special collections include books and DVDs on beekeeping, health and wellness, cookbooks, Cape Cod history, a revived collection of current large print books and audiobooks. The library also has a growing collection of graphic novels for both children and young adults.
- The Friends of the Whelden Memorial Library have an exceptionally well-organized bookstore, running twice a month, every month weather depending.
- Whelden Memorial Library has a full complement of Trustees and a supportive and dedicated Friends Group.

## Whelden Library Description of Services Provided

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- Whelden Memorial Library serves the residents and visitors of West Barnstable, the Town of Barnstable, and Cape Cod. We are the hub of our community and center for village traditions.
- The library offers year-round meeting space for various groups and clubs, hosts events sponsored by other area organizations, and provides tutoring space for young and adult learners.
- The Youth Services Department is very active and offers weekly story time, family Movie Night, and an array of educational and entertainment activities for all ages.
- The library provides a comprehensive collection of print books, audiobooks, large print books, digital downloads, periodicals, music CDs, DVDs, and an expansive collection of materials for children and young adults.
- The library has one of the largest circulating collections of materials on beekeeping.
- The library offers access to many databases, including remote access to Ancestry.com Library Edition and Fold3 genealogical databases.
- Special services include free internet and access to upgraded Wi-Fi access throughout the building, 3 internet-ready public access computers, and fax, scanning, and photocopying services.
- The library continues to increase our services to children, young adults, families, and older adults through programming and collection development.
- Whelden Memorial Library continues to offer homebound book delivery services to our patrons who would not otherwise receive services.

### Summary of Budgets & Positions (FTE's)

Expenditure Category	Actual FY23	Approved FY24	Projected FY25
Library Funding	\$124,280.36	\$150,067.87	TBD
Town of Barnstable	\$126,400.24	\$130,192.25	\$138,383
<b>Total</b>			
Positions			
Full Time	1.0	1.0	<b>1.0</b>
Part Time	1.75	1.75	<b>1.75</b>
<b>Total FTE's</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>

### Whelden Library Workload Indicators

Description	Actual FY22	Actual FY23	Projected FY24
<b>Circulation</b>	21,365	41,277	45,000
<b>Items in Collection</b>	59,741	53,871	55,000
<b>Hours Open</b>	1,475	1485	1445
<b>Programs Offered</b>	109	205	300
<b>Volunteer Hours</b>	532	1200	1200
<b>*Collection data reflects system-wide e-book holdings</b>			

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# **OTHER FUNDS NOT PART OF THE BUDGET PROCESS**

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## **Capital Projects Funds**

The General Fund Capital Improvements Plan proposed for FY 2025 totals \$22,776,882. Funding for the General Fund capital will be provided from reserves within the Town's Capital Trust Fund, General Fund Reserves, and borrowing authorizations. The General Fund capital program is required by State law to be accounted for in a separate "Capital Projects Fund". The capital project accounting requirement allows for the segregation of capital related expenditures from operating expenses for a clearer presentation.

## **Special Revenue Funds**

### **Purpose and Description**

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The Special Revenue Funds are used to account for revenue sources that are legally restricted for specific purposes. The funds received by the Town are under the control of the Town Manager as they pertain to the general government and the School Committee as they pertain to School Department. Most funds may be expended without further appropriation. Some require Town Council authorization to expend. There are several sub-categories of special revenue funds. These include the following:

### **Revolving Funds**

These are used to account for receipts from specific activities that are used to cover the cost of operating specific activities. The municipal and school operations have several revolving type activities. The municipal activities require Town Council action, which approves a spending ceiling every year. The School Department revolving activities are under the School Committee's governance and do not require Town Council approval. The largest municipal revolving fund is the Recreation Revolving Fund, which generates approximately \$500,000 of program activity per year (pre COVID). The largest school revolving fund is the School Lunch Revolving Fund. Other notable school revolving funds include School Choice Tuition. Tuition received from other communities who send their children to Barnstable Schools is credited to this account and the School Committee is allowed to expend the funds for school related purposes, particularly to offset the costs of educating the out-of-town students.

### **Receipts Reserved for Appropriation**

Certain revenues collected by the town are restricted under state laws as to their use and require the Town Council's approval in order to expend. These must be kept separate from other receipts that are credited to the General Fund.

Receipts from the sale of Town-owned property can only be expended on purposes for which the Town can borrow funds. In other words, these receipts cannot be used to pay for operating costs. They can only be used for capital related expenditures.

Parking meter receipts are derived from the parking activities at Bismore Park. Special legislation enacted by the state upon petition from the town restricts these receipts for being used to maintain and improve the Bismore Park area. The expenditures include debt service on the visitor center in Bismore Park as well as the maintenance costs of the facility

and park area.

Wetland protection fees are assessed by the Conservation Commission in accordance with the Wetland Protection Act and are used to cover the cost of administering the act, which is part of the Conservation Division's operating budget.

Embarkation fees are derived from a \$0.50 fee added to every ferry passenger ticket. These receipts are used to mitigate the cost of having ferry operations in the harbor area, which are incurred by the Police and Public Works Departments. This is also used to pay the debt service on the welcoming center and pier reconstruction at the harbor. Revenue is shared with the Town of Yarmouth. Barnstable receives 75% of the embarkation fee revenue while Yarmouth receives 25%.

Mooring fees are credited to the Waterways Improvement Fund (WWIF) in accordance with state law. The WWIF can be used for administering the mooring program, maintaining, and improving the Town's waterways. Expenditures are currently used to offset the mooring operations and a portion of the Harbormaster operating budget within the General Fund.

## **Gifts**

Similar to grants, gifts must be kept separate from General Fund operations and accounted for within the special revenue fund structure unless it is an enterprise fund gift, which can be combined within the enterprise fund accounting records. Authorization to expend gifts received by municipal operations is performed by the Town Council, and the School Committee authorizes the expenditure of School Department gifts.

The Town receives an entitlement allocation from the federal government every year as part of the Community Development Block Grant Program (CDBG). These allocations have been declining due to cuts at the federal level as well as the Town's population decline. The Town pays for approximately 1 FTE's out of this program for administering the program as well as conducting program activities.

## **Other Designated Revenue**

This category includes certain receipts received by the Town that must be spent on specific designated purposes. These receipts must be kept separate from general fund resources. The largest receipt in this category includes Community Preservation Fund surtaxes.

The Community Preservation Fund is funded from a 3% surtax on real estate bills. In accordance with state laws, these receipts must be accounted for separately from other General Fund revenues. The revenue can be used to finance open space land acquisitions, recreation improvements, and historic preservation and community housing projects. Expenditure activity levels will be determined by the level of project requests brought forward to the Community Preservation Committee throughout the year. Revenue will track with the real estate tax levy change every year.

## **Grants**

Federal, state and other grants must be accounted for separately from the General Fund and Enterprise Fund grants are included within the Enterprise Funds. Any department can accept grants but grants received by the municipal operations must be brought forward to the Town Council for their authorization to expend. Grants received by the School Department must receive School Committee approval. The greatest impact to the Town's grant activity is in the School Department, which receives several federal and state grants. Some are entitlement grants and many are competitive.

## **Trust and Agency Funds**

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The Town uses the trust funds to account for assets held in a trustee capacity. Normally, the principal assets remain intact, and income that is generated can be used in accordance with the terms and conditions of the will or gift.

The Town Treasurer, in conjunction with the Trust Fund Advisory Committee, work to formulate a plan that will provide the Town with the maximum amount of resources possible while simultaneously protecting the integrity of the principal investments. In accordance with the Town's Charter, the Town Manager is trustee of all trust funds except those administered by a court appointed trustee, and those under the School Committee.

All revenues from trust funds are generated primarily from investment income, and each year, expenditures from these funds are based on anticipated expendable income. As a matter of policy or for legal reasons, trust fund principal is not utilized for general expenditures with the exception of the Pension Reserve Fund. The trusts generated approximately \$1 million in investment income annually. Future earnings will depend upon interest rates and investment appreciation.

Expenditures are based on the current year needs and anticipated expendable income. Notable trust funds are the Other Post-Employment Benefits, Pension Reserve, Cobb Fund and Kirkman Fund.

Assets are being accumulated in a trust fund to address the Town's other post-employment benefits. The proposed FY 2022 budget includes a transfer of \$650,000 to the trust which has a current balance of approximately \$6 million. The Town's liability exceeds \$200 million. Once the pension liability is fully funded (projected to be in 2035) the town can significantly increase funding for this liability. For now, the plan is to increase the annual appropriation by \$50,000 per year.

The Pension Reserve Fund is used to offset tax support for the county retirement assessment. As of June 30, 2020, the fund had a market value of just over \$1.8 million. The Pension Reserve Fund will transfer \$220,000 in FY 2022 to the General Fund to offset the cost of funding the county retirement assessment.

The Cobb Trust Fund is managed by a Town Council appointed Trustee and had a market value of over \$11 million at the end of FY 2020. The Trustee sold some real estate in FY 2014, which should result in higher award levels in the future since the Trust has more invested cash now. The annual awards from this fund have ranged from \$150,000 to \$200,000 per year. All awards are for the benefit of Barnstable schoolchildren.

The Kirkman Fund, with a market value of about \$6.1 million as of June 30, 2020, will be used to provide beautification projects first at the Mosswood Cemetery and then all other town cemeteries. This fund is also used for the Cotuit Library and finally, all other public libraries. Proposals will be solicited from DPW's Structures & Grounds Division, and the seven village libraries for project funding. No operating expenses from the Department Public Works, which maintains the cemeteries, are paid for out of this fund. Approximately \$150,000 to \$300,000 has been awarded annually out of this fund for the past few years.

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**APPROPRIATION ORDERS**

**Appendix A**  
**FY2025 Budget Appropriation Orders**

**PART A CAPITAL PROGRAM BUDGET:**

**2024-100 APPROPRIATION AND LOAN ORDER**

**Water Supply Enterprise Fund Capital Improvement Plan (Two-thirds Vote Full Council)**

**ORDERED:** That the amount of **\$1,500,000** be appropriated for the purpose of funding the Pipe Replacement and Upgrade Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,500,000** under and pursuant to M.G.L. c. 44, §§7 or 8, M.G.L. c. 29C, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; that the Town is authorized to borrow all or any portion of this appropriation from the Massachusetts Clean Water Trust (the "Trust") and that the Town Manager or the Treasurer is authorized to sign any financing agreements or project regulatory agreements relating to such borrowing from the Trust; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

**2024-101 APPROPRIATION ORDER**

**Water Supply Enterprise Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$200,000** be appropriated for the purpose of funding the Wells, Pump Stations, Treatment Plant Repair and Upgrade Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$200,000** be provided from the Water Supply Enterprise Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

**2024-102 APPROPRIATION AND LOAN ORDER**

**Water Supply Enterprise Fund Capital Improvement Plan (Two-thirds Vote Full Council)**

**ORDERED:** That the amount of **\$35,500,000** be appropriated for the purpose of funding the Straightway Filtration Plant Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$35,500,000** under and pursuant to M.G.L. c. 44, §§7 or 8, M.G.L. c. 29C, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; that the Town is authorized to borrow all or any portion of this appropriation from the Massachusetts Clean Water Trust (the "Trust") and that the Town Manager or the Treasurer is authorized to sign any financing agreements or project regulatory agreements relating to such borrowing from the Trust; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

**2024-103 APPROPRIATION AND LOAN ORDER**

**Water Supply Enterprise Fund Capital Improvement Plan (Two-thirds Vote Full Council)**

**ORDERED:** That the amount of **\$2,600,000** be appropriated for the purpose of funding the Mary Dunn Filtration Plant Design Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town

## **APPROPRIATION ORDERS**

Manager, is authorized to borrow **\$2,600,000** under and pursuant to M.G.L. c. 44, §§7 or 8, M.G.L. c. 29C, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; that the Town is authorized to borrow all or any portion of this appropriation from the Massachusetts Clean Water Trust (the "Trust") and that the Town Manager or the Treasurer is authorized to sign any financing agreements or project regulatory agreements relating to such borrowing from the Trust; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

### **2024-104      APPROPRIATION ORDER**

#### **Solid Waste Enterprise Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$90,000** be appropriated for the purpose of funding the Solid Waste Tractor Brush-Mower Replacement Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$90,000** be provided from the Solid Waste Enterprise Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

### **2024-105      APPROPRIATION ORDER**

#### **Solid Waste Enterprise Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$50,000** be appropriated for the purpose of funding the Solid Waste Sweeper Replacement Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$50,000** be provided from the Solid Waste Enterprise Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

### **2024-106      APPROPRIATION ORDER**

#### **Solid Waste Enterprise Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$125,000** be appropriated for the purpose of funding the Solid Waste Compactor Unit Replacement Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$125,000** be provided from the Solid Waste Enterprise Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

### **2024-107      APPROPRIATION ORDER**

#### **Solid Waste Enterprise Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$50,000** be appropriated for the purpose of funding the Solid Waste Container Replacement Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$50,000** be provided from the Solid Waste Enterprise Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

### **2024-108      APPROPRIATION AND LOAN ORDER**

#### **Water Pollution Control Enterprise Fund Capital Improvement Plan (Two-thirds Vote Full Council)**

**ORDERED:** That the amount of **\$1,000,000** be appropriated for the purpose of funding Water Pollution Control Pump Station Rehabilitation Program as outlined in the FY 2025 - FY2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of

## **APPROPRIATION ORDERS**

the Town Manager, is authorized to borrow **\$1,000,000** under and pursuant to M.G.L. c. 44, §§7 or 8, M.G.L. c. 29C, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; that the Town is authorized to borrow all or any portion of this appropriation from the Massachusetts Clean Water Trust (the "Trust") and that the Town Manager or the Treasurer is authorized to sign any financing agreements or project regulatory agreements relating to such borrowing from the Trust; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

### **2024-109      APPROPRIATION AND LOAN ORDER**

#### **Water Pollution Control Enterprise Fund Capital Improvement Plan (Two-thirds Vote Full Council)**

**ORDERED:** That the amount of **\$600,000** be appropriated for the purpose of funding Water Pollution Control Effluent Sand Bed Valve Rehabilitation Program as outlined in the FY 2025 - FY2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$600,000** under and pursuant to M.G.L. c. 44, §§7 or 8, M.G.L. c. 29C, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; that the Town is authorized to borrow all or any portion of this appropriation from the Massachusetts Clean Water Trust (the "Trust") and that the Town Manager or the Treasurer is authorized to sign any financing agreements or project regulatory agreements relating to such borrowing from the Trust; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

### **2024-110      APPROPRIATION ORDER**

#### **Water Pollution Control Enterprise Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$150,000** be appropriated for the purpose of funding the Water Pollution Control System Rehabilitation Evaluation and Design Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$150,000** be provided from the Water Pollution Control Enterprise Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

### **2024-111      APPROPRIATION ORDER**

#### **Water Pollution Control Enterprise Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$115,000** be appropriated for the purpose of funding the Water Pollution Control Bypass Pump Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$115,000** be provided from the Water Pollution Control Enterprise Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

### **2024-112      APPROPRIATION AND LOAN ORDER**

#### **Comprehensive Wastewater Management Plan (Two-thirds Vote Full Council)**

That the amount of **\$109,330,000** be appropriated for the purpose of funding the Water Pollution Control Facility Upgrades Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$109,330,000** under and pursuant to M.G.L. c. 44, §§7 or 8, M.G.L. c. 29C, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; that the Town is authorized to borrow all or any portion of this appropriation from the Massachusetts Clean Water Trust (the "Trust") and that the Town Manager or the Treasurer is authorized to sign any financing agreements or project regulatory agreements

## **APPROPRIATION ORDERS**

relating to such borrowing from the Trust; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

### **2024-113      APPROPRIATION AND LOAN ORDER Comprehensive Wastewater Management Plan (Two-thirds Vote Full Council)**

That the amount of **\$59,650,000** be appropriated for the purpose of funding the Rt. 28 West Sewer Expansion Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$59,650,000** under and pursuant to M.G.L. c. 44, §7 or 8, M.G.L. c. 29C, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; that the Town is authorized to borrow all or any portion of this appropriation from the Massachusetts Clean Water Trust (the "Trust") and that the Town Manager or the Treasurer is authorized to sign any financing agreements or project regulatory agreements relating to such borrowing from the Trust; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

### **2024-114      APPROPRIATION ORDER Comprehensive Wastewater Management Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$750,000** be appropriated for the purpose of funding the Design of the Long Beach Sewer Expansion Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$750,000** be provided from the Sewer Construction and Private Way Improvement Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

### **2024-115      APPROPRIATION ORDER Sewer Construction Private Way Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$1,520,000** be appropriated for the purpose of funding the Private Road Repairs to School Street and Old Mill Road Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$1,520,000** be provided from the Sewer Construction and Private Way Improvement Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

### **2024-116      APPROPRIATION ORDER General Fund Capital Improvement Plan (Two-thirds Vote Full Council)**

**ORDERED:** That the amount of **\$2,850,000** be appropriated for the purpose of funding the Public Roads Maintenance Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$2,850,000** be provided from the Capital Trust Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

### **2024-117      APPROPRIATION ORDER General Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$350,000** be appropriated for the purpose of funding the Curb Ramps and Sidewalk ADA Transition Plan Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$350,000** be provided from the General Fund

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Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

**2024-118      APPROPRIATION ORDER**  
**General Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$135,000** be appropriated for the purpose of funding the Monitoring and Management Plan for Fresh Water Ponds Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$135,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

**2024-119      APPROPRIATION AND LOAN ORDER**  
**General Fund Capital Improvement Plan (Two-thirds Vote Full Council)**

**ORDERED:** That the amount of **\$685,000** be appropriated for the purpose of funding the Raised Crosswalks on Main St. Osterville Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$685,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

**2024-120      APPROPRIATION AND LOAN ORDER**  
**General Fund Capital Improvement Plan (Two-thirds Vote Full Council)**

**ORDERED:** That the amount of **\$1,750,000** be appropriated for the purpose of funding the Channel Dredging Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,750,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

**2024-121      APPROPRIATION AND LOAN ORDER**  
**General Fund Capital Improvement Plan (Two-thirds Vote Full Council)**

**ORDERED:** That the amount of **\$580,000** be appropriated for the purpose of funding the Bulkhead Improvements Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$580,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

**2024-122      APPROPRIATION ORDER**  
**General Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$256,000** be appropriated for the purpose of funding the Bay Shore Boat Ramp Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$256,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

## **APPROPRIATION ORDERS**

**2024-123      APPROPRIATION ORDER**  
**General Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$50,000** be appropriated for the purpose of funding the West Bay Breakwater Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$50,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

**2024-124      APPROPRIATION ORDER**  
**General Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$150,000** be appropriated for the purpose of funding the Blish Point Long Term Solution Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$150,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

**2024-125      APPROPRIATION ORDER**  
**General Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$240,000** be appropriated for the purpose of funding the Automatic Beach Gate Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$240,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

**2024-126      APPROPRIATION ORDER**  
**General Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$250,000** be appropriated for the purpose of funding the Town Hall Elevator Replacement Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$250,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

**2024-127      APPROPRIATION AND LOAN ORDER**  
**General Fund Capital Improvement Plan (Two-thirds Vote Full Council)**

**ORDERED:** That the amount of **\$619,000** be appropriated for the purpose of funding the School Administration Building Mechanical Upgrades Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$619,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

**2024-128      APPROPRIATION ORDER**  
**General Fund Capital improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$51,000** be appropriated for the purpose of funding the Marine and Environmental Affairs Building Mechanical Upgrades Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$51,000** be provided from

## **APPROPRIATION ORDERS**

the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

**2024-129          APPROPRIATION ORDER**  
**General Fund Capital improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$72,000** be appropriated for the purpose of funding the Barnstable Adult Community Center Mechanical Upgrades Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$27,000** be provided from the General Fund Reserves and **\$45,000** be provided from Sale of Real Estate Special Revenue Fund, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

**2024-130          APPROPRIATION ORDER**  
**General Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$89,000** be appropriated for the purpose of funding the Old Selectman's Building Handicap Ramp Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$89,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

**2024-131          APPROPRIATION ORDER**  
**General Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$90,300** be appropriated for the purpose of funding the Mosswood Cemetery Building Improvements Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$90,300** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

**2024-132          APPROPRIATION AND LOAN ORDER**  
**General Fund Capital Improvement Plan (Two-thirds Vote Full Council)**

**ORDERED:** That the amount of **\$618,759** be appropriated for the purpose of funding the Town Office Relocation Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$618,759** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

**2024-133          APPROPRIATION ORDER**  
**General Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$370,000** be appropriated for the purpose of funding the Barnstable Police Facility Improvement Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$370,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

**APPROPRIATION ORDERS**

**2024-134      APPROPRIATION ORDER**  
**General Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$359,623** be appropriated for the purpose of funding the Marine and Environmental Affairs Exterior Restoration Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$359,623** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

**2024-135      APPROPRIATION ORDER**  
**General Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$48,000** be appropriated for the purpose of funding the Barnstable Adult Community Center Exterior Restoration Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$48,000** be provided from the Sale of Real Estate Special Revenue Fund, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

**2024-136      APPROPRIATION ORDER**  
**Hyannis Youth and Community Center Enterprise Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$300,000** be appropriated for the purpose of funding the Hyannis Youth and Community Center Mechanical improvements Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$300,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

**2024-137      APPROPRIATION ORDER**  
**Hyannis Youth and Community Center Enterprise Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$285,059** be appropriated for the purpose of funding the Hyannis Youth and Community Center Security System Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$285,059** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

**2024-138      APPROPRIATION AND LOAN ORDER**  
**Golf Enterprise Fund (Two-thirds Vote Full Council)**

**ORDERED:** That the amount of **\$2,950,000** be appropriated for the purpose of funding the Hyannis Golf Course Club House Restoration Project as outlined in the FY 2025- FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$2,950,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes, and further that the amount received from any insurance settlement reduce the appropriation and amount authorized to borrow under this order.

**2024-139      APPROPRIATION ORDER**  
**General Fund Capital Improvement Plan (Majority Vote Full Council)**

## **APPROPRIATION ORDERS**

**ORDERED:** That the amount of **\$305,000** be appropriated for the purpose of funding the Joshua Pond Handicap Accessibility and Beach Improvement as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$305,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

**2024-140      APPROPRIATION ORDER**  
**General Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$243,000** be appropriated for the purpose of funding the Centerville Recreation Mechanical Improvements Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$243,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

**2024-141      APPROPRIATION ORDER**  
**General Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$175,000** be appropriated for the purpose of funding the Network Infrastructure Upgrade Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$175,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

**2024-142      APPROPRIATION AND LOAN ORDER**  
**General Fund Capital Improvement Plan (Two-thirds Vote Full Council)**

**ORDERED:** That the amount of **\$900,000** be appropriated for the purpose of funding the Barnstable Community Innovation School Elevator Installation Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$900,000** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

**2024-143      APPROPRIATION ORDER**  
**General Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$550,000** be appropriated for the purpose of funding the Playground Safety Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to fund this appropriation that **\$550,000** be provided from the General Fund Reserves; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

**2024-144      APPROPRIATION ORDER**  
**General Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$85,000** be appropriated for the purpose of funding the Paging System Upgrade at Hyannis West Elementary School and Enoch Cobb Early Learning Center Project as outlined in the FY 2025 - FY 2029

## **APPROPRIATION ORDERS**

Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to fund this appropriation that **\$85,000** be provided from the General Fund Reserves; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

**2024-145          APPROPRIATION ORDER**  
**General Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$344,000** be appropriated for the purpose of funding the Barnstable Intermediate School Exterior Door Replacement Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to fund this appropriation that **\$344,000** be provided from the General Fund Reserves; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

**2024-146          APPROPRIATION AND LOAN ORDER**  
**General Fund Capital Improvement Plan (Two-thirds Vote Full Council)**

**ORDERED:** That the amount of **\$3,353,700** be appropriated for the purpose of funding the Unit Ventilator Replacement Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$3,353,700** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

**2024-147          APPROPRIATION AND LOAN ORDER**  
**General Fund Capital Improvement Plan (Two-thirds Vote Full Council)**

**ORDERED:** That the amount of **\$650,000** be appropriated for the purpose of funding the Auditorium RTU Replacement Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$650,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

**2024-148          APPROPRIATION ORDER**  
**General Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$78,000** be appropriated for the purpose of funding the Hyannis West Parking Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to fund this appropriation that **\$78,000** be provided from the General Fund Reserves; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

**2024-149          APPROPRIATION AND LOAN ORDER**  
**General Fund Capital Improvement Plan (Two-thirds Vote Full Council)**

**ORDERED:** That the amount of **\$757,700** be appropriated for the purpose of funding the Barnstable Intermediate School Network Based Public Address System Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$757,700** under and pursuant to M.G.L. c. 44, §§7 or 8, or

## **APPROPRIATION ORDERS**

pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

**2024-150          APPROPRIATION ORDER**  
**General Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$160,000** be appropriated for the purpose of funding the Hyannis West Locker Room Renovation Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$160,000** be provided from the General Fund Reserves; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

**2024-151          APPROPRIATION ORDER**  
**General Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$200,000** be appropriated for the purpose of funding the Plumbing Fixture Replacement Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$200,000** be provided from the General Fund Reserves; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

**2024-152          APPROPRIATION AND LOAN ORDER**  
**General Fund Capital Improvement Plan (Two-thirds Vote Full Council)**

**ORDERED:** That the amount of **\$1,110,000** be appropriated for the purpose of funding the Barnstable high School Bathroom Renovation Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,110,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

**2024-153          APPROPRIATION ORDER**  
**General Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$350,000** be appropriated for the purpose of funding the Barnstable High School Roof Replacement Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$350,000** be provided from the General Fund Reserves; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

**2024-154          APPROPRIATION ORDER**  
**General Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$63,800** be appropriated for the purpose of funding the Barnstable United Elementary School Library Carpet Replacement Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$63,800** be provided from the General Fund Reserves; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

## **APPROPRIATION ORDERS**

**2024-155      APPROPRIATION ORDER**  
**General Fund Capital Improvement Plan (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$318,000** be appropriated for the purpose of funding the Hyannis West Bathroom Renovations Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$318,000** be provided from the General Fund Reserves; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

**2024-156      APPROPRIATION AND LOAN ORDER**  
**General Fund Capital Improvement Plan (Two-thirds Vote Full Council)**

**ORDERED:** That the amount of **\$1,000,000** be appropriated for the purpose of funding the HVAC Direct digital Control Replacement Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,000,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

**2024-157      APPROPRIATION AND LOAN ORDER**  
**Airport Enterprise Fund (Two-thirds Vote Full Council)**

**ORDERED:** That the amount of **\$2,082,400** be appropriated for the purpose of funding the HVAC Upgrades Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$104,120** be provided from the Airport Enterprise Fund surplus, and that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,978,280** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that the Cape Cod Gateway Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and to accept any gifts or grants in relation thereto.

**2024-158      APPROPRIATION ORDER**  
**Airport Enterprise Fund (Majority Vote Full Council)**

**ORDERED:** That the amount of **\$1,500,000** be appropriated for the purpose of funding the Terminal Optimization Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$1,500,000** be provided from the Airport Enterprise Fund reserves; and that the Cape Cod Gateway Airport Commission is authorized to contract for and expend the appropriation made available for these purposes.

**2024-159      APPROPRIATION AND LOAN ORDER**  
**Airport Enterprise Fund (Two-thirds Vote Full Council)**

**ORDERED:** That the amount of **\$550,000** be appropriated for the purpose of funding the Electric Aircraft Charging Facility Project as outlined in the FY 2025 - FY 2029 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$27,500** be provided from the Airport Enterprise Fund surplus, and that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$522,500** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that the Cape Cod Gateway Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and to accept any gifts or grants in relation thereto.

**APPROPRIATION ORDERS**

**PART B – OPERATING BUDGET:**

**APPROPRIATION ORDER 2024-185**

**Cape Cod Gateway Airport Enterprise Fund (Majority Vote Full Council)**

**ORDERED:**

That the sum of **\$11,918,799** be appropriated for the purpose of funding the Town's FY 2025 Airport Enterprise Fund budget, and to meet such appropriation that **\$11,918,799** be raised from current year revenues by the Airport Enterprise Fund, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2024-186**

**School Department (Majority Vote Full Council)**

**ORDERED:**

That the sum of **\$89,375,780** be appropriated for the purpose of funding the Town's FY 2025 Barnstable Public School Department budget, and to meet this appropriation that **\$86,954,260** be raised from current year revenues and **\$2,421,520** be provided from the General Fund reserves, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2024-187**

**Police Department (Majority Vote Full Council)**

**ORDERED:**

That the sum of **\$18,709,328** be appropriated for the purpose of funding the Town's FY 2025 Barnstable Police Department budget; and to meet such appropriation that **\$18,709,328** be raised from current year revenues , as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2024-188**

**Planning and Development Department (Majority Vote Full Council)**

**ORDERED:**

That the sum of **\$2,394,019** be appropriated for the purpose of funding the Town's FY 2025 Planning and Development Department budget, and to meet this appropriation that **\$2,171,719** be raised from current year revenues, that **\$45,000** be provided from the Wetlands Protection Special Revenue Fund, and that **\$177,300** be provided from the Bismore Park Special Revenue Fund, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2024-189**

**Community Services Department General Fund (Majority Vote Full Council)**

**ORDERED:**

That the sum of **\$2,887,734** be appropriated for the purpose of funding the Town's FY 2025 Community Services Department General Fund budget; and to meet such appropriation that **\$2,887,734** be raised from current year revenues, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDERS**

**APPROPRIATION ORDER 2024-190**

**Community Services Department Golf Course Enterprise Fund (Majority Vote Full Council)**

**ORDERED:**

That the sum of **\$3,892,161** be appropriated for the purpose of funding the Town's FY 2025 Golf Course Enterprise Fund budget; and to meet such appropriation that **\$3,382,702** be raised from Enterprise Fund revenues, that **\$290,160** be provided from the set-aside for recreation and open space within the Community Preservation Fund, and that **\$219,299** be provided from the Golf Course Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2024-191**

**Community Services Department Hyannis Youth and Community Center Enterprise Fund (Two-thirds Vote Full Council)**

**ORDERED:**

That the sum of **\$3,926,883** be appropriated for the purpose of funding the Town's FY 2025 Hyannis Youth and Community Center Enterprise Fund budget; and to meet such appropriation that **\$580,044** be raised from Enterprise Fund revenues, that **\$1,406,994** be raised in the General Fund, that **\$1,460,675** be transferred from the Capital Trust Fund, and that **\$479,170** be provided from the Hyannis Youth and Community Center Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2024-192**

**Marine & Environmental Affairs Department General Fund (Majority Vote Full Council)**

**ORDERED:**

That the sum of **\$1,638,527** be appropriated for the purpose of funding the Town's FY 2025 Marine & Environmental Affairs Department General Fund budget, and to meet such appropriation, that **\$1,199,017** be raised from current year revenue and that **\$439,510** be provided from the Waterways Special Revenue Fund, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2024-193**

**Marine & Environmental Affairs Department Marina Enterprise Fund (Two-thirds Vote Full Council)**

**ORDERED:**

That the sum of **\$780,068** be appropriated for the purpose of funding the Town's FY 2025 Marina Enterprise Fund budget; and to meet such appropriation that **\$687,088** be raised from Enterprise Fund revenues, that **\$37,800** be provided from the Capital Trust Fund, that **\$30,000** be raised in the General Fund, and that **\$25,180** be provided from the Marina Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2024-194**

**Marine & Environmental Affairs Department Sandy Neck Park Enterprise Fund (Majority Vote Full Council)**

**ORDERED:**

That the sum of **\$1,087,579** be appropriated for the purpose of funding the Town's FY2025 Sandy Neck Park Enterprise Fund budget; and to meet such appropriation that **\$978,265** be raised from Enterprise Fund revenues, and that **\$109,314** be provided from the Sandy Neck Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

## **APPROPRIATION ORDERS**

### **APPROPRIATION ORDER 2024-195**

#### **Inspectional Services Department (Majority Vote Full Council)**

**ORDERED:**

That the sum of **\$2,584,392** be appropriated for the purpose of funding the Town's FY 2025 Inspectional Services Department budget, and to meet such appropriation, that **\$2,584,392** be raised from current year revenue as presented to the Town Council by the Town Manager.

### **APPROPRIATION ORDER 2024-196**

#### **Public Works Department General Fund (Majority Vote Full Council)**

**ORDERED:**

That the sum of **\$11,384,511** be appropriated for the purpose of funding the Town's FY 2025 Department of Public Works General Fund budget, and to meet such appropriation, that **\$11,301,371** be raised from current year revenue, that **\$56,320** be provided from the Embarkation Fee Special Revenue Fund, and that **\$26,820** be provided from the Bismore Park Special Revenue Fund, as presented to the Town Council by the Town Manager.

### **APPROPRIATION ORDER 2024-197**

#### **Public Works Department Solid Waste Enterprise Fund (Majority Vote Full Council)**

**ORDERED:**

That the sum of **\$4,033,424** be appropriated for the purpose of funding the Town's FY 2025 Department of Public Works Solid Waste Enterprise Fund budget, and to meet such appropriation that **\$4,033,424** be raised from the Enterprise Fund revenues, as presented to the Town Council by the Town Manager.

### **APPROPRIATION ORDER 2024-198**

#### **Public Works Department Water Pollution Control Enterprise Fund (Two-thirds Vote Full Council)**

**ORDERED:**

That the sum of **\$10,934,823** be appropriated for the purpose of funding the Town's FY 2025 Department of Public Works Water Pollution Control Enterprise Fund budget, and to meet such appropriation that **\$5,468,434** be raised from the Enterprise Fund revenues, that **\$1,216,389** be provided from the Sewer Construction and Private Road Maintenance and Improvement Special Revenue Fund, and that **\$4,250,000** be provided from the Capital Trust Fund, as presented to the Town Council by the Town Manager.

### **APPROPRIATION ORDER 2024-199**

#### **Public Works Department Water Supply Enterprise Fund (Two-thirds Vote Full Council)**

**ORDERED:**

That the sum of **\$9,109,331** be appropriated for the purpose of funding the Town's FY 2025 Department of Public Works Water Supply Enterprise Fund budget, and to meet such appropriation that **\$8,072,256** be raised from the Enterprise Fund revenues, that **\$1,000,000** be provided from the Water Stabilization Fund, and that **\$37,075** be provided from the Capital Trust Fund, as presented to the Town Council by the Town Manager.

## **APPROPRIATION ORDERS**

### **APPROPRIATION ORDER 2024-200**

#### **Town Council Department (Majority Vote Full Council)**

**ORDERED:**

That the sum of **\$264,092** be appropriated for the purpose of funding the Town's FY 2025 Town Council budget and to meet such appropriation, that **\$264,092** be raised from current year revenue, as presented to the Town Council by the Town Manager.

### **APPROPRIATION ORDER 2024-201**

#### **Town Manager Department (Majority Vote Full Council)**

**ORDERED:**

That the sum of **\$1,575,299** be appropriated for the purpose of funding the Town's FY 2025 Town Manager budget and to meet such appropriation, that **\$1,575,299** be raised from current year revenue, as presented to the Town Council by the Town Manager.

### **APPROPRIATION ORDER 2024-202**

#### **Public, Education & Government Access Channels Enterprise Fund (Majority Vote Full Council)**

**ORDERED:**

That the sum of **\$881,383** be appropriated for the purpose of funding the Town's FY 2025 Public, Education & Government (PEG) Access Channels Enterprise Fund budget, and to meet such appropriation, that **\$881,383** be raised from the PEG Enterprise Fund revenues, as presented to the Town Council by the Town Manager.

### **APPROPRIATION ORDER 2024-203**

#### **Administrative Services Department (Majority Vote Full Council)**

**ORDERED:**

That the sum of **\$8,205,658** be appropriated for the purpose of funding the Town's FY 2025 Administrative Services Department budget, and to meet such appropriation, that **\$8,205,658** be raised from current year revenue, as presented to the Town Council by the Town Manager.

### **APPROPRIATION ORDER 2024-204**

#### **Town Council Reserve Fund (Majority Vote Full Council)**

**ORDERED:**

That the sum of **\$250,000** be appropriated for the purpose of funding the Town Council's FY 2025 Reserve Fund and to meet such appropriation, that **\$250,000** be provided from the General Fund reserves.

### **APPROPRIATION ORDER 2024-205**

#### **General Fund Other Requirements (Majority Vote Full Council)**

**ORDERED:**

That the sum of **\$57,180,105** be appropriated for the purpose of funding the Town's FY 2025 Other Requirements budget, and to meet such appropriation, that **\$53,345,337** be raised from current year revenue, that **\$190,000** be provided from the Pension Reserve Trust Fund, that **\$43,680** be provided from the Embarkation Fee Special Revenue Fund, that **\$39,520** be provided from the Bismore Park Special Revenue Fund, and that **\$3,561,568** be provided from the General Fund reserves, all for the purpose of funding the Town's FY 2025 General Fund Other Requirements budget as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDERS**

**APPROPRIATION ORDER 2024-206**

**Community Preservation Fund Program Set-Asides and Administrative Expenses (Majority Vote Full Council)**

**ORDERED:**

That, pursuant to the provisions of General Law Chapter 44B Section 6, for the fiscal year beginning July 1, 2024, the following sums of the annual revenues of the Community Preservation Fund be set aside for further appropriation and expenditure for the following purposes: **\$519,639** for open space and recreation; **\$519,639** for historic resources; **\$519,639** for community housing; **\$3,094,027** for a budget reserve, and that the sum of **\$250,000** be appropriated from the annual revenues of the Community Preservation Fund for the administrative expenses of the Community Preservation Committee, to be expended under the direction of the Town Manager or the Community Preservation Committee with the prior approval of the Town Manager.

**APPROPRIATION ORDER 2024-207**

**Community Preservation Fund Debt Service (Majority Vote Full Council)**

**ORDERED:**

That the sum of **\$363,800** be appropriated for the purpose of paying the FY 2025 Community Preservation Fund debt service requirements, and to meet such appropriation, that **\$293,450** be provided from current year revenues of the Community Preservation Fund and that **\$70,350** be provided from the reserves for the historic preservation program within the Community Preservation Fund.

**FISCAL YEAR 2024 SPENDING LIMITATIONS 2024-208**

**Revolving Funds (Majority Vote Full Council)**

**RESOLVED:**

That the Town Council hereby authorizes the following spending limitations for fiscal year 2024 revolving funds:

Senior Services Classroom Education Fund - **\$100,000**

Recreation Program Fund - **\$325,000**

Shellfish Propagation Fund - **\$200,000**

Consumer Protection Fund - **\$600,000**

Geographical Information Technology Fund - **\$10,000**

Arts and Culture Program Fund - **\$50,000**

# Appendix B

## Glossary

The following definitions explain the meaning of some of the terms frequently used in documents and discussions related to the Town's financial matters:

<b>Abatement</b>	A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit. (See Commitment).
<b>Accounting system</b>	The total structure of records and procedures that identify, record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.
<b>Accrued interest</b>	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).
<b>Ad valorem</b>	A Latin phrase meaning according to the value. For example, the property tax is an Ad Valorem tax because it is based on the full and fair cash value (FFCV) of the real or personal property. (See Assessed Valuation).
<b>Adopted Budget</b>	The resulting budget that has been approved by the Town Council.
<b>Advance refunding of debt</b>	This occurs when new debt is issued to replace or redeem old debt before the 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).
<b>Allocation</b>	The distribution of available monies, personnel, buildings and equipment among various Town departments, divisions or cost centers.
<b>Amortization</b>	The gradual repayment of an obligation over time and in accordance with a pre-determined payment schedule.
<b>Annual budget</b>	An estimate of expenditures for specific purposes during the fiscal year (July 1 - June 30) and the proposed means (estimated revenues) for financing those activities.
<b>Appellate Tax Board (ATB)</b>	Appointed by the governor, the ATB has jurisdiction to decide appeals from local decisions relating to property taxes, motor vehicle excises, state owned land (SOL) valuations, exemption eligibility, property classification, and equalized valuations.
<b>Appropriation</b>	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).
<b>Arbitrage</b>	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.
<b>Assessed valuation</b>	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).

<b>Assessment date</b>	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.
<b>Audit</b>	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.
<b>Audit committee</b>	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.
<b>Audit management letter</b>	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.
<b>Audit report</b>	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.
<b>Automated recapitulation</b>	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.
<b>Available funds</b>	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).
<b>Balance sheet</b>	A statement that discloses the assets, liabilities, reserves, and equities of a fund or governmental unit at a specified date.
<b>Balance budget</b>	A budget in which receipts are greater than (or equal to) expenditures. A requirement for all Massachusetts cities and Towns.
<b>Base aid</b>	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
<b>Betterments (special assessments)</b>	Whenever part of a community benefits from a public improvement, or betterment ( <i>e.g.</i> , water, sewer, sidewalks, etc.), special property taxes may be assessed to the property owners of that area to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property parcel receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of up to 20 years. In this case, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

<b>Boat excise</b>	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.
<b>Bond</b>	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).
<b>Bond and interest record (bond register)</b>	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.
<b>Bond Anticipation Note (BAN)</b>	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.
<b>Bond authorization</b>	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).
<b>Bond counsel</b>	An attorney or law firm engaged to review and submit an opinion on the legal aspects of a municipal bond or note issue.
<b>Bond issue</b>	The actual sale of the entire, or a portion of, the bond amount authorized by a town meeting or city council.
<b>Bond premium</b>	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.
<b>Bond rating</b>	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.
<b>Bonds authorized and unissued</b>	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.
<b>Budget</b>	A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Level Funded Budget,

**Budget basis of accounting**

The Town's general fund and enterprise fund budgets are prepared on a basis other than generally accepted accounting principles (GAAP basis). The actual results of operations are presented on a "budget (cash) basis" to provide a meaningful comparison of actual results with the budget.

**Budget calendar**

The schedule of key dates or milestones which a government follows in the preparation and adoption of the budget.

**Budget message**

A statement that, among other things, offers context by summarizing the main points of a budget, explains priorities, describes underlying policies that drive funding decisions, and otherwise justifies the expenditure plan and provides a vision for the future.

**Business-type activities**

One of two classes of activities reported in the GASB 34 government-wide financial statements. These activities are financed in whole or in part by fees charged to users for goods or services. Some examples are enterprise (MGL Chapter 44 §53F½ ), special revenue (MGL Ch. 41 §69B) water, and municipal electric fund.

**Capital assets**

All tangible property used in the operation of government which is not easily converted into cash, and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Asset).

**Capital budget**

An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing for each recommended expenditure, i.e., tax levy, rates, and identify those items that were not recommended. (See Capital Asset, Fixed Asset).

**Capital expenditures /improvements**

Items generally found in the capital budget such as construction or major repairs to municipal buildings. The fees for architects, engineers, lawyers, and other professional services, plus the cost of financing advance planning, may be included in addition to the cost of materials and installation/construction.

**Capital improvements program**

A blueprint, for planning a community's capital expenditures that comprises an annual capital budget and a five-year capital program. It coordinates community planning, fiscal capacity and physical development. While all of the community's needs should be identified in the program, there is a set of criteria that prioritizes the expenditures.

**Capital outlay**

The exchange of one asset (cash) for another (capital asset), with no ultimate effect on net assets. Also known as "pay as you go," it is the appropriation and use of available cash to fund a capital improvement, as opposed to incurring debt to cover the cost.

**Capital outlay expenditure exclusion**

A temporary increase in the tax levy to fund a capital project or make a capital acquisition. Exclusions require two-thirds vote of the selectmen or city council (sometimes with the mayor's approval) and a majority vote in a community-wide referendum. The exclusion is added to the tax levy only during the year in which the project is being funded and may increase the tax levy above the levy ceiling.

**Capital projects fund**

Fund type used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds).

<b>Cash</b>	Currency, coin, checks and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.
<b>Cash basis of accounting</b>	An accounting method used that records and recognizes revenues when cash is received and expenses when cash is paid out of the Town treasury.
<b>Cashbook</b>	A source book of original entry, which a treasurer is required to maintain, for the purpose of recording municipal receipts, adjustments to balances, deposits to municipal accounts and disbursements through warrants.
<b>Cash management</b>	The process of monitoring the ebb and flow of a money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short-term borrowing and investment of idle cash.
<b>Cash receipts</b>	Any money received by a municipality or its departments whether by cash, check or electronic transfer.
<b>Categorical aid (see offset item)</b>	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.
<b>Categorical grant</b>	A type of intergovernmental payment, which is characterized by extensive restrictions on the uses to which the funds may be "spent" by the recipient government.
<b>Cemetery perpetual care</b>	Funds donated by individuals for the care of gravesites. According to MGL Ch. 114 §25, funds from this account must be invested and spent as directed by perpetual care agreements. If no agreements exist, the interest (but not principal) may be used as directed by the cemetery commissioners for the purpose of maintaining cemeteries.
<b>Certificate of Deposit (CD)</b>	A bank deposit evidenced by a negotiable or non-negotiable instrument that provides on its face that the amount of such deposit, plus a specified interest, is payable to the bearer or to any specified person on a certain date specified in the instrument, at the expiration of a certain specified time, or upon notice in writing.
<b>Chapter 200 (tax recapitulation)</b>	<p>Chapter 200 of the Acts of 1988 provides relief for those communities in which the maximum shift results in a residential share that is larger than the prior year's. Those communities may increase the commercial and industrial properties share of the levy by as much as 75 percent if the residential class would not be reduced to less than 50 percent of its single tax rate share by doing so. However, this residential share cannot be less than the residential share in any year since the community was first certified at full and fair cash value.</p> <p>General reference to the regulations and associated procedure for determining the maximum shift of tax burden from the Residential property class to the Commercial, Industrial, and Personal Property classes (CIP). The Chapter 200 form used in the tax rate approval process develops the maximum shift allowed</p>
<b>Chapter 59 assessment of local taxes</b>	<p>Portion of the Massachusetts General Laws that defines how municipalities assess local taxes. This chapter defines the role and responsibilities of assessors and methods for assessing property.</p> <p>Section 5 describes property and persons entitled to exemptions. There are a number of exemptions that a municipality can vote to adopt. A municipality can be reimbursed by the state for some tax exemptions mandated by Chapter 59 - Section 5. A municipality applies for reimbursement by submitting documentation to DOR each year.</p>

<b>Chapter 61 land</b>	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.
<b>Chapter 70 school funds</b>	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.
<b>Chapter 90 highway funds</b>	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.
<b>Charges for services</b>	(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.
<b>Charter school aid</b>	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.
<b>Cherry sheets</b>	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.
<b>Cherry sheet assessments</b>	Estimates of annual charges to cover the cost of certain state and county programs.
<b>Cherry sheet offset items</b>	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).
<b>Cherry sheet receipts</b>	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.
<b>Classification of the tax rate</b>	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.
<b>Collective bargaining</b>	The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union.

**Commercial, Industrial, Personal property (CIP)**

A group of three property types used to describe the effect of multiple tax rates. A municipality can take a number of actions to shift the levy burden associated with a single tax rate from Open Space and Residential categories to the CIP categories.

**Commitment**

An authorization to collect taxes, fees or other charges due a municipality. For example, the assessors' commitment of real estate taxes authorizes the collector to pursue and receive payment from property owners.

**Community Preservation Act (CPA)**

Enacted as MGL Ch. 44B in 2000, the community preservation act permits cities and towns accepting its provisions to establish a restricted fund from which monies can only be appropriated for a) the acquisition, creation and preservation of open space; b) the acquisition, preservation, rehabilitation, and restoration of historic resources; and c) the acquisition, creation and preservation of land for recreational use; d) the creation, preservation and support of community housing; and e) the rehabilitation and restoration of open space, land for recreational use and community housing that is acquired or created using monies from the fund. Acceptance requires town meeting or city council approval, together with referendum approval by majority vote. The local program is funded by a local surcharge up to 3 percent on real property tax bills and matching dollars from the state generated from registry of deeds fees. (See DOR IGR 00-209 as amended by IGR 01-207 and IGR 02-208).

**Community preservation fund**

Formerly known as the "Landbank Fund" in Town, this was a voter approved surtax levied at 3 percent on all real estate taxes. The State had initially set up a \$15 million dollar matching fund and reimbursed Cape Cod Town's 50 cents per dollar of surtax collected. This matching fund has been depleted as of FY04. The matching fund is now supported by a real estate transfer fee collected by the registry of deeds across the state. The revenue collected from this program can be used for land acquisitions for recreation and to preserve open space, historic preservation and affordable housing.

**Computer Assisted Mass Appraisal (CAMA)**

An automated system for maintaining property data, valuing property, notifying owners, and ensuring tax equity through uniform valuations.

**Conservation fund**

A city or town may appropriate money to a conservation fund, which money may be expended for lawful conservation purposes as described in MGL Ch. 40 §8C. The money may also be expended for damages arising from an eminent domain taking provided that the taking was approved by a two-thirds vote of city council or town meeting.

**Contingent appropriation**

An appropriation that authorizes spending for a particular purpose only if subsequently approved in a voter referendum. Under MGL Ch. 59 §21C (m), towns may make appropriations from the tax levy, available funds or borrowing, contingent upon the subsequent passage of a Proposition 2½ override or exclusion question for the same purpose. If initially approved at an annual town meeting, voter approval of the contingent appropriation must occur by September 15. Otherwise, the referendum vote must occur within 90 days after the town meeting dissolves. The question may be placed before the voters at more than one election, but if not approved by the applicable deadline, the appropriation is null and void. If contingent appropriations are funded through property taxes, DOR cannot approve the tax rate until the related override or exclusion question is resolved or the deadline passes, whichever occurs first.

**Contingent liabilities**

Items that may become liabilities as a result of conditions undetermined at a given date, such as guarantees, pending law suits, judgments under appeal,

unsettled disputed claims, unfilled purchase orders, and uncompleted contracts.

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**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.

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**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).

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**Cost Center**

The lowest hierarchical level of allocating monies. Often referred to as a program, project or operation.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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.

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**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."

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**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.

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**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.

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**Demand letter**

Notice to a delinquent taxpayer of overdue taxes typically mailed soon after the thirty day, or otherwise determined, payment period has ended.

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**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.

<b>Department</b>	A principal, functional, and administrative entity created by statute and the Town Manager to carry out specified public services.
<b>Department Of Revenue (DOR)</b>	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).
<b>Designated unreserved fund balance</b>	A limitation on the use of all or part of the expendable balance in a governmental fund.
<b>Division of Local Services (DLS)</b>	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.
<b>Education Reform Act of 1993</b>	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.
<b>Emergency spending</b>	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.
<b>Eminent domain</b>	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.
<b>Encumbrance</b>	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.
<b>Enterprise Funds</b>	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.
<b>Equalized Valuations (EQV)</b>	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.

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**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).

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**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.

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**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.

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**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).

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**Expenditure**

An outlay of money made by municipalities to provide the programs and services within their approved budget.

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**Expense**

An identified cost incurred to accomplish a particular goal.

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**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)).

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**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.

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**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.

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**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.

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**Fixed assets**

Long-lived, tangible assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

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**Fixed costs**

Costs that are legally or contractually mandated such as retirement,

FICA/Social Security, insurance, debt service costs or interest on loans.

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**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.

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**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)

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**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.

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**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).

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**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.

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**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.

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**Fund balance**

The difference between assets and liabilities reported in a governmental fund. Also known as fund equity. (See also Unreserved Fund Balance)

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**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.

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**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

<b>General fund</b>	The fund used to account for most financial resources and activities governed by the normal town meeting/city council appropriation process.
<b>General fund subsidy</b>	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.
<b>General ledger</b>	The accountant's record of original entry, which is instrumental in forming a paper trail of all government financial activity.
<b>General obligation bonds</b>	Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.
<b>Generally Accepted Accounting Principles (GAAP)</b>	Uniform minimum standards and guidelines for financial accounting and reporting that serve to achieve some level of standardization
<b>Generally Accepted Auditing Standards (GAAS)</b>	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.
<b>Generally Accepted Government Auditing Standards (GAGAS)</b>	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.
<b>Government accounting standards board (GASB)</b>	The ultimate authoritative on accounting and financial reporting standard-setting body for state and local governments.
<b>Governmental funds</b>	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.
<b>Grant</b>	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.
<b>Grant Anticipation Notes (GAN)</b>	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.
<b>Hotel/Motel Excise</b>	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.
<b>House 1 (Governor's)</b>	Designation given to the Governor's annual budget request, which is submitted to the House of Representatives by the fourth Wednesday of January. Except

<b>budget proposal)</b>	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.
<b>Income approach</b>	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.
<b>Indirect cost</b>	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.
<b>Inside debt</b>	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).
<b>Interest</b>	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.
<b>Interest rate</b>	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.
<b>Interfund transactions</b>	Payments from one administrative budget fund to another, which results in the recording of a receipt and an expenditure.
<b>Intrafund transactions</b>	Financial transactions between activities within the same fund. An example would be a budget transfer.
<b>Interim year valuation adjustment</b>	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.
<b>Internal control structure</b>	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.
<b>Internal service fund</b>	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.
<b>Land court</b>	Established in 1898, the Land Court has the exclusive jurisdiction to foreclose rights of redemption on a property in tax title.
<b>Legal Level of Budgetary Control</b>	The level at which a government's management may not reallocate resources without approval from the legislative body
<b>Levy</b>	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.

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**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).

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**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).

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**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.

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**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.

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**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.

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**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.

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**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).

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**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.

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**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)).

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**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.

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**Massachusetts General**

Laws passed by the Massachusetts legislature. The MGL is organized by chapters with multiple sections in each chapter. Currently there are 282

<b>Laws (MGL)</b>	chapters. See <a href="http://www.mass.gov/legis/laws/mgl/index.htm">www.mass.gov/legis/laws/mgl/index.htm</a> . 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.
<b>Minimum local contribution</b>	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).
<b>Modified Accrual Basis of accounting</b>	A method of accounting that recognizes revenues in the accounting period in which they become available and measurable.
<b>Motor Vehicle Excise (MVE)</b>	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.
<b>Municipal Revenue Growth Factor (MRGF)</b>	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).
<b>Net Assets Unrestricted</b>	(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).
<b>Net School Spending (NSS)</b>	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).
<b>Net school spending requirement</b>	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.
<b>New Growth</b>	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.

<b>Non-allocated receipts</b>	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.
<b>Non-expendable trust</b>	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.
<b>Non-recurring revenue source</b>	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).
<b>Objects of expenditures</b>	A classification of expenditures that is used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay".
<b>Official statement</b>	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.
<b>Offset Receipts</b>	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.
<b>Operating budget</b>	A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.
<b>Operational audit</b>	A private-sector term used to describe economy and efficiency audits and program result audits.
<b>Other Post-Employment Benefits (OPEB)</b>	(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).
<b>Outside debt</b>	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).
<b>Overlapping debt</b>	A community's proportionate share of the debt incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.
<b>Overlay reserve</b>	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.

<b>Overlay Deficit</b>	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.
<b>Overlay Surplus</b>	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.
<b>Override</b>	A vote by a community at an election to permanently increase the levy limit. An override vote may increase the levy limit no higher than the levy ceiling. The override question on the election ballot must state a purpose for the override and the dollar amount. (See underride)
<b>Override capacity</b>	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.
<b>Payments in lieu of taxes</b>	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.
<b>Performance audit</b>	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.
<b>Performance budget</b>	A budget that stresses output both in terms of economy and efficiency.
<b>Personal property tax</b>	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.
<b>Personnel Costs</b>	The cost of salaries, wages and related employment benefits.
<b>Preliminary tax bill</b>	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.
<b>Program</b>	A combination of activities to accomplish an end.
<b>Program budget</b>	A budget that relates expenditures to the programs they fund. The emphasis of a program budget is on output.
<b>Property tax levy (see levy)</b>	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.
<b>Proposition 2 1/2</b>	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.
<b>Proprietary funds</b>	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.

<b>Public Employee Retirement Administration (PERAC)</b>	The Public Employee Retirement Administration oversees and directs the state retirement system and administers benefits for members.
<b>Purchase order</b>	An official document or form authorizing the purchase of products and services. Outstanding purchase orders are called encumbrances.
<b>Quarterly tax bills</b>	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.
<b>Real property</b>	Land, buildings and the rights and benefits inherent in owning them.
<b>Receipts reserved</b>	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.
<b>Recertification (see triennial certification)</b>	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).
<b>Requisition</b>	Form used by the requesting department when ordering products and services from external vendors. This document generates a Purchase Order.
<b>Reserve for abatements and exemptions (see overlay)</b>	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.
<b>Reserve Fund</b>	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.
<b>Reserves</b>	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.
<b>Rating agencies</b>	This term usually refers to Moody's Investors Service, Standard and Poor's Corporation, and Fitch IBCA, Inc. These are the three major agencies which issue credit ratings on municipal bonds.
<b>Registered bonds</b>	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.
<b>Reserve for contingencies</b>	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.

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**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

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**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).

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**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)

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**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)

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**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.

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**Revenues**

All monies received by a governmental unit from any source.

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**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.

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**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.

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<b>Sale of real estate fund</b>	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.
<b>School choice aid</b>	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.
<b>Short-term debt</b>	Outstanding balance, at any given time, on amounts borrowed with a maturity date of 12 months or less. (See Note)
<b>Small commercial exemption</b>	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)
<b>Special assessments (see betterments)</b>	Whenever part of a community benefits from a public improvement, or betterment ( <i>e.g.</i> , water, sewer, sidewalks, etc.), special property taxes may be assessed to the property owners of that area to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property parcel receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of up to 20 years. In this case, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.
<b>Special exclusion</b>	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).
<b>Special purpose fund</b>	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.
<b>Special revenue fund</b>	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.
<b>Stabilization fund</b>	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

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**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.

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**Supplemental appropriations**

Appropriations made by the Town Council after an initial appropriation to cover expenditures beyond original estimates.

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**Surplus revenue**

The amount by which cash, accounts receivable, and other assets exceed liabilities and reserves.

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**Tax Anticipation Note (TAN)**

A short-term note issued to provide cash to cover operating expenses in anticipation of tax proceeds.

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**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.

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**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).

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**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.

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**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.

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**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.

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**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).

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**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)

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**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.

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**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)

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**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.

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**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.

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**Underride**

A vote by a community to permanently decrease the tax levy limit. As such, it is the exact opposite of an override.

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**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)

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**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)

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**Valuation**

The legal requirement that a community's assessed value on property must reflect its market, or full and fair cash value.

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**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.

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**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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# FY 2025 Budget Action Calendar

DATE	ACTION
Monday, September 18, 2023	Town Manager issues instructions to Municipal Departments for FY25 Operating & Capital budgets
Friday, October 13, 2023	Municipal Departments submit preliminary listing of any proposed FY25 position changes with supporting justification to Human Resources (HR) with copy to Town Manager
Monday, October 16, 2023	Municipal Departments submit Calendar Year fee change requests to Town Manager
Thursday, October 19, 2023	Town Council conducts joint meeting with School Committee in accordance with Town Charter to review financial condition and financial policies of the Town
Monday, October 30, 2023	Town Manager & School Superintendent develop annual policy agreement on allocation of projected FY25 General Fund revenue growth
Monday, November 6, 2023	Departments (including School) submit Capital Improvements Project (CIP) data sheets <i>with supporting photos</i> and review of existing capital projects to Town Manager
Tuesday, November 14, 2023	Town Manager conducts public hearing on any proposed changes to <u>Calendar Year fees</u>
Wednesday, November 15, 2023	Human Resources submits position changes summary including comments to Town Manager
Wednesday November 15, 2023	School Committee Meeting – Strategic Plan and Priorities
Monday, November 27, 2023	CIP Task Force provided copy of CIP submissions
Monday, November 27, 2023	Superintendent issues Operating budget instructions for School Department
Thursday, December 7, 2023	Municipal Department Managers submit Operating Budget <i>Decision Packages</i>
Thursday, December 14, 2023	CIP Task Force conducts workshop on CIP submissions (Date Subject to Change)
Wednesday, December 20, 2023	School site/department submit Operating Budget requests
Thursday, December 21, 2023	Annual Organization of Town Council (TM must submit budget to Town Council within 170 days per M.G.L. 44 § 32) (Friday, June 7, 2024)
Friday, January 5, 2024	Municipal Department Managers submit Operating Budget <i>Narratives</i> including photos
Wednesday, January 24, 2024	School Committee Workshop (FY25 Budget Introduction/ Confirming Strategic Direction of Budget)
Wednesday, January 17, 2024	Municipal Departments submit Fiscal Year fee change requests to Town
Wednesday, February 7, 2024	School Committee Meeting – Initial Presentation of FY25 Budget
Wednesday, February 14, 2024	School Committee Workshop (Round Table Review of Budget)
Monday, March 4, 2024	Town Manager submits recommended FY25 Capital Budget to Town Council per Part VI, Section 6-5 (d) of the Charter ( <i>TC must adopt plan BEFORE June 1, 2024</i> )
Wednesday, March 6, 2024	School Committee Meeting – FY25 Budget Review
Tuesday, March 19, 2024	Town Manager conducts public hearing on any proposed changes to <u>Fiscal Year fees</u>
Wednesday, March 20, 2024	FY25 School Operating Budget Public Hearing
Wednesday, April 3, 2024	School Committee meeting to adopt FY25 Operating budget
Thursday, April 4, 2024	School Department submits adopted FY25 School budget to Town Manager
Thursday, April 4, 2024	Town Council conducts first reading of FY25 Capital Budget Orders. Capital Budget presentation made to the Town Council
Monday, April 8, 2024	CFAC submits their review of recommended FY25 Capital Budget to Town Manager & Town Council
Thursday, April 25, 2024	Town Council conducts first public hearing on FY25 Capital Budget
Thursday, May 2, 2024	Town Council conducts second public hearing on FY25 Capital Budget
Wednesday, May 8, 2024	Town Manager submits recommended FY25 Operating Budget to the Town Council. Town Council must adopt budget within 45 days (by June 21, 2024) otherwise it becomes part of FY25 appropriations per Section 6-3 (b) of the Charter)
Monday May 13, 2024	CFAC submits their review of recommended FY25 Operating Budget to Town Manager & Town Council
Thursday, May 16, 2024	Last Town Council meeting to adopt FY25 proposed Capital Budget (Must be adopted by June 1, 2024)
Thursday, May 16, 2024	Town Council conducts first reading of the FY25 Operating Budget Orders. Operating Budget presentation made to Town Council.
Thursday, June 6, 2024	Town Council conducts first public hearing on FY25 Operating Budget
Thursday, June 20, 2024	Town Council conducts second public hearing on FY25 Operating Budget
Friday, June 21, 2024	Special Town Council meeting (if needed) to complete public hearings on FY25 proposed Operating Budget.

Town Council Action

School Committee Action

Town Manager Action

Municipal & School Dept./CFAC Action

## MISSION STATEMENT

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



*Labor Day 2023 - Fireworks*